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CONTENTS

SOCIAL NETWORKS AND FINANCIAL INCLUSION OF INFORMAL AGRO-ALLIED BUSINESSES IN NIGERIA

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ABSTRACT

This study examined the effect of social networks on financial inclusion of the informal agro-allied sector in Nigeria; with specific objectives which ascertained the extent social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators. The specific objective also determined the extent social networks facilitate access to microcredits for informal agro-allied business operators. This study adopted the cross-sectional survey research design to collect data from a sample size of 219 participants in 105 microfinance banks spread across Anambra and Delta States. The study utilised the combined frequency tables to analyse collated data, while the Pearson Product Moment Correlation and simple regression analysis were used for testing the two posited hypotheses. The study established that, social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators, and also facilitate access to microcredits for informal agro-allied business operators in Nigeria. The study therefore recommended that, effort should be made by the government through financial sector regulators to effectively coordinate activities of social networks at various levels (rural/urban) in order to gradually and continually integrate the operators within the informal sector into the government's financial inclusion drive.

Keywords: Financial Inclusion, Financial Literacy, Informal Sector, Social Networks, Microcredits,

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1.1   Introduction

The thriving nature of economic activities within the informal sector in various economies around the world has defied economic theories time and time again, despite numerous efforts by various scholars to determine, among other things, factors making the sector difficult to ignore amidst the growing rate of informal wealth creation and redistribution. An unorganized, unstructured, unregulated, but important segment of the unrecognized economy is referred to as the informal sector. According to existing literature, informal sector operations generally comprise wide base transactions on the essentials and necessities of daily human lives required to sustain the population; as a result, the informal sector invariably drives the economy from an unrecognized perspective. Activity in the informal sector have been defined as economic activities that do not fall inside the formal sector's boundaries (Dyongo, 2017). The informal sector covers all uncontrolled economic activity that are not taxed and whose contributions are not accounted for in the country's Gross Domestic Product (GDP). The importance of this sector, however, cannot be overstated, as it has been shown that the informal sector is the primary source of sustenance for the majority of rural and urban residents (Dinbabo, 2014).

In Nigeria, there has been a growing concern about the informal sector in the last nine years, owing to the fact that informal sector operators account for a large percentage of the country's economically active population, engaged in various forms of agricultural, production, service delivery, and income-generating ventures, and have been noted for playing positive and significant roles in the economy. This unorganized sector is made up of a huge number of unskilled and skilled people who are closely linked to microeconomic activities such as farming, fishing, microscale agro-processing, agro-produce transportation, and trading. Others include tailoring, carpentry, masons, and other seemingly insignificant economic activity that have trouble obtaining inexpensive microcredit from formal institutions and are hence not included in the tax net (Sakanko & Ewugi, 2015).

Despite the informal sector's active role and significant contributions to Nigeria's economic growth and development, it continues to face a number of challenges, including insufficient availability or access to available resources (financial and human capital), cost-effective technological devices, market linkage, and information required to perform above subsistence level (Akintimehin, et al., 2019). The government's apparent lack of a comprehensive development strategy for the burgeoning informal sector (Chima, 2016) has resulted in the government's failure to properly exploit the immense resources inherent in the sector, preventing operators from growing their enterprises and building long-term prosperity.

Recently, informal-sector business owners have begun to acknowledge the obstacles that come with their firms' informality; thus, engagement in interest-based social networks to gain access to information and resources inherent in the synergy within such networks. Social networks are viewed as important social capital indicators since they are defined by unique types of interactions based on trust, reciprocity norms (Rosso & McGrath, 2012), and reciprocal benefit interests (Taryn & Glover, 2014). The contributions of social networks in value addition and resource allocation are deemed non-negligible since they represent a unique type of informal association. As a result, social networks are seen as exceeding regulatory rules and recognized prescriptions and have become viable efficient alternatives to levels of

economic transactions (Lew 2013), as research has revealed that the level of social capital embedded in the social network of entrepreneurs (Stam et al., 2014) is critical to achieving financial inclusion of the informal sector (Stam et al., 2014).

Social networks are defined by links between members of a group who have mutually beneficial interests. Members of such groups or social networks benefit from socioeconomic benefits based on their membership in such networks (Taryn & Glover, 2014), which are primarily based on the size of such networks, group solidarity based on trust, and reciprocity norms, all of which are anchored in social capital networks (Andriani, 2013). The connecting component inside social networks is trust and reciprocity, which helps lower the expenses associated with microcredit access (Roberts, 2013), encourages the reduction of payable interest on credits by group members, and promotes the financial inclusion of advantaged borrowers.

Importantly, integrating these informal sector players into the financial system necessitates some level of upgrading, whether through formalizing their economic activity or partnering with volunteer organized interest groups (social capital networks). As a result, financial inclusion entails providing accessible and important financial services to informal sector operators (organized interest groups or social networks), the majority of whom live and work in rural and sub-urban areas (Nwanko & Nwanko, 2014). Financial inclusion has also been defined as the government's approach for delivering financial services to the predominantly unbanked population, which includes the informal sector and rural inhabitants, through a variety of regulated and licensed private sector providers (Kama & Adigun, 2013). Specifically, financial inclusion refers to a

financial system that enables literate people to access and use a variety of dependable, appropriate, and convenient financial services at a low cost (Centre for Financial Inclusion, 2013). This unrestricted access to and use of financial services is one of the most important factors driving domestic economic development and growth (Onaolapo, 2015). As a result, the goal of this research is to see how social networks affect financial inclusion in Nigeria's informal agro-allied sector.

1.2   Statement of Problem

The government's financial inclusion policy drive is the result of the government's strategy, implemented through the Central Bank of Nigeria, to address the challenge of access to affordable and sustainable microcredits in order to stimulate economic activity in the large and growing informal sector. This policy push sparked the development of a variety of microcredit-related schemes to facilitate intervention funds and credit facilities, grants and fiscal incentives, and bilateral support from international organizations and development institutions in order to boost the informal sector's economic activities (Ede, 2021). However, government and policymakers have repeatedly concentrated their financial inclusion efforts on organized micro, small, and medium enterprises (MSMEs), while focusing on the unorganized informal sector has remained a challenging problem.

The high risks associated with financing agricultural activities (CBN, 2014) of farmers operating on subsistence scales, poor flow of information, poor knowledge of access and linkage to markets (Elikwu, Ndubuisi, & Obayi, 2019), based on the unorganized state of the informal sector operators are among the challenges inhibiting the financial inclusion of Nigeria's large economically active but informal sector. Individuals and owners of informal micro and small businesses in

Nigeria, however, frequently identify with various groups based on related interests (social networks) in order to enjoy some economic benefits, which has resulted in a lot of success in their access to microcredits as seed or business expansion capitals; hence, the need to investigate how social networks can be used to achieve financial inclusion of the informal agro-allied sector in Nigeria. As a result, the following research issues were addressed: I To what extent can social networks promote access to financial literacy knowledge as a form of empowerment for informal agro-allied sector operators? and (ii) To what extent can social networks assist informal agro-allied sector operators in obtaining microcredit?

The primary goal of this study was to examine the impact of social networks on financial inclusion in Nigeria's informal agro-allied industry, based on the aforementioned difficulties. The specific goals are to determine the extent to which social networks facilitate access to financial literacy information as a source of empowerment for informal agro-allied sector operators, as well as to determine the extent to which social networks facilitate access to microcredits for informal agro-allied sector operators.

2.0   Literature Review
Concept of Social Networks
The term "social network" refers to a group of people who are linked by a common interest or goal, such as friends, family, or trade associations (Ringim & Shuaib, 2017), structured and registered groups like thrift and micro-credit cooperative societies (Dyongo, 2017), and business organizations like microfinance banks and institutions (Nengah, et al., 2016). A social network has been defined as a platform that fosters connections between people who share common interests through the use of trust, norms, and reciprocity (Putnam, 1995). Individuals within

social networks can access resources connected with membership in these networks through social networks (Kaloga, 2017), whereas the perceived worth of these resources is mostly decided by the cumulative connections between network members (Forsell, Tower & Polman, 2018).

Social networks have been shown to promote a savings culture that supports capital formation, thereby facilitating the creation of entrepreneurial opportunities (Oladejo & Oyedele, 2014), which are catalysts for increased productivity by providing entrepreneurs with the resources they need to complement or supplement recognized opportunities (Oladejo & Oyedele, 2014). (Hadi & Kamaluddin, 2015). Access to social network enabled resources helps businesses expand their operational capabilities (Idris & Agbim, 2015), sways the directions of operational processes through the acceleration of network linkages (Elikwu & Igbokwe, 2019), and supports the detection and optimal exploitation of viable opportunities (Akintimehin, et al., 2019). (Elikwu, et al., 2019). More crucially, the social network's chord of trust and alliance enables individual members' access to financial services, microcredits, a lower likelihood of potential loan default, and fosters company growth (Hadi & Kamaluddin, 2015).

Trade associations, cooperative societies, farmers associations (Igbokwe, et al., 2016), and other organized groups of informal sector operators united by similar economic interests and activities use social networks to obtain government intervention resources such as microcredits and grants (Agbaam & Dinbabo, 2014). According to Sarker and Islam (2014), the higher the level of trustworthiness within social networks, the more likely individual members will be able to obtain microcredits without collateral. Given that trust is a predictor of social network strength, it

promotes and supports exchange of information and resources among members of similar organized groups in order to improve access to microcredits (Epstein & Yuthas, 2011). Finally, the quality of social networks, which is based on the reputations of individual members within such networks, influences access to and transmission of privileged information that is not available to non-members (Postelnicu, et al., 2013).

Financial Inclusion

Financial inclusion is defined as the practice of ensuring that economically engaged low-income groups have access to adequate and affordable financial services in a balanced and transparent manner (Riwayati, 2017). The significance of financial inclusion is based on its impact on general well-being and the economy, which is a critical prerequisite for rural economies' growth and development, as well as its ability to stimulate deposit/saving mobilization and redistribution of available resources to various sectors in need of credit. Financial inclusion raises the standard of living and strengthens the financial position of societal vulnerable and economically disadvantaged people (World Bank, 2017), as it gives them the ability to expand their economic activity.

Financial inclusion has a number of advantages, including the ability to help individuals, households, and microbusiness operators in the informal sector diversify their economic activity in order to enhance their revenue streams and maintain a stable cash flow (Clark, 2013). (Riwayati, 2017). Credit facilities acquired are appropriately invested in wealth development initiatives, resulting in an increase in numerous streams of revenue generation (Andah, Igbokwe & Elikwu, 2019). Other advantages of financial inclusion include the likelihood of a reduction in the growth of informal sources of finance, lower loan costs based on efficient resource allocation, and support for better financial management practices in enterprises (Odeleye & Olusoji, 2016). Financial inclusion also boosts household savings (Riwayati, 2017), encourages entrepreneurship (Bassey, Amenawo, & Enyeokpon, 2017), promotes rural economic development (Joseph & Varghese, 2014), supports the culture of saving, and improves the liquidity base and effective payment mechanisms of deposit money banks (Joseph & Varghese, 2014). (Onaolapo, 2015). Financial inclusion, in support of the informal sector and the rural population, promotes financial literacy knowledge (Jiyane & Zawada, 2013) to raise awareness among informal sector operators, which is required to efficiently manage accessed loans (Taha, 2012), and to appropriately identify and avoid dubious Ponzi schemes.

Empirical Review

Ikya (2019) looked at the enormous market opportunity that exists in the informal sector (bottom of the economic pyramid) that is only waiting to be brought into the country's financial system. The study asserted, using an exploratory research approach, that the informal sector provides a vast supply of reliable and cheap cash (deposit mobilisation) that may be used to help millions of informal sector operators escape financial marginalization, a low standard of living, and poverty. As a result, the study advised that actions be taken to assist in the removal of deeply established institutional and socio-economic hurdles that increase financial exclusion of operators in Nigeria's informal sector.

The effect of social capital on the success of enterprises in the Nigerian informal sector was explored by Akintimehin et al. (2019). The study used a cross-sectional survey to collect data from 650 informal business owners, and the partial least square approach

of the structural equation model (SEM) was used to analyze and assess the hypotheses. The study found that, in the absence of company age as a control variable, social capital has a substantial effect on business performance; internal social capital had a significant effect on non-financial performance but no significant effect on financial performance. The study also found that external social capital had no substantial impact on a company's non-financial and financial success. Using firm age as a control variable, the study found that social capital has a significant effect on business performance; internal social capital has a significant effect on non-financial and financial performance, while external social capital has no significant effect on non-financial and financial performance. As a result, it was suggested that informal entrepreneurs simultaneously take advantage of their internal and external social capital resources, as these resources may become critical to their business success.

Chai, Chen, Huang and Ye (2018) used a database from the 2011 China Household Finance Survey and descriptive analytical tools to look at social networks and informal financial inclusion in China. Social networks considerably enhance the likelihood of households participating in the informal financial market, increase the magnitude of informal financial transactions, and increase the ratio of informal loans to total household assets, according to the findings. The study also found that informal social networks are strategies for minimizing credit lending and repayment risks, information costs, and promoting savings culture and deposit mobilization in rural and urban families.
Shumba (2016) looked at the informal sector's financial inclusion as a driver of economic growth in Zimbabwe. Using a non-probability sampling strategy, the study used the interview method to acquire qualitative data

from elected respondents. The findings revealed that the informal sector's low degree of financial inclusion is linked to a lack of trust in the banking sector. This was owing to bank closures and hyperinflation, which left the majority of depositors with nothing. According to the report, the growth of the informal sector is a sign of a failing economy, and the government should implement policies to encourage informal companies to formalize.

3.0   Methodology

The cross-sectional survey (Creswell, 2014) was used to obtain primary data from participants within institutions designated to engage with the informal sector for the purposes of this study. Given the study's focus on the informal sector, the participants are selected employees from 105 microfinance institutions located in various local government areas throughout Anambra (78) and Delta (27). (CBN, 2019). However, for the purposes of this study, a total of 21 microfinance banks (Anambra 26, Delta 9) were chosen in a 3:1 ratio, and 7 participants were chosen from each of the microfinance banks using a stratified sampling technique, spanning marketing, operations, and loan services. As a result, a total of 245 people (Anambra 182 and Delta 63) were randomly assigned to receive the research instruments.

A total of 219 participants completed and returned the research instruments, based on the number of returned copies of the administered questionnaire (Table 1). As a result, the sample size for this study was 219 people, which represents 89 percent of the total population. The study used a stratified and simple random sampling technique (Creswell, 2014) to determine the sample size, ensuring that every member of the target population who was actively involved in interacting with informal sector operators and various forms of social networks had an equal

chance of being chosen, ensuring the validity of the data collected.

Table 1: Selected Microfinance Banks

S/N	State	Senatorial District	Number of MFBs Ratio 3:1	Number of Participants Per MFB	Number of Administered Questionnaire	Number of Returned Questionnaire	Actual Sample Size
1	Anambra	South	9	7	63	59	168
		Central	9	7	63	56	
		North	8	7	56	53	
2	Delta	South	4	7	28	21	51
		Central	1	7	7	6	
		North	4	7	28	24	
	Total		35		245	219	219

Source: Field Survey, 2021

Methods of Data Analysis and Model Specification

This study uses descriptive statistical analytical methods such as combined frequency tables, Pearson Product Moment Correlation, and simple regression analysis to analyze the obtained data and test the hypotheses. As a result, the following statistical model is specified to determine the extent to which social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators in Nigeria, as well as the extent to which social networks facilitate access to microcredits for informal agro-allied business operators in Nigeria.

For the purpose of specifying the model for this study, Social Networks (SNT) being the independent variable, while Financial Inclusion (FIN) being the dependent variable is proxied by Financial Literacy Information (FLI) and Access to Microcredits (AMC).

Dependent Variable
Y = Financial Inclusion (FIN)
FIN = f*(FLI, AMC)*

Independent Variable

X = Social Networks (SNT)
SNT

The functional form of the econometric model is therefore given as:
Y = $f(X_1, X_2)$

Where, Y is dependent variable
X_1 is independent variable or explanatory variable.
f = represents the functional notation.
The models for the two posited hypotheses are stated thus:

Model One
$FLI = \beta_0 + \beta_1 SNT_1 + u_1$ ………………..…… *(1)*

Model Two
$AMC = \beta_0 + \beta_1 SNT_1 + u_1$ ………………..…… *(2)*

Where:
SNT   = Social Networks
FIN   = Financial Inclusion
FLI   = Financial Literacy Information
AMC   = Access to Microcredits
β_0 = Unknown constant to be estimated
β_1 = Unknown coefficients to be estimated

Ui   = Error Term
$\beta_1 > 0$

4.0   Results and Discussion of Findings

Analysis of Data

Table 1: Social networks facilitation of access to financial literacy information for informal agro-allied business operators

S/N	Variables	SD (%)	D (%)	MA (%)	A (%)	SA (%)
1.	Encouraging culture of savings among individuals of organised groups	- 0	- 0	13 6%	160 73%	46 21%
2.	Reassuring individuals within groups of the safety of their deposits	13 6%	46 21%	37 17%	90 41%	33 15%
3.	Platform to enable members access information on participating in economic developmental activities	7 3%	26 12%	52 24%	99 45%	35 16%
4.	Channel through which information on intervention funds can reach individuals and groups in rural areas	4 2%	20 9%	24 11%	125 57%	46 21%
5.	Platform for financial literacy training required by members to efficiently manage accessed loans	- 0	11 5%	26 12%	134 61%	48 22%

Source: Field Survey (2021)

Table 1 shows analysis of participants' responses concerning the extent social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators. Analysis of statement 1 reveals that, 73% and 21% of the sample size strongly agree and agree respectively that, social networks encourage culture of savings among individuals of the groups. Analysis of statement 2 reveals that, a total of 123 participants representing an aggregate sample size of 56% agree and strongly agree that, social networks help reassure individuals within groups of the safety of their deposits. However, 27% of the sample size disagrees with this statement. Analysis of statement 3 reveals that, 99 participants representing 45% and 35 participants representing 16% of the sample

size agree and strongly agree respectively that, social networks serve as platforms to enable members' access information on participating in economic developmental activities.

Furthermore, analysis of statement 4 reveals that, 125 participants representing 57% and 46 participants representing 21% of the sample size agree and strongly agree respectively that, social networks serve as channels through which information on intervention funds can reach individuals and groups in rural areas. Finally, analysis of statement 5 reveals that, 134 participants representing 61% and 48 participants representing 22% of the sample size agree and strongly agree respectively that, social networks serve as platforms for financial

literacy training required by members to efficiently manage accessed loans

Table 2: Social networks facilitation of access to microcredits for informal agro-allied business operators

S/N	Variables	SD (%)	D (%)	MA (%)	A (%)	SA (%)
1.	Social networks serve as security for individual members of organised group borrowers facing capital constraints	- 0	- 0	11 5%	166 76%	42 19%
2.	Enables access to various sizes of microcredits by individuals within the social networks	20 9%	53 24%	28 13%	94 43%	24 11%
3.	Social networks serve as trust and control mechanism in place of collaterals	11 5%	28 13%	39 18%	107 49%	33 15%
4.	Serves as platforms for members to access government intervention funds	- 0	- 0	35 16%	142 65%	42 19%
5.	Social networks serve as peer monitoring of members to ensure prompt loan repayments	- 0	- 0	24 11%	149 68%	46 21%

Source: Field Survey (2021)

Table 2 shows analysis of participants' responses concerning the extent social networks facilitate access to microcredits for informal agro-allied business operators. Analysis of statement 6 reveals that, 166 participants representing 76% and 42 participants representing 19% of the sample size agree and strongly agree respectively that, social networks serve as security for individual members of organised group borrowers facing capital constraints. Analysis of statement 7 reveals that, 94 participants representing 43% and 24 participants representing 11% of the sample size agree and strongly agree respectively that, social networks enable access to various sizes of microcredits by individuals within the social networks. However, 33% of the sample size representing a total of 73 participants disagrees with this statement.

Furthermore, analysis of statement 8 reveals that, 107 participants representing 49% and 33 participants representing 15% of the sample size agree and strongly agree respectively that, social networks serve as trust and control mechanisms in place of collaterals. Also, analysis of statement 9 reveals that, 142 participants representing 65% and 42 participants representing 19% of the sample size agree and strongly agree respectively that, social networks serve as platforms for members to access government intervention funds. Finally, analysis of statement 10 reveals that, 149 participants representing 68% and 46 participants representing 21% of the sample size agree and strongly agree respectively that, social networks serve as peer monitoring of members to ensure prompt loan repayments.

Pre-Data Analysis

Table 3: Test of Reliability

S/N	Questionnaire Constructs	Cronbach Alpha Reliability Result	Number of Items	Remark
1	Social Network and Financial Literacy Information	0.873	5	Reliable
2	Social Network and Access to Microcredits	0.925	5	Reliable
3.	Overall	0.899	10	Reliable

Source: SPSS 23.0 Output

This study conducted test for reliability of each construct, which showed the Reliability of all the constructs; hence, the research instrument is affirmed suitable for further analysis. The values of all the constructs indicated a Cronbach Alpha value exceeding 0.7 (SNT & FLI, 0.873, SNT & AMC 0.925), with and overall Cronbach Alpha value of 0.899. Premised on the assumption that values of Reliability tests fall between 0 and 1; this implies that, 0 indicates low reliability, while 1 indicates high reliability.

Table 4: Correlation Matrix

		FLI	AMC	SNT
FLI	Pearson Correlation	.1**	.932**	.950**
	Sig. (2-tailed)	.	.000	.000
	n	217	216	219
AMC	Pearson Correlation	.932**	1	.964**
	Sig. (2-tailed)		.	.000
	n	218	219	218
SNT	Pearson Correlation	.950**	.964**	1
	Sig. (2-tailed)	.000	.000	
	n	215	218	217

Analysis in Table 4 showing correlation results for constructs of Financial Inclusion (the dependent variable) and Social Networks (the independent variable) indicates that, a positive correlation exists between Social Networks and Financial Literacy and Information, and Access to Microcredits (constructs of the dependent variable). This

implies that, SNT correlates to FLI with a coefficient value of 95% with P-value of 0.000, implying the existence of a positive and significant relationship. Also, SNT correlates to AMC with a coefficient value of 96.4% with a p-value of 0.000, implying the existence of a positive and significant relationship between Social Networks and Access to Microcredits.

Test of Hypotheses
Test of Hypothesis One
H_{01}: Social networks do not facilitate access to financial literacy information as empowerment for informal agro-allied business operators

Table 5: Regression Result: SNT and FLI

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.973	.183		7.513	.000		
SNT	.769	.067	.950	13.521	.000	1.000	1.000

a. Dependent Variable: FLI

Source: SPSS 23.0

The standardized regression result in Table 5 for SNT on FLI is 0.769, which implies that Social Networks (SNT) has positive and significant effect on access to Financial Literacy Information (FLI) of their individual members who are informal sector operators. This implies that, an increase in strength of Social Network (SNT) ties among members of the informal sector, there will be a corresponding increase in the level at which operators within the informal sector access financial literacy information (FLI) to drive financial inclusion (FIN). Ultimately, a 1% increase in the strength level of Social Networks (SNT) will bring about a 76.9% increase in the level at which operators within the informal sector access financial literacy information (FLI) to drive financial inclusion (FIN). Therefore, given that the p-value of social networks (SNT) is 0.000 which is less than the significant level of 0.05 as indicated in Table 6, we reject the null hypothesis and accept the alternate hypothesis which states that, social networks facilitate access to financial literacy information as empowerment for informal agro-allied business operators.

Test of Hypothesis Two
H_{02}: Social networks do not facilitate access to microcredits for informal agro-allied business operators in Nigeria

Table 6: Regression result: SNT and AMC

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.772	.115		6.847	.000		
	SNT	.783	.031	.964	26.094	.000	1.000	1.000

a. Dependent Variable: AMC

Source: SPSS 23.0

Table 6 shows that the standardized regression result for SNT on AMC is 0.783, implying that Social Networks (SNT) have a positive and substantial effect on Access to Microcredits (AMC) by their individual members who operate in the informal sector. This means that as the strength of Social Network (SNT) linkages among members of the informal sector grows, so will the degree at which operators in the informal sector use Microcredits (AMC) to help with the financial inclusion (FIN) drive. In the end, a 1% rise in the strength of Social Network (SNT) relationships among informal sector members will result in a 78.33% increase in the level at which informal sector operators use microcredits (AMC) to boost the financial inclusion (FIN) push. As a result, we reject the null hypothesis and accept the alternate hypothesis, which states that social networks facilitate access to microcredits for informal agro-allied business operators in Nigeria, because the p-value of social networks (SNT) is 0.000, which is less than the significant level of 0.05 as shown in Table 7.

Discussion of Findings

The findings for hypothesis one established that there is a positive correlation between social networks and financial literacy information, while the hypothesis result indicated that the value of SNT on FLI is 0.769, implying that Social Networks (SNT) have a positive and significant effect on access to financial literacy information (FLI) of their individual members who work in the informal sector. The discovery prompted acceptance of the alternative hypothesis, which said that social networks facilitate access to financial literacy and knowledge as a kind of empowerment for informal agro-allied business operators.

The finding of hypothesis one of this study supports the assertions that social networks promote savings culture that supports capital formation (Oladejo & Oyedele, 2014); agrees that social networks serve as information dissemination channels through which trade associations, cooperative societies, and farmers associations (Igbokwe, et al., 2016) have knowledge on how to access government intervention resources in the form of microcredits or grants (Agbaam & Dinbabo, 2014). Furthermore, the finding supports the hypothesis that a higher level of trustworthiness within social networks drives and facilitates sharing of knowledge and resources among members of similar organized organizations, hence improving access to microcredits (Epstein & Yuthas, 2011). The finding of hypothesis one also confirms that the quality of social networks, which is based on the reputations of individual members within such networks, influences access to and transmission of privileged information that is not available to non-members (Postelnicu, et al., 2013).

The findings for hypothesis two revealed that there is a positive correlation between Social Networks and Access to Microcredits, with the hypothesis result indicating that the value of SNT on AMC is 0.783, implying that Social Networks (SNT) have a positive and significant impact on Access to Microcredits

(AMC) by individual members who work in the informal sector. The conclusion forced adoption of the alternative hypothesis, which stated that social networks help informal agro-allied business operators in Nigeria gain access to microcredit.

Individuals and owners of informal micro and small businesses in Nigeria frequently identify with various groups (social networks) to enjoy some economic benefits, such as access to microcredits as seed or business expansion capitals (Elikwu, Ndubuisi, & Obayi, 2019), overcome difficulties accessing affordable microcredits from formal institutions (Sakanko & Ewugi, 2015), and to also reclaim land (Elikwu, Ndubuisi, & Obayi, 2019). (Roberts, 2013). The research also supports the notion that the social network's chord of trust and alliance helps individual members' access to financial services, microcredits, a reduced likelihood of potential loan default, and stimulates company growth (Hadi & Kamaluddin, 2015).

Based on the findings of hypotheses one and two, this study agrees with the assertions that financial inclusion promotes financial literacy knowledge among rural populations (Jiyane & Zawada, 2013), which is required to support the detection and optimal exploitation of viable opportunities (Taha, 2012), and that financial inclusion promotes financial literacy knowledge among rural populations (Jiyane & Zawada, 2013). (Elikwu, et al., 2019). As a result, social media platforms are potential possibilities for integrating informal sector operators into the government's financial inclusion initiative (Chai, et al., 2018; and Shumba, 2016).

5.0   Conclusion and Recommendations

Based on the posited research question one concerning the extent social networks facilitate access to financial literacy

information as empowerment for informal agro-allied business operators. The findings established that, social networks encourages culture of savings among individuals of the groups; helps reassure individuals within groups of the safety of their deposits; serves as platforms to enable members' access information on how to participate in economic developmental activities; serves as channels through which information on intervention funds can reach individuals and groups in rural areas; and serves as platforms for financial literacy training required by members to efficiently manage accessed loans. The study therefore established that, social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators.

Based on the posited research question two concerning the extent social networks facilitate access to microcredits for informal agro-allied business operators. The findings established that, social networks serve as security for individual members of organised group borrowers facing capital constraints; serves as trust and control mechanisms in place of collaterals; serves as platforms for members to access government intervention funds; and also serves as peer monitoring of members to ensure prompt loan repayments. The study therefore established that, social networks facilitate access to microcredits for informal agro-allied business operators in Nigeria.

Premised on fact that, social networks facilitate access to financial literacy information as empowerment for informal agro-allied business operators, and the social networks facilitate access to microcredits for informal agro-allied business operators in Nigeria, this study therefore concludes that, social networks have significant effect on

financial inclusion of the informal agro-allied sector in Nigeria.

Recommendations

Premised on the findings of hypothesis one and two that, social networks facilitate access to financial literacy and information as empowerment for informal agro-allied business operators, and that, social networks facilitate access to microcredits for informal agro-allied business operators in Nigeria, this study therefore recommends that;

1. Effort should be made to by the government and financial sector regulators to effectively coordinate activities of social networks at various levels (rural/urban) in order to gradually and continually integrate the operators within the informal sector into the government's financial inclusion drive.

2. It is also recommended that for informal entrepreneurs to continue to gain access to credits for business expansion there is need to ensure that the cord of trust and norm of reciprocity that binds the social network should be maintained, as any breach of this trust implies difficulty in accessing more credits.

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BUSINESS PROCESS REENGINEERING PRACTICES AND THE GROWTH OF DEPOSIT MONEY BANKS IN MAKURDI METROPOLIS: MODERATING ROLE OF INFORMATION AND COMMUNICATION TECHNOLOGY

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ABSTRACT

This study examines the effect of business process reengineering on the growth of Deposit Money Banks in Makurdi metropolis: the moderating role of Information and Communication Technology. The study specifically examines the moderating effect Information and Communication Technology on the relationship between radical change, process function, innovative rethinking and growth of Deposit Money Banks in Makurdi Metropolis. A survey design was adopted for the study and questionnaire was used for data collection. The population of the study consists of 260 management staff of thirteen Deposit Money Banks in Makurdi Metropolis. A census sampling approach was adopted for the study. Multiple regression was used for data analysis and test of hypotheses using the Statistical Package for Social Sciences (SPSS 23). The study established a significant positive relationship between business process reengineering practices of process function, innovative rethinking and growth of DMBS in Makurdi Metropolis (.002,.020) on one hand and a negative significant effect of business process reengineering practices on growth when moderated by ICT. The study recommended amongst others that management of Deposit Money Banks should put innovative ideas into practice as this has the potential of enhancing growth of DMBs and that management of DBMs should invest in ICT facilities with caution since such investments can add value to quality of services rendered but can also deteriorate growth in the short run.

Key Words: Radical Change, Innovative Rethinking, Process Function, Growth

Introduction

In today's turbulent business conditions, organizations are striving to identify tools and techniques that will enable them not only to survive but also to gain competitive advantage as well. Decision makers and bank managers in particular are constantly on the lookout for techniques that would not only enhance quality of services but the overall growth of banking industry. Business Process reengineering (BPR) is notably one of such techniques. Every organisation whether of service or manufacturing concern has one or more goals to achieve, ranging from growth, quality of services to profit actualization, amongst others (Tyonande, 2016).

Business process reengineering is a well known management tool for dealing with rapid changes in business environment occasioned by advance in technology, increased competition and sophistication of customers (Ranganathan & Dhaliwal, 2001). The concept was introduced in 1990 by Hammer as a radical redesign of processes in order to gain significant improvement in cost of production, quality of goods produced and service rendered (Ozcelik, 2010). Business Process Reengineering as explained by Acharya (2015) is a transformation as opposed to'' change'' that alters the basic rhythm and character of the organisation. Acharya (2015) see Business Process Reengineering as a fundamental rethinking and radical redesign of a business process to obtain dramatic and sustained improvements in quality, cost, service, lead time, flexibility and innovation.

In this 21st century, at the hub of business process reengineering is Information and Communication Technology (ICT). Scholars such as   Hammer (1990) considers it to be the key implementation of BPR especially in the banking industry because it intertwines all the determinants of Business Process Reengineering   and it is very relevant in revolutionizing banking services such as account opening, customer account mandate and transaction processing and recording. The use of ICT is to challenge the assumptions inherent in the work processes that have existed since before the advent of modern computer and communications technology. Hammer argues that at the heart of reengineering is the idea of discontinuous thinking. Discontinuous thinking is a way to recognize and break away from the outdated rules and fundamental assumptions (Bako & Banmeke, 2019).

It is undisputable that all the sectors in the economy depend on financial institutions and that banking sector in particular for their financial needs. The banking sector has assumed a major role of mobilising savings from the surplus unit and channelling it to the deficit unit to finance investments that may have not just a significant impact on the nation's Gross Domestic Products but also improve the generally well being of the citizenry (Emakwu, 2019). To remain resilient, Nigerian banks and deposit money banks in particular have overtime benchmarked for best global banking service practices, outsourced for high caliber workforce to ensure attainment of optimal performance, yet there are still reported cases of undercapitalization, epileptic service delivery, low staff morale, poor corporate reputation, inability to compete globally, unethical practices prominently observed in the banking sector and perhaps taken over of some banks by Central Bank of Nigeria. In addition, there is decline in the operational performance efficiency of Nigerian banks in terms of return of assets,

equity and operating cost which requires urgent attention of the banks to reengineer (re-strategize) for process performance improvement.

It is observed that poor operational performance indices of Nigerian deposit money banks are due to inadequate and inflexible operational processes. This was part of the revelations of the special audit for all the Nigerian banks conducted jointly by Central Bank of Nigeria (CBN) and Nigeria Deposit Insurance Corporation (NIDC) in July 2009, for commercial banks (Bako & Benmeke, 2019). Obalam & Okocha (2018) established that business process reengineering is essential for banking sector to improve profitability and growth. While business process reengineering has been heavily researched in recent years, researchers have used different dimensions to explain the concept. Forbes, Gibson and Darlintom (2019) develop a four dimension model of measuring business process reengineering in Zimbabwe banking industry. It consists of information technology, change culture, employee commitment and financial resources. Similarly, a model developed by Chepkorir (2018) for measuring business process reengineering in banking industry of Kenyatta consists of four dimensions of innovative thinking, process function, information technology and radical change. Musa (2019) decomposed business process reengineering into three dimensions of innovative rethinking, process function and radical change. This study adopted the dimensions of process function, innovative rethinking and radical change to measure the growth Deposit Money banks in Makurdi metropolis.

It is observed that studies on the effect of business process reengineering practices on the growth of deposit money banks in Makurdi metropolis using information and communication technology as a moderating variable are scanty. The study tries to fill the gap by empirically investigating the effect of business process reengineering practices on the growth of deposit money banks using information and communication technology as a mediating variable.

Objectives of the Study

The main objective of this study is to investigate the relationship between business process reengineering practices and growth of deposit money banks in Makurdi Metropolis using information and communication technology as a moderating variable. The specific objectives are:

i. To examine the moderating role of information and communication technology on the relationship between radical change and the growth of deposit money banks in Makurdi metropolis.

ii. Assess the moderating role of information and communication technology on the relationship between process function and the growth of deposit money banks in Makurdi metropolis

iii. Determine the moderating role of information and communication technology on the relationship between innovative rethinking and the growth of deposit money banks in Makurdi metropolis

Research Hypotheses

The following null hypotheses have been formulated for the study:

H_1: there is no significant relationship between radical change and growth of Deposit money banks in Makurdi Metropolis.

Ho_2: information and communication technology does not moderate the relationship between radical change and growth of deposit money banks in Makurdi metropolis.

H₃: there is no significant relationship between process function and growth of deposit money banks in Makurdi Metropolis

H₄: information and communication technology does not moderate the relationship between process function and growth of deposit money banks.

H₅: there is no significant relationship between innovative rethinking and growth of deposit money banks in Makurdi metropolis.

H₆: Information and communication technology does not moderate the relationship between innovative rethinking and growth of deposit money banks.

Review of Related Literature Review
Concept of Business Process Reengineering (BPR)

Amer and Kandli (2010) sees BPR as a modern administrative approach that aims to radically and rapidly change organizations by redesigning strategic processes, policies, organizational structures, values and supporting assumptions in a non-traditional way. Akam, Okeke, Kekeocha and Onuorah (2018) posit that BPR implies transformed processes that together form a component of a larger system aimed at enabling organization to empower themselves with contemporary technologies, business solution and innovations. It is an innovative technique which is used to induce the radical change in the organization set up. Rigby (2015) notes that BPR involves reduced organizational layers and elimination of unproductive activities in two key areas which are a redesign of functional organizations into cross functional teams, and the use of technology to improve data dissemination and decision making. Orogbu, Onyeizugbe, and Onuzulike, (2015) term

BPR otherwise called process innovation, as an effort to redesign the organization for improved efficiency and effectiveness by focusing on the processes used in daily operations rather than on the traditional functions performed by the business. . Lila, Mansingh, Osei-Bryson (2012) see BPR as essential rethinking and radical redesign of business processes to achieve basic improvements in all performance metrics such as cost, quality, service , and speed.

Dimensions of Business Process Reengineering Practices

i. **Process Function:** Process function centres on the collection of organizational activities that take one or more kinds of input and creates an output that is of value to the customer. Typical process of this includes ordering of organizational structure, manufacturing, production, development, delivery and invoicing. Process function plays a significant role in effective customer service delivery. When function process is effectively implemented in an organization, service delivery will be efficient leading to customer satisfaction. The extensive literature on business process management suggests that organizations can enhance their overall performance by adopting a process view of business (Chepkorir, 2018).

ii. **Radical changes:** Radical change in organizations is being achieved through effective communication, involvement of employees, reward and motivation; socio-cultural adjustment needed to overcome resistance and facilitate the acceptance of the desired procedures or policy (Tower, 1996). At its most initial stage, change is a movement out of a present state (how things are today), to the future (how things will be done) through a period of

transition. Change happens all around us - at home, in our community and at work. Changes can be internally or externally influenced. The change can be radical or conservative that can be anticipated or unexpected. However, the basic nature of change is a movement from the current state through a transition state to a future state. The notion of these three states of change is prevalent in change management literature and in other improvement disciplines. Changes are implemented to reach a future state where performance is better than in the current state. Change can be driven by issues in the current state or motivated by opportunities in the future state, but change is undertaken to improve performance in a meaningful way of customer service (Chepkorir, 2018).

Information and Communication Technology (ICT)

ICT is a critical element in BPR. Thus, many researchers consider it to be enabling changes in work processes and collaboration both within organizations and with other organizations. However, according to Larsen (2003), ICT is widely accepted at the organizational level to increase the efficiency and effectiveness of the organization in terms of costs and competitiveness, so the integration of ICTs is essential In the functions of organizations. Hammer (1990) emphasized the need to apply modern computers and communication technology to overcome the challenges inherent in business processes. Thus, BPR should benefit from IT as a competitive advantage in strategic planning. Hammer stresses that the composition of IT infrastructure components is a critical determinant of how information resources can be connected. An effective IT infrastructure should use a top-down approach of the business strategy and

supporting strategies. And to achieve the expected results in the implementation of business process reengineering, there is a need for appropriate IT infrastructure in most projects because BPR starts from the IT department, and IT is a natural partner of BPR and it plays a vital and central role in success of BPR projects (Crowe, Meghan , Bauman, & Zayas-Castro, 2002; Salimifard & Abbaszadeh, 2010). IT not only accelerates the process that is being implemented but also its integrated processes reduce errors and thus improve productivity (Reijers & Mansar, 2005). Therefore, IT should therefore be viewed as an important mechanism for fundamentally restructuring the working method. For this, information and communication technology is considered as a natural factor in business process reengineering and an important component and it has a large and continuous role in the success of BPR projects. Abd Ellatif et al. (2017) stated that ICTs include the areas of the information system and communication technology which provide members with the necessary and required information which brings the effectiveness of the business and organization together.

Organizational Growth

Every organization whether manufacturing or service concern aspire to grow. Growth potential can be gauged from an organizational plan movement into new market, the development of new product/service, the employment of more effective marketing techniques or methods that grow a business from a niche market to a more volume operation. According to Encyclopedia Britannia (2017) growth takes place when there is an increase in size or amount of an entity. It is usually associated with increase in total assets and the rate of physical growth and expansion of a firm.

Organizational growth is the outcome resulting from the combination of

organizational resources, capabilities, routines and processes (Zhou & Dewit, 2009). Growth is said to take place in an organization when there is an increase in the number of branches or outlets, number of employees, income, profit and market share (Wileh-Crabb, 2014).

Theoretical Framework
The theoretical basis of this study is anchored on dynamic capability theory. The theory focuses on resources and capability as fundamental determinants of competitive advantage and performance.

Dynamic capabilities theory proposed by Teece and Pisano (1994) is the extension from resource-based view (RBV) of the firm (Barney, 1986, 1991). Based on the RBV, firm in the similar industry perform differently because they have different kinds of resources and capabilities. Unlike the RBV theory which is considered as static in nature, dynamic capability theory is dynamic and is sufficient enough to explain the competitive advantage of the firm in changing market environment (Samsudin & Ismail, 2019;Priem & Butler, 2001; Barney, 1986, 1991). It is obvious that dynamic capability is the firms' potential to logically solve problems by its proclivity to sense opportunities and threats in the business environment, make timely and market-oriented decisions and to change its resource base.

The relevant of this theory to this study is that, in today's ever changing global economy, business entities exist in the environment that is not just dynamic but unstable. The theory of dynamic capability has enlightened the need for business organizations and deposit money banks to act in harmony and proactively with the environment.

Empirical Studies
Olubayo and Okunbanjo (2020) examined effects of business process reengineering (BRP) on organisational performance in the food and beverage industry in Nigeria. The study adopted survey research design and multistage sampling methods. It utilized primary data generated through a questionnaire for the research. A total of 87 questionnaires was administered to the sampled population. Multiple regression analysis was employed to analyse the data. On the hypothesis one, the findings showed that organizational resources and process function have negative and insignificant effect on competitive advantage but innovative thinking has a positive and significant effect on competitive advantage. On the hypothesis two, all the components of business process reengineering (organizational resources, innovative thinking and process function) have positive and significant effect on operational performance. Thus, the study concluded that when organizational resources, innovative thinking and process function are combined together as business process reengineering components, they enhance organizational performance in the food and beverages industry in Nigeria.

Muhammad (2019) investigated the relationship between Business Process Re-Engineering (BPR) and performance of Islamic banking branches in Kedah from the perspective of Maqasid Al-Shari'ah. BPR factors are operationalized by strategic alignment, management commitment, change management, customer focus, BPR project management and IT infrastructure. The questionnaires were sent directly to

branches and collected by hand. Simple random sampling was used for sample selection. 63 questionnaires were sent to managers' Islamic banking, 59 samples were returned but only 54 samples were used for data analysis. The data was analyzed using 'Statistical Package for Social Science' SPSS version 21. Collectively, the result shows that the BPR are able to influence the performance of Islamic banking in Kedah branches. The BPR are able to influence overall performance of Islamic banks and others three (3) dimension of performance (educating individual, establish justice and public interest). However, for individually, analysis using multiple regression analysis indicates that only management commitment, customer focus and BPR project management are able to influence overall Islamic banking performance. In term of dimension banks performance, customer focus and BPR project management are influences dimension of educating individual. While, in dimension of establish justice and public interest, only customer focus are able to influence. Therefore, the managerial of Islamic banking in Kedah branches should focus on the management commitment, customer focus and BPR project management in order to enhance the performance of their banks. The outcome of this study provides important insights to both managers and researchers for further understanding about BPR factors and Islamic banks performance.

,Bako and Banmeke (2019) examined the impact of Business Process Reengineering (BPR) has on Organizational Performance focusing on Commercial Banks and Microfinance Banks in Ilaro, Ogun state. The objective of the study was to uncover how BPR can help to effect innovative and strategic changes in the organization, to determine the impact of BPR on organizational performance; to assess the

roles of information technology in the implementation of BPR for an organization to attain its goals and to determine how BPR can affect the service rendered by an organization. The data for this research work were obtained through primary and secondary sources where respondents were selected using simple random sampling technique and a survey was carried out on the staff of commercial banks and microfinance banks in Ilaro. 124 answered questionnaires were returned by the respondents. The data was analyzed using multinomial regression analysis. From the findings, it showed that if returned P-value of multinomial regression model result is <0.05 (0.05 being the level of significance) and vice versa, the returned P-value for all hypotheses tested was <0.05. So all the four alternative hypotheses tested were accepted. Therefore, business process reengineering has positive impact on organizational performance. The study recommended that organisation's incentive and reward system should be changed by considering benefits in respect of salary increment, promotion, empowerment and compensation.

Benneth, Saidi and Emmanuel (2019) investigated the effect of business process reengineering on the performance of insurance firms in Nigeria, by employing two components of business process reengineering. Survey research design was adopted, through the administration of structured questionnaires to 490 sampled staff of insurance companies at their head offices in Lagos, Nigeria. The research instrument was validated through content validity index (CVI), while the reliability of the research instrument was tested through test-retest method. Regression analysis was employed in analyzing the data with the aid of STATA version14. The findings revealed that, the two components of business process reengineering of adaptation of new

process and new technology have individual positive significant effect on insurance firms' performance. The F-statistics revealed that the two components of business process reengineering adopted for this study have positive significant combined effect on insurance firms' performance in Nigeria. The adjusted coefficient of determination implied that, change in insurance firms' performance is explained by the combined business process reengineering components. It was therefore concluded that, business process reengineering components are important drivers of insurance firms' performance.

Kapoor and Agrawal (2019) examined the implementation of business process reengineering and its impacts on financial performance of banks with special reference to state banks of India. The study relied on secondary data and was collect from march, 2009 to march, 2013. Data was analysed and interpreted by using regression, correlation and T.test statistic tools. The study measured financial performance in terms of net worth, NPA, ROA and market share. The study revealed a correlation between business process reengineering and financial performance in the state bank of India of 0.787, 0.715,0.167 and 0.793. the performance net worth increased from 579477 amount in 2009 to 988837 amount in 2013. The study established a significant impact of business process reengineering on financial performance. The study recommended amongst others that banking organizations should focus on the implementation strategies and techniques while reengineering their business processes. Aysar (2019) investigated the effect of business process re-engineering on organizational performance: the Mediating role of Information and Communications Technology in the drivers and Vehicles

License Department (DVLD) in Jordan. From previous studies, five factors of BPR were adopted for this study, including "Ability to change, Selecting BPR Methodology, Organizational Culture, BPR strategic alignment, and Top management support ". ICT was used as an intermediary role for this structure to promote organizational performance. The sample of this study was all employees of the Drivers and Vehicles License Department (DVLD) operating in the central region, which included the areas of Amman, Balqa, Madaba and Zarqa governorates in the Hashemite Kingdom of Jordan as a simple random sample for this study. Total of (150) questionnaires were sent to these organizations. Total of (132) responses were returned to the questionnaire, and after the verification of the recovered questionnaires, (124) were found to be valid for analysis. The study used the PLS software to analyze the basic relationships amongst the most relevant combinations between BPR, ICT, and Organizational Performance with a total of five constructs. As a result of the findings of operational, middle, and top levels (n=124) working in Drivers and Vehicles License Department (DVLD), it was awarded the King Abdullah II Award for Excellence in Jordan for 2018. It was found that there was a strong and statistically positive significant relationship between several variables of business process reengineering and organizational Performance by using the ICT as a mediating variable.

Ann (2019) investigated business process re-engineering and organizational performance of selected commercial banks in Nairobi city County, Kenya. The main study objective was to establish influence of re-engineering practices of business process on Kenya

commercial banks' organizational performance. Specifically, this research sought to initiate the impact of leadership change, customer focus, information technology and innovation on organizational performance of Nairobi County's commercial banks. The study scope was limited to Nairobi County commercial banks. The study focused on 43 commercial banks in Nairobi County. A descriptive research design was utilized for the study. A population of 1020 staff from the 43 commercial banks at Nairobi headquarters in Kenya was used, where a sample of 278 staff was selected. A descriptive design and stratified sampling were utilized for the research. The study utilized primary information. The data gathered was analysed using inferential and descriptive statistics. Multiple linear regressions was used. The study revealed that leadership change while maintaining all the other factors constant would positively change commercial banks' performance. Customer focus has a significance influence on commercial banks' performance. Most banks identify all their customers and address customer's complaint immediately. A change in information technology change while keeping other factors constant can affect commercial banks' performance. Most banks have introduced new technologies and adoption of m-commerce is growing fast in banks. A unit increase in innovation while holding all the other factors constant would positively change commercial bank performance. The study recommended that firms need to invest in information technology and educate their employees on how to use the technologies to reduce operation costs, increase operation speed and improve service and product quality. The research also recommended that studies in the future need to focus on non-commercial banks since the current study was only limited to commercial banks in Kenya.

Obalam and Okocha (2018) surveyed the impact of business process reengineering on corporate performance of deposit money banks in Rivers State, Nigeria. This study adopted quantitative research design using a survey method. The research populace includes ten deposit money banks randomly chosen by the researcher. The frame of ten (10) respondents from each bank was studied through questionnaire dispensation. The Spearman Rank Order Correlation Coefficient statistical instrument was espoused in testing the connection between the factors under investigation. The study revealed a significant connection between innovative rethinking and growth of deposit money banks and there is a significant connection between process function and profitability of deposit money banks in Nigeria. The discoveries uncovered a noteworthy and positive connection between business process re-engineering and corporate performance of deposit money banks. The study furnishes up with reasonable suggestion that deposit money bank executives ought to thoroughly grow new apparatus, new ideas, new association and the new attitudes to adapt to the stormy and clamorous situations prompting nonstop change which must be accomplished through successful and productive re-building of their business.

Mohd, Norlena and Alminnourliza (2017) examined the effectiveness of business process reengineering (BPR) and the moderation role of information technology (IT) capability on the quality performance of Islamic bank in Malaysia. The study adopted a cross sectional survey and question was the instrument for data collection. The population of the study is the Islamic banks Headquarters (HQs) in Malaysia. A total population of sixteen (16) organizations participated in the Islamic banking scheme

(Islamic full-pledge & Islamic window of conventional bank) registered with the Bank Negara Malaysia. Four questionnaires were distributed for each bank. A total of 64 questionnaires were distributed to all Islamic banks headquarters. BPR dimensions namely change management, strategy alignment; management commitment, customer focus, IT investment, process redesign, adequate financial resource and less bureaucratic structure were investigated to observe their effects on the Islamic banks' performance. The direct relationship and moderation effects were analyzed using the Partial Least Square (PLS) structural equation modeling. Collectively, the results show the effect of BPR dimensions particularly change management and less bureaucratic structure on the performance of Islamic banks. The moderating effect of IT capability, however, is insignificant. The outcome of this study provides the important insights to both managers and researchers for further understanding of BPR factors particularly on the Islamic bank's performance.

In Zimbabwe, Forbes, Gibson and Darlington (2019) analyzed the factors that affect the effective implementation of Business Process Reengineering (BPR) in the banking sector and how that affects customer satisfaction. The study population was 207 employees of eleven selected banks. Guided by a deductive approach, a research conceptual model was developed with four BPR implementation determinants which were measured against Customer Satisfaction. The identified determinants of effective BPR implementation were Change Culture, Information Technology, Employee Commitment and Financial Resources. Statistical hypothesised associations were formulated and literature was analyzed to substantiate the validity of the study variables and to paint a clear theoretical gap which the study filled. Data was collected using self-administered email survey from 11 banks which were in the sampling frame. A quantitative, positivist orientation was followed as the study collected data using a structured questionnaire. Mean and standard deviation were used for data analyses. The study results depicted the main challenges that were detracting effective implementation of BPR in traditional banks in Zimbabwe. The study found out that BPR implementation explains Customer Satisfaction by 47%. The banking sector was consequently recommended to enhance an agile culture, reconsider their financial investment policies and revamp their information technology hardware and software so as to enhance agile BPR implementation practices which improve customer experience and satisfaction.

Aregbeyen (2011) investigated Business Re-engineering and Organizational Performance in First Bank Nigeria PLC (FBN). The study used the paired data sample method between 1986 and 2008. The study was aimed at evaluating the impact of the reengineering of operational processes on the performance of the bank. The study employed a survey research design. Multiple Regression was used to test the hypothesis. Hypothesis was stated in a null form that business re-engineering has no significant effect on the FBN's operational performance. To test this hypothesis, the study measured the operational performance of the bank through three major indicators namely growth, profitability and the extent of financial intermediation. Growth of the bank was measured using alternative but complementary measures. These are annual changes in gross earnings, total assets and

total deposit mobilized. Profitability was assessed with profit margin, return on assets and return on equity. The extent to financial intermediation by bank was ascertained through the loans and advances to total deposit ratio. The results revealed after the necessary tests that the bank neither grew better during the pre nor post re-engineering period. It can be inferred that the re-engineering project positively improved the profitability of the bank. The re-engineering project made no significant improvement on financial intermediation by the bank. In conclusion, the analysis of the data showed that the re-engineering project significantly improved the profitability performance of the bank but not for growth and the extents of its financial intermediation.

Methodology
A survey design was adopted for this study. Surveys are mainly used in studies that have individual people as unit of analysis. This method is used because it allowed the researcher to collect different views of the respondents on the subject matter. The area covered only deposit money banks in Makurdi metropolis, Benue State. The population of the study consists of 265 management staff of Deposit Money Banks branches in Makurdi Metropolis (First Bank of Nigeria Plc, First City Monument Bank, Fidelity Bank Plc, Union Bank Plc, Access Bank Plc, Polaris Bank, Stanbic Bank IBTC Plc, Sterling Bank Plc, Heritage Bank Plc, Key Stone Bank Plc, Zenith Bank Plc, Eco Bank Plc, United Bank for Africa Plc and Guarantee Trust Bank Plc in Makurdi metropolis). The study considers only management staff since they were in a better position to understand the subject matter under investigation. A census sampling method was adopted and the entire management staff serves as the sample for this study. This method is used since the target population is manageable.

Questionnaire is used as the instrument for data collection. The questionnaire is considered appropriate because it makes collection of opinions and measurement of attitudes in a large population possible. Validity and reliability of the instrument were carried out to ensure consistency of the measurement instrument. A pilot test was conducted on 26 respondents before the final instrument was distributed to the participants. The result of the reliability test shows that all the constructs have Cronbach's alpha which is greater than 0.70 as recommended by Nunnally and Bernstein (1978) and Solanki & Saxena, (2015). The result of the reliability was as follows: Innovative Rethinking (0.892), Process Function (0.870), Radical Change (0.805), Information Technology (0.833) and Growth (0.941). Both inferential and descriptive statistics were used for data analysis. Quantitative data from the questionnaire were coded and entered into the computer for computation of descriptive statistics. Descriptive statistics such as frequency and percentages were for data presentation and analysis while formulated hypotheses were tested using multiple regression. Out of the 265 questionnaires issued out to respondents, 260 were answered correctly and returned.

Results and Discussion
Test of Hypotheses
Regression analysis was used to determine the moderating effect of information and communication technology on the relationship between business process reengineering practices of radical change, process function, innovative rethinking and growth of deposit money banks in Makurdi metropolis. The result from the model summary shows that all the predictors account for 66.7 % variation of organizational performance as represented by the $R^2 = .667$ while the remaining 33.3 % is accounted by other factors outside

the regression model. A Prof>F values of 0.007 shows that the regression model used in this study is fit since it is less than 0.05.

Table 1   Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.758[a]	.667	.644	.19129	.067	3.011	6	253	.007

a. Predictors: (Constant), IRICT, PF, RC, IR, PFICT, RCICT

Table 2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.661	6	.110	3.011	.007[b]
	Residual	9.258	253	.037		
	Total	9.919	259			

a. Dependent Variable: GROWTH
b. Predictors: (Constant), IRICT, PF, RC, IR, PFICT, RCICT

Table 3   Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.011	.420		9.550	.000
	RC	-1.345	.983	-1.487	-4.368	.002
	RCICT	.318	.212	2.433	2.500	.035
	PF	.027	.547	.057	2.050	.002
	PFICT	-.002	.117	-.027	-5.021	.008
	IR	1.278	1.004	1.104	2.273	.020
	IRICT	-.271	.217	-1.723	-3.251	.012

a. Dependent Variable: GROWTH

The result form table 3 shows that a unit change in radical change will reduce growth by 1.487 but if the relationship is between radical change and growth is moderated, growth will increase by 2.5433. This means Information and Communication Technology itself as a radical change project will improve growth of the sampled Deposit Money Banks. For process function, a unit change will improve growth by 0.057 but when moderated by ICT, growth will reduce (-0.22). For innovative rethinking a coefficient value of 1.104 means if innovative rethinking increases by one unit, growth will be enhance by 1.104. If the relationship between innovative rethinking and growth is moderated by ICT, a unit increase in innovative rethinking will reduce growth by 1.723.

Discussion of Findings
Findings of the study revealed there is a negative significant relationship between radical change and growth of deposit money banks in Makurdi Metropolis. This finding is in line with Aysar (2019) who found a significant relationship between ability to change and organisational performance while it is against that Muhammad (2019) who revealed that change management does not

significantly affect the performance of Islamic banks. Findings also revealed that there is no significant relationship between radical change and growth of DMBs when moderated by ICT. The finding concurs with Mohd, Norlena and Alminnourliza (2017) who found an insignificant effect on the moderating capability of ICT on the relationship between business process reengineering components and the quality performance of Islamic bank in Malaysia

The result also revealed a positive significant relationship between process function and growth of deposit money banks in Makurdi Metropolis. This findings concur with Benneth, Saidi and Emmanuel (2019) who found a significant effect of adaptation of new process on firm's performance. However, the finding is the variance with the study conducted by Olubayo and Okunbanjo (2020) who are with assertion that process function has negative and insignificant effect on competitive advantage. The finding also revealed that there is a negative significant relationship between process function and growth of DMBs when moderated by ICT.

The finding further revealed a positive significant relationship between innovative rethinking and growth of Deposit Money Banks in Makurdi metropolis. This result is in consonance with Obalam and Okocha (2018) who found a significant connection between innovative rethinking and growth of DMBs. The result however, is against the findings of Aregbeyen (2011) who asserts that reengineering project significantly improved performance of the bank but not for growth and the extent of its financial intermediation. The result also shows a negative significant relationship between innovative rethinking

and growth of deposit money banks in Makurdi metropolis when moderated by ICT.

Conclusion and Recommendations
The study examined the effect of business process reengineering practices of radical change, process function and innovative rethinking on the growth of DMBs using ICT as moderating variable. The study established a significant positive relationship between business process reengineering practices of process function, innovative rethinking and growth of DMBS in Makurdi Metropolis. The study also established a negative significant relationship between business process reengineering practice of radical change and growth of DMBS in Makurdi Metropolis. On the other hand a negative significant effect of business process reengineering practices on growth when moderated by ICT was established.

Recommendations
Based on the findings, the study draws the following recommendations
  i.   Management of Deposit Money banks should continue to redesign their process function to guarantee smooth operational performance.
  ii. Management of Deposit Money Banks should put innovative ideas into practice as this has the potential of enhancing growth of DMBs
  iii. Management of DBMs should invest in ICT facilities with caution since such investments can add value to quality of services rendered but can also deteriorate growth in the short run
  iv. Radical changes such as ICT facility are necessary for organisational growth in DMBs.

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ROLE OF ENTREPRENEURSHIP IN CURBING RURAL-URBAN MIGRATION: A CASE STUDY OF ONYANGEDE COMMUNITY IN BENUE STATE

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ABSTRACT

This study evaluates entrepreneurship development as a policy measure in Curbing Rural – Urban Migration. It is observed that many rural areas are unable to attract large working age population due to limited business opportunities and financial capital to venture and expand existing businesses in rural communities. The main objective of the study is to examine the impact of various entrepreneurship-based policy measures in Curbing Rural – Urban Migration in a typical poor rural community, a study of Onyangede Community in Ohimini Local Government Area of Benue State. The population for this study comprises of business owners and unemployed youths, including males and females' representatives of the community. The population size of this study is 3631 people. Simple random sampling method was used and structured questionnaire was administered on 360 persons. The data used in this study were generated using 5-point Likert scale questionnaire. The researcher used Cronbach alpha in testing the validity and reliability of the instrument used. The study adopted Regression Analysis using the SPSS 21.0 version 9 Software Package. The study found out that entrepreneurship development for the rural poor plays a significant impact in curbing rural-urban migration in Onyangede Community in Ohimini Local Government Area of Benue State. Entrepreneurship development programmes such as rural tourism and microfinance credits can create jobs for the rural poor as well as stimulate business growth in poor community. The study therefore recommended among others that Government through a deliberate programme for entrepreneurship development in rural areas should set up tourist centres in Onyangede community as a means of curbing rural-urban migration. Rural tourism is a strong sector that attracts tourists and is capable of helping the rural poor to reduce the impact of poverty through job creation and income generation. It also recommended that entrepreneurship development through the provision of micro finance credit can also curb rural-urban migration. The Government and stakeholders are advised to establish microfinance institutions in Onyangede community so as to make available microfinance credits for business growth. These measures can counter urbanization and improve poverty situation in the community.

Keywords: Curbing Rural – Urban, Entrepreneurship, and Migration.

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1.1 Background to the Study

Migration is a multidimensional and dynamic process. It can take the form of either internal or international migration streams. In terms of internal migration, this can occur as rural to rural, rural to urban, urban to rural and urban to urban (Oyeniyi, 2013). It also occurs in the form of one-way, temporary, circular, and stepwise migration patterns. Temporary migration has long been a critical element of income distribution for rural households, with migrants usually moving to urban areas on a seasonal basis, while maintaining permanent ties to rural areas (Awumbila, 2017). The circular migration has been on the rise in many African countries, with the average duration of stay decreasing over time, (Potts, 2012). Rural areas across developing countries, especially Africa, though heterogeneous, face similar economic and demographic problems arising from loss of population through outward migration. A priori, migration is linked to a number of factors, which in turn have consequences on natural environment, economic, social, political, socio-cultural developments of rural areas (Wu and Yao, 2010; De Braun and Rozelle, 2008; Gu, Aranda and Silverstein, 2009; Aluko and Agbola, 2006).

In the case of Nigeria, rural to urban migration has been on the rise since independence. A recent government survey noted employment as the top explanatory factor behind migration in Nigeria (National Population Commission 2010). The most dramatic feature of Nigeria's urban transition is the increase in the absolute number of urban dwellers and the rapidity of urbanization in recent decades. Although, the dominant pattern of change in rural areas has been one of population decline, due to rural-urban migration, nonetheless, there are cases of increase in population, due to natural increase due to high birth rates in rural poor

communities (Turok, 2016; Mitchell, 2008) and counter-urbanization (Aluko and Agboola, 2006). The complex consequences of rural migration, including counter-urbanization, present challenges to policymakers who seek to alleviate poverty, improve rural areas living conditions through social infrastructural development and reduction in spatial income inequalities (Lacroix, 2013; Wu and Yao, 2010). Moreover, there is scope for social and economic networks to support such migrants from rural areas (Santic, Bosworth, Rydzik and McAreavey, 2017).

Opportunities to stem rural-urban migration through the promotion of rural entrepreneurship are many; thus, concerted effort from many actors is required to ensure that rural entrepreneurship thrives and possibly impacts on the welfare of individuals in various communities. In the 1990s, the US used rural entrepreneurship as a policy measure to stem increasing incidences of poverty (Koyana and Mason, 2017). In the same vein, entrepreneurship can play a vital role in rural development and poverty alleviation. Newbery *et al*. (2018), note that rural entrepreneurship plays a vital role in harnessing innovation and community development. According to Korsgaard, Ferguson and Gaddefors, (2015), "Entrepreneurship is a vital mechanism in creating economic activity and growth in rural settings." Non-farm activities play an important role in rural development and rural employment creation (Newbery, *et al*., 2018), thus slowing down rural-urban migrations (Dedehouanou, *et al*., 2018). This study assessed the role of entrepreneurship in curbing rural-urban migration: A case study of Onyangede Community in Benue State.

Like in many African countries, rural-urban migration is a challenge in most rural areas of Nigeria. Since independence in 1960, rural areas in Nigeria have lost about half of their

population. As loss of labour summarizes the problems of rural areas in Nigeria, the resultant loss of human capital, labour occasioned by lack of basic infrastructure and amenities, negatively affect rural socio-economic activities and development (Ibrahim, Yakubu, and Alhaji, 2014; Ekong, 2003; Fadoyomi, 1998; Afolabi, 2007).

Consequently, many rural areas are unable to attract large working age population due to limited business opportunities and financial capital to venture and expand existing businesses in rural communities. The absence of vibrant economic opportunities prevents the rural areas from achieving their development goals and this has led to inability to exploit cultivable lands or to find workers for forestry jobs or animal husbandry etc. These are vital sectors of the rural economy that can be appraised to stem rural-urban migration. This study addressed the above structural problems in rural regions.

In order to actualize the objectives of this study, the following research questions were observed:

i. To what extent does rural tourism impact in creating jobs in Onyangede Community in Ohimini Local Government Area of Benue State?

ii. How does microfinance credit impact on business growth in Onyangede Community in Ohimini Local Government Area of Benue State?

The main objective of this study is to examine policy measure that can curb rural-urban migration through entrepreneurship development for the rural poor in Onyangede community in Ohimini Local Government Area of Benue State. The specific objectives are to:

i. Determine the impact of rural tourism in creating jobs in Onyangede community in Ohimini Local Government Area of Benue State.

ii. Examine the impact of microfinance credits on business growth in Onyangede community in Ohimini Local Government Area of Benue State.

The hypotheses that were used and tested are formulated below:

H_{O1}: Rural tourism has no significant impact in creating jobs in Onyangede community in Ohimini Local Government Area of Benue State.

H_{O2}: Microfinance credits has no significant impact on business growth in Onyangede community in Ohimini Local Government Area of Benue State.

The study is significant to the rural dwellers most especially those living in Onyangede community in Ohimini Local Government Area of Benue State, to know that, the rural space cannot be considered as being fit solely for agriculture. It is also relevant to the Government in authority to come up with entrepreneurship developmental policies to checkmate rural-urban migration while assisting the rural poor to earn means of livelihood. It is also useful to students, academicians and other researchers who may want to conduct further study on this topic.

This study focused on the impact of rural tourism and microfinance credits as entrepreneurship-based policy measures (Independent variable) for curbing rural-urban migration for the rural poor in Onyangede community in Ohimini Local Government Area of Benue State. The study considered job creation and business growth (Dependent Variable) as a way of curbing rural-urban

migration. In this research work, the constraints of time, especially in sourcing for relevant material was a major problem encountered during the course of this work. The study considered 2020, being the year which the Federal Government set the vision of lifting 100 million Nigerians out of poverty over the next 10 years.

2.0 Literature Review and Theoretical Framework
Conceptual Issues

Literature confirms the positive role of entrepreneurship in promoting economic growth and development (for example Drucker, 1993; Liu 2011; Neupert and Baughn, 2013; Thomas & Inkpen, 2013; Sarooghi, *et al*. 2015). In the same vein, entrepreneurship can play a vital role in rural development and poverty alleviation. Entrepreneurship is recognized globally as a critical economic development strategy for job and wealth creation (Nyadu-Addo and Mensah, 2017). For decades, entrepreneurship has been acknowledged as a driver of economic growth, innovation, and financial wealth (Schumpeter, 1934; Van Stel et al., 2005; Wennekers et al., 2005; Wong, et al., 2005), cited by Kruse ,Wach and Wegge, (2020). In the 1990s the concept of entrepreneurship was extended to combine the creation of financial value with an equally important second mission- namely, to help poor or socially disadvantaged people (Waddock and Post, 1991), cited by Kruse,Wach and Wegge, (2020).

Concept of Entrepreneurship:
Rural Tourism
Increasingly, people are discovering the importance of rural values, so, the importance of rural tourism and enterprise has increased (Hosszu, 2009). Indeed, the resources and potentials of rural areas can be the basis for a thriving rural tourism and if managed effectively, tourism can have minimal negative impact on natural environment and can act as a catalyst for social development and biodiversity conservation (McNeely, Redford and Carter, 2005). From the above discussions, the rural space cannot be considered any longer as being purely for agriculture. Tourism is an agent of rural development; it offers opportunities for family business and small-scale entrepreneurship (Liliana, Amalia, and Mirela, 2014). Tourism promotes rural entrepreneurship and business development.

Microfinance Credits
Government development strategies should not focus on macro-solutions only, but also on the micro-actions of entrepreneurs to combat poverty (Mair and Marti, 2009). For example, the provision of microfinance is one of the strategies that has received worldwide recognition for strengthening entrepreneurship (Mago and Hofisi, 2016; Musasa and Mago, 2014).These are the "core institutions" for encouraging business ethics in entrepreneurship (Boettke and Coyne, 2003, Colombatto, 2006).

Concept of Curbing Rural – Urban Migration
Jobs Creation
In this case, the line of argument is reversed. The share of small firms in employment growth is significant because the vast majority of them are very young. Research based on the observation of long-term trends in enterprise development (Haltiwanger et al., 2010) confirms the dominant trend: a typical start-up company raises its employment levels in the first few years, and later the employment levels off or declines as the company goes out of business altogether. Consequently, it is in those early years that net employment growth is observed, which has an impact on the entire economy. For obvious reasons, general interest in the

question of impact on employment increases in periods of recession and rising unemployment. A situation in which a significant part of the reason why the working age population remains out of work has both economic (employment for the purposes of income generation) and social dimensions. Professional activity is one of the main factors determining the sense of prosperity and happiness, or lack thereof (Layard, 2005). From the macroeconomic policy perspective, fighting against unemployment requires more accurate information on the types of companies (large or small, young or mature, operating in modern or traditional industries etc.) where new jobs are created.

Business Growth

Kuratko, (2009), in his book, distinguishes between entrepreneurs and small business owners. He highlights that these two terms are often used interchangeably, but both have a lot of differences in their reaction under certain situations. An entrepreneur aggressively focuses on innovation profit and growth of the enterprise. On the other hand, a small business owner's objective and focus is mostly on managing stable growth, sales, and profits. Gilbert et al., (2006) suggested how and where questions are important in the context of the growth of the enterprise. It has been highlighted that growth is a function of the decisions an entrepreneur makes, like how to grow internally or externally and where to grow in domestic market or international market. There are many different theories on identifying the main factors underlying the growth of the enterprise. Mateev and Anastasov, (2010) have found that an enterprise's growth is related to size as well as other specific characteristics like financial structure and productivity. They further added that the total assets which is one of the measure of the enterprise size has a direct impact on the sales revenue, but the number

of employees, investment in R & D, and other intangible assets have not much influence on the enterprise's growth prospects. Lorunka et al., (2011) have found that the gender of the founder, the amount of capital required at the time of starting the business, and growth strategy of the enterprise are very important factors in predicting growth in a small enterprise. They have further highlighted that apart from human capital resources, the growth of an enterprise can be predicted on the basis of commitment

Theoretical Framework
Human capital theory:

Propounds that education or training result in increased learning and raise productivity among workers by imparting useful knowledge and skills, hence improving the chances of a small firm's survival (Becker, 1964 in Xiao (2002), Fresse and Rauch, (2001); Marimuthu, *et al*., 2009). It is also argued that human capital factors encourage growth in entrepreneurial activities (Lee, *et al*., 2004). Providing entrepreneurship education to rural communities can help foster opportunity recognition. The World Economic Forum, (2011) points out that entrepreneurs should not be educated only in production, but in basic financial management skills, managing human resources and risks. Romero and Matinez-Roman, (2011) add that participation in courses and seminars on entrepreneurship might increase innovation and entrepreneurial orientation. This study concurs with the opportunity model that education in the entrepreneurial process increases the ability of rural dwellers to discover opportunities for new ventures. It suggests therefore that educational programmes should be made available in the areas highlighted above.

The quality-of-life approach:

This approach challenged the attempts to quantify living conditions relying solely on economic dimensions (such as gross domestic product [GDP] or unemployment) and consequently was seen as a better approach to understanding the human meaning and consequences of major social and technological changes occurring during a period of prosperity (Land, 1975). While modernization of farming, the industrial revolution, and resource exports theories are associated with urbanization and economic development, the rural poverty, and urban bias theories imply that urbanization may occur without growth (Fay and Opal, 2000).

The economic entrepreneurship theory:
This theory has deep roots in the classical and neoclassical theories of economics, and the Austrian market process (AMP). These theories explore the economic factors that enhance entrepreneurial behaviour. The classical theory extolled the virtues of free trade, specialization, and competition (Ricardo, 1817; Smith, 1776). The theory was the result of Britain's industrial revolution which took place in the mid-1700 and lasted until the 1830s.The classical movement described the directing role of the entrepreneur in the context of production and distribution of goods in a competitive marketplace (Say, 1803). Classical theorists articulated three modes of production: land; capital; and labour. There have been objections to the classical theory. These theorists failed to explain the dynamic upheaval generated by entrepreneurs of the industrial age (Murphy, Liao and Welsch, 2006). The neo-classical model emerged from the criticisms of the classical model and indicated that economic phenomena could be relegated to instances of pure exchange, reflect an optimal ratio, and transpire in an economic system that was basically closed. The economic system consisted of exchange participants, exchange occurrences, and the

impact of results of the exchange on other market actors. The importance of exchange coupled with diminishing marginal utility created enough impetus for entrepreneurship in the neoclassical movement (Murphy, Liao and Welsch, 2006). Some criticisms were raised against the neo-classical conjectures. The first is that aggregate demand ignores the uniqueness of individual-level entrepreneurial activity.

Theoretical Base:
This study adopted Human capital theory as theoretical base because it propounds entrepreneurship education to rural communities can help foster opportunity recognition. The World Economic Forum, (2011) points out that entrepreneurs should not be educated only in production, but in basic financial management skills, managing human resources and risks. Romero and Matinez-Roman, (2011) add that participation in courses and seminars on entrepreneurship might increase innovation and entrepreneurial orientation. This study concurs with the opportunity model that education in the entrepreneurial process increases the ability of rural dwellers to discover opportunities for new ventures. It suggests therefore that educational programmes should be made available in the areas highlighted above.

Empirical Review
Ngorora & Mago, (2018) conducted a study on "Prospects of Entrepreneurship in South Africa's Rural Areas: A case study of Eastern Cape Province's Nkonkobe Municipal Area". Quantitative research methodology, and a survey research design, was used for data collection. Perceptions of 53 rural entrepreneurs were gathered using a questionnaire. Results show that the majority (83%) of the respondents depended very much on entrepreneurship for a living. The study recommends provision of training and

capacity building programmes to foster entrepreneurial development and growth in Nkonkobe Municipality.

Ejikeme and Ifeoma, (2018), also carried out a study on "Rural Development as a Panacea for Rural–Urban Migration in Nigeria". The study used the census figure of 140 million according to the National Population Census of 2006; over 70% of Nigerians are in the rural areas. The study concluded that Policy makers and urban planners are faced with the worries these factors are placing on existing infrastructure and services. While various environmental and socio-economic factors are easily associated with the rapid rural- urban migration trends in Nigeria. It recommended that it is of utmost importance to identify their impact/implications and developing strategies to combat their effects. This paper therefore argues for rural development as a panacea for rural-urban migration in Nigeria.

Ayoade and Agwu, (2015) also conducted a study on the topic titled: "Employment Generation through Entrepreneurial Development: The Nigerian Experience". The study relied on secondary data by way of existing literatures for this study while the results of the findings are presented with the aid of frequency tables. The finding from the study revealed that several intervention programmes introduced by successive governments in the country had failed to produce the expected results. Findings further indicated a plethora of bottlenecks which are principally hinged on corruptions, bureaucratic bottleneck vis-avis inconsistencies in government policies, political instability and lack of entrepreneurial skill by majority of unemployed Nigerians. The study recommended combined hard work on the part of the government to the development of entrepreneurship by providing an enabling environment and infrastructures

coupled with the introduction of relevant entrepreneurial educational programmes in all institutions of learning be tailored towards development of entrepreneurial skills while start up loans should be made available without interests.

Ramon and Oyebanji, (2018) equally conducted a further study on the Topic Titled: "Counter-Urbanization, Entrepreneurship and Sustainable Rural Development in Developing Countries: The Nigerian Example". The study used content analysis and concluded that the complex consequences of counter-urbanization, present challenges to policy makers who seek to alleviate poverty, improve rural areas conditions and reduce spatial income inequalities, the development trajectory of rural areas hinges on the number and quality of human resources and endogenous capital, which underpin sustainable development. It recommended that the potentials of counter-urbanization therefore, require more concerted efforts to plan and manage rural development with counter-urbanization and closely related factors of entrepreneurships as the main factors. This also means that local development initiative must use the resources they have (local knowledge, land, skills and traditions, primary production, natural environmental beauty, and social networks), turning or configuring these resources into development resources to unlock their internal development capacity in a sustainable manner.

Existing Study Gap
To the best of the researcher's knowledge, none of the studies reviewed so far actually considered rural tourism as means of creating job opportunities for the rural poor thereby stemming rural-urban migration, which is the gap this study wanted and filled. This study considered rural tourism and microfinance credits as entrepreneurship developmental

programme for stemming rural-urban migration for the rural poor in Onyangede Community in Ohimini Local Government Area of Benue State.

3.0 Methodology

The study adopted Survey Research Design in generating relevant data from the field. The survey method considered the populations whose samples were selected and studied in order to obtain relative incidence, distribution and inter-relation of variables in the study. The population of this study comprised business owners and unemployed youths which includes male and female of Onyangede Community in Ohimini Local Government Area of Benue State. The population of interest to this study was confined to 3631 people. The study adopted simple random sampling where the entire population was given equal chance of being selected. This enabled the study to focus on the sample population from whom responses were captured and analysed. The study used primary source as a means of data collection and the primary data used was questionnaire administered to 360 business owners and unemployed youths in Onyangede Community in Ohimini Local Government Area of Benue State. The instrument used for collecting data for the purpose of the study is a well-structured questionnaire. In addition, 5-point Likert scales ranging from 5 (strongly agree) to 1 (strongly disagree) were used. Data collected were analyzed using the regression analysis through the SPSS 21.0 version 9.

In other to determine the sample size, the study used 5% level of significance; the sample size was derived using Taro Yaro Yamane formula which is illustrated below as;

$$n = \frac{\mathcal{N}}{1 + \mathcal{N}(e)^2}$$

Where;

n= sample size

N= population size

e=error margin 5%

1= constant

$$n = \frac{3631}{1 + 3631(0.05)^2}$$

$$n = \frac{3631}{1 + 3631(0.0025)}$$

$$n = \frac{3631}{1 + 9.0775}$$

$$n = \frac{3631}{10.0775}$$

$$n = 360$$

The approximate sample size adopted for this study is 360 respondents.

The data collected in this study was analyzed statistically by the use of Regression Analysis through the SPSS 21.0 version 9. The study adopted simple linear regression model to show a linear relationship between the dependent variable (rural-urban migration) and the independent variable (entrepreneurship development) and it would be expressed in this study as thus:

Model Specification

$Y= \alpha + \beta_i X_i + \varepsilon$………………….3.1

Where: Y =dependent variable (i.e. Jobs Creation and Business Growth)

α_0 =intercept,

β_i = coefficient of the independent variables

X = independent variable (Rural Tourism and Microfinance Credits)

ε =random error term. The models are specified as:

In specific form:

JC= a + b$_1$RT + b$_2$MFC + e$_i$................…..3.2

BG= a + b$_1$RT + b$_2$MFC + e$_i$...................3.3

Where:

JC= Job Creation

BG= Business Growth

RT= Rural Tourism

MFC= Microfinance Credits

b$_1$, and b$_2$,, are the regression coefficients which measure the degree of the

responsiveness of the dependent variables to the independent variables. "e" is the residual or stochastic term (which reveals the strength of $b_1x_1 + b_2x_2$; if e is low, it implies that the amount of unexplained factors is low , then the residual R and R^2 will be high and vice versa.

Validity and Reliability of Research Instrument:

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform.

According to Abdul-Maliq, (2006), he viewed validation by others as the appropriateness and ability of instrument or its administration on effectively elicit the required information. The questionnaire was proven valid by the suitability and systematic way in which the questionnaire was drafted to elicit information that are vital and crucial for testing the hypotheses.

Instrument reliability is the way ensuring that any instrument used for measuring experimental variables gives the same result every time.

Abdu-Maliq, (2006) was also of the opinion that the reliability of instrument is a question of the extent to which we can be sure that the obtained data was the expected obtained and that the measurement or values attributed to each piece of information is exactly what it say it is. In the same vein, a number of questions were built into the questionnaire in order to give a due consideration to the consistency of responses from the respondent. In testing the reliability of the instrument, Cronbach's alpha was used. Cronbach's alpha is a good reliability coefficient that indicates how items in the questionnaire set are positively correlated, and it is the most widely used measure in internal consistency and

Model Summary

reliability in management science. The result of the test is shown below:

Variables	Cronbach's Alpha
RT	0.84
MFC	0.76
JC	0.81
BG	0.77
Total	3.18

Source: SPSS output (21.0 Version 9)

Table shows the reliability assessment of the indicator variables using Cronbach Alpha. The Cronbach coefficients of the items in the instrument are above the rule of thumb cut-off mark of 0.70 (Hatcher, 1994) and, therefore, the items are internally related to the factors they are expected to measure. The results of the Cronbach's alpha generated indicates that all the items for each dimension are high.

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION
Results and Discussion
This section provides two types of data analysis stated below i.e. descriptive and inferential analysis.

Test of Hypotheses:

Hypothesis One

H_{O1}: Rural tourism has no significant impact in creating jobs in Onyangede Community in Ohimini Local Government Area of Benue State.

Model 1: JC= a + b_1RT + b_2MFC + e_i......3.2

SPSS 21 OLS Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.995ª	.087	.874	.896

a. Predictors: (Constant), RT, MFC

b. Dependent Variable: JC

From the model summary table above, the overall coefficient of multiple correlations, coefficient of multiple determination and adjusted form are 0.995, 0.087 and 0.874 respectively.
This shows that about 99.5% of the variations in the dependent variable were explained by changes in the explanatory variable of the model. Therefore, the estimated model exhibits good fit. It further shows that 0.5% of the fluctuations in the job creation are caused by random disturbances or exogenous variables outside the regression therefore R^2 is significant.

Table 1: ANOVA

Model		Sum of Squares	Df	Mean Square	F-statistic	Pro.
1	Regression	3.059.	2	17.529	13.333	.008ª
	Residual	3.218	7	4.598		
	Total	3.524	9			

a. Predictors: (Constant), RT, MFC

b. Dependent Variable: JC

Source*: SPSS Output Version 21.0*

The table 1 above summarizes the ANOVA results of the overview of the F-test (13.333) and its probability value (P-value) of 0.008 which is lower than 0.05 (that is 5% level of significant). The high value of the F-Statistics (F^c =13.333) indicates that the parameters of the estimated model are jointly and simultaneously statistically significant. This implies that the estimated model is good for forecasting and analysis purposes. Given that the F- statistics probability is given as 0.008 which is less than 0.05 (5% level of significance) and as such the f –statistics is highly significant. This implies that we reject the null hypothesis that all the parameters are insignificant and accept our alternative hypothesis that all the parameters are significant.

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.706	.436		1.289	.001
	RT	.323	.243	.020	.054	.013
	MFC	.435	.283	.295	.815	.001

a.   Dependent Variable: JC

Source: Author's computation, (2021)

From the regression result table above, a unit change in RT on the average, holding other independent variable constant will increase the JC by .323 units. However, this is statistically significant due to the low probability value of the parameter of .013 which is lower than 0.05 (that is 5% level of significance).

A unit change in MFC on the average, holding other independent variable constant will increase the JC by .435 units. However, this is statistically significant due to the low probability value of 001 which is lower than 0.05 (5% level of significant. this is statistically significant).This implies that rural tourism has significant impact on creating jobs in Onyangede community in Ohimini

Local Government Area of Benue State, therefore, we reject the null hypothesis.

Hypothesis Two
H_{O2}: Microfinance credits has no significant impact on business growth in Onyangede Community in Ohimini Local Government Area of Benue State

Model 2: $BG = a + b_1RT + b_2MFC + e_i$.......3.3

SPSS 21 OLS Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808ª	.753	.711	.744

a. Predictors: (Constant), RT, MFC
b. Dependent Variable: BG

From the model summary 2 table above, the overall coefficient of multiple correlations, coefficient of multiple determination and adjusted form are .808, .753 and .711 respectively. This shows that about 80.8% of the variations in the dependent variable were explained by changes in the explanatory variable of the model. Therefore, the estimated model exhibits good fit. It further shows that 19.2% of the fluctuations in the business growth are caused by random disturbances or exogenous variables outside the regression therefore R^2 is significant.

Table 2: ANOVA

Model		Sum of Squares	Df	Mean Square	F-statistic	Pro.
1	Regression	4.303	3	1.434	15.666	.000
	Residual	2.289	25	9.156		
	Total	6.592	28			

a. Predictors: (Constant), RT, MFC
b. Dependent Variable: BG
Source: SPSS Output Version 21.0

The table 2 above summarizes the ANOVA results of the overview of the F-test (15.666) and its probability value (P-value) of 0.000 which is lower than 0.05 (that is 5% level of significant). The high value of the F-Statistics (F^c =15.666) indicates that the parameters of the estimated model are jointly and simultaneously statistically significant. This implies that the estimated model is good for forecasting and analysis purposes. Given that the F- statistics probability is given as 0.000 which is less than 0.05 (5% level of significance) and as such the f –statistics is highly significant. This implies that we reject the null hypothesis that all the parameters are insignificant and accept our alternative hypothesis that all the parameters are significant.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.284	.085		3.332	.001
	RT	.234	.045	.1231	4.875	.000
	MFC	.041	.049	.007	2.139	.001

a. Dependent Variable: BG

Source: Author's computation, (2021)

From the regression result table above, a unit change in RT on the average, holding other independent variable constant will increase the BG by .234 units. However, this is statistically significant due to the low probability value of the parameter of .000 which is lower than 0.05 (that is 5% level of significance).

A unit change in MFC on the average, holding other independent variable constant will increase the BG by .041 units. However, this is statistically significant due to the low probability value of 001 which is lower than 0.05 (5% level of significant. this is statistically significant). This implies that microfinance credits has significant impact on business growth in Oyangede community in Ohimini Local Government Area of Benue State, therefore, we reject the null hypothesis.

Discussion of Findings

Based on the work done so far through the data analysis, especially in the result and discussion section, it was discovered that entrepreneurship development for the rural poor plays a significant impact in stemming rural urban migration most especially in Onyangede Community in Ohimini Local Government Area of Benue State. Entrepreneurship development programmes like rural tourism and microfinance credits helps in creating jobs for the rural poor as well as business growth (expansion of new and existing businesses) in Onyangede

Community in Ohimini Local Government Area of Benue State respectively.

The two tested hypotheses revealed a significant impact between the independent variable (entrepreneurship development) and dependent variable (stemming rural-urban migration), and their findings are summarily in line with the findings of Ngorora & Mago (2018), Ejikeme and Ifeoma, (2018) and Ramon and Oyebanji, (2018), but was not in tune with the finding of Ayoade and Agwu, (2015) which revealed that several intervention programmes introduced by successive governments in the country had failed to produce the expected results. The study was also in agreement with the economic entrepreneurship theory because the theory explore the economic factors that enhance entrepreneurial behaviour. The theory was the result of Britain's industrial revolution which took place in the mid 1700 and lasted until the 1830s.The classical movement described the directing role of the entrepreneur in the context of production and distribution of goods in a competitive marketplace (Say, 1803). Classical theorists articulated three modes of production: land; capital; and labour; through the application of economic entrepreneurship theory, opportunities to promote rural entrepreneurship are many; thus, concerted effort from many actors is required to ensure that rural entrepreneurship thrives and possibly impacts on the welfare of individuals

in various communities to stem down rural-urban migration.

5.0 Conclusion and Recommendations

Conclusion

It could be observed from the findings that entrepreneurship development if executed in the rural areas has a significant impact to stem rural-urban migration especially in Onyangede Community in Ohimini Local Government Area of Benue State. In the case of Nigeria, rural to urban migration has been on the rise since independence. A recent governmental survey noted employment as the top explanatory factor behind migration in Nigeria (National Population Commission 2010). The most dramatic feature of Nigeria's urban transition is the increase in the absolute number of urban dwellers and the speed at which it has unfolded. Although, the dominant pattern of change in rural areas has been one of population decline, due to rural-urban migration, nonetheless, there are cases of increase in population, due to natural increase (Turok, 2016; Mitchell, 2008) and counter-urbanization (Aluko and Agbola, 2006).

The study found that rural tourism has a significant impact in jobs creation in Onyangede Community in Ohimini Local Government Area of Benue State. This is because development of tourism can create job opportunities through the establishment of facilities such as camps, lodges, bed and breakfast accommodation. Specifically, participation in the tourism industry, the rural communities can improve their livelihoods and the benefits from the tourism industry. This, in turn, can discourage rural depopulation and encourage people to capitalize on rural assets for livelihoods. The study also found that microfinance credits have a significant impact in business growth in Onyangede Community in Ohimini Local Government Area of Benue State. This is because Microfinance is a supplier of loans and other financial services to the rural poor. Microfinance can be non-governmental institution, savings and loans cooperatives, loans unions, government banks, commercial banks or non-bank financial institutions.

Recommendations

The following recommendations were made:

1.   The study recommended that governments through entrepreneurship development programme should set up a tourist centre in Onyangede community in Ohimini Local Government Area of Benue State because tourism development in the rural area could be a centre of synergy for job creation. Rural tourism is a strong sector that attracts tourists and is capable enough to help the rural poor to reduce the impact of poverty through job creation, increased income generation and entrepreneurial skill development that can create population stability by shifting their attention from rural-urban migration.

2.   Finally, the study recommended that governments or stakeholders should establish financial institutions in Onyangede community in Ohimini Local Government Area of Benue State, which will make available microfinance credits for business growth (new and existing businesses) in the community. Microfinance banks can impact positively on the rural poor by providing loans & advances, investment opportunities, savings mobilization asset financing, and credit delivery for entrepreneurs. This achievement can transform business growth in the rural community for both new and

existing businesses thereby discouraging rural-urban migration.

Contribution to Knowledge

The study has opened the eyes of most rural dwellers, especially Onyangede community in Ohimini Local Government Area of Benue State, to know that, the rural space cannot be considered any longer as being purely for agriculture and that entrepreneurship developmental programme in the rural community is capable of stemming rural-urban migration while assisting the rural poor.

Suggestion for further Studies

For further studies to be conducted, emphasis should be on modern technology, practical technological studies aimed at producing entrepreneurs in the rural areas.

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BIG FIVE PERSONALITY TIRATS AND JOB PERFORMANCE BEHAVIOUR OF DEPOSIT MONEY BANKS IN MAKURDI METROPOLIS

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ABSTRACT

The study investigates the effect of the Big Five Personality Traits on Job performance behavior in deposit money banks. The Big Five Personality Traits are Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism (Emotional Stability) and Job performance behaviour are Skills and Knowledge. The focus is on Deposit money banks in Makurdi metropolis. Data for the research is obtained from primary sources, using questionnaires. The sample size for the study is 308 determined through Taro Yamanes formulae. Bowley's population allocation formula is used to obtain sample size from 15 Deposit money banks in Makurdi metropolis, with population of 933. Multiple Regressions analysis is adopted in the testing of the four formulated hypotheses. The study findings revealed that the Big Five Personality Traits i.e. big five personality traits have a significant effect with the skills of employees (t=0.9345, p=0.6400) and big five personality traits have a significant effect with the knowledge of employees (t=1.1646, p=0.5424) in Deposit money banks in Makurdi metropolis. The study also established that positive job performance of employees is caused by the Big Five Personality Traits which leads to competitive success of deposit money banks. Also, training and developing staff to consistently exhibit these Big Five Personality Traits is essential hence personality is also determined by skills and knowledge if competitive advantage is to be attained by firms. The study recommendations are that, high job performance behaviors i.e. skills and knowledge, will yield deposit money bank competitive success so periodic evaluation and assessment of these to facilitate training in areas of need is necessary. Again it was recommended that Critical attention should be drawn to the big five personality traits in employment interviews schedules by the banks, the Human Resource Management Department should endeavor to appraise and know the applicants personality traits, status and profile with respect to their skills and knowledge, how dependable and reliable he will be to accept responsibility.

KEYWORDS: Big Five Personality Traits, Job performance behaviors, Deposit money banks.

INTRODUCTION

The relationship between personality and job performance has been studied often in industrial psychology and Business management in the past century. Personality has been considered as an important factor for analyzing job performance. It's behaviour that differentiates one person from another person (Beer and Brook, 2011). Personality of a person helps him to react, perceive, think about the stimuli and make person's attitude or behaviour towards the environment. Personality is the way through which an individual achieves a high level of performance in his job.

An employee will perform his job well if he possesses an appropriate personality. It's a set of combination of various features of persons that makes a unique trait for an individual. Like some individuals are easy going but others are not, they are tough-minded. Therefore, Jobs are handle differently (Ozer and Benet 2006).

Job performance is a result of skills, knowledge, efforts and abilities directed at role prescribed behaviour. Individuals can be differentiate on the bases of their personality traits (Camilleri, 2018). Then in the nineties with the dawn of large-scale meta-analyses, and personality as a useful work-based variable was back on track.

Statement of Research Problem

The Banking Sector in Nigeria as one of the employer of human labour are mandated to carryout government policy through the Central Bank of Nigeria as an agent of development to the Small and Medium Enterprises in the country. This can only be successful, when the rights staffs are assigned to the right job depending on individual personality traits.

It is apparent that the issue of how personality dimensions influence financial institutions performance has not been adequately studied particularly in the developing country context. The questions are; why are some employees revealing positive work performance behaviour, why some are exhibiting negative work performance behaviour. It is against this background that this study sought to know/explore the Big Five Personality Traits on business organization and see its effect on performance/outcome in Selected Money Deposit Banks in Makurdi Metropolis

Research Objectives

The aim of this study is to examine the effect Big five personality trait on job performance behaviour in deposit money bank in Makurdi Metropolis.

1. To explore the effect of Big five personality traits on skills of employees on Deposit Money Banks in Makurdi Metropolis
2. To examine the role Big five personality traits on knowledge of employees on Deposit Money Banks in Makurdi Metropolis

Research Questions

In the light of the research problem, the study sets to provide answers to the following research questions as follows

1. To what extent does big five personality traits has effect on skills of employees on Deposit Money Banks in Makurdi Metropolis?

2. What is the effect of big five personality traits on knowledge of employees on Deposit Money Banks in Makurdi Metropolis?

Research Hypotheses

In order to achieve the objectives of the study, the following null hypotheses are formulated: these are

H0₁. Big five personality traits do not have significant effect on skills of employees on Deposit Money Banks in Makurdi Metropolis

H0₃. Big five personality traits do not have significant effect on knowledge of employees on Deposit Money Banks in Makurdi Metropolis

Significance of the Study

The aim of this study is to examine the effect of big five personality trait on job performance of the banking sectors. The current study about personality traits is very significant to all levels of bank stakeholders as follows, bank managers, researchers, academicians and policy makers.

Scope of the Study

Deposit money banks (DMBs) contribute 51.61% to total market capitalization at the end of trading on September 29, 2017. The period (2011–2020) was selected to examine the performance behavioural health of employee of deposit money banks. The deposit money banks (DMBs) chosen for this study are those DMBs with commercial banking license with international authorization.

Literature Review

Illustration various literatures on the effect of Big Five Personality traits on Job performance behaviours associate with the Deposit Money Banks in Makurdi Metropolis.

Concept of Personality

Kinicki, (2008), refers to personality as a stable set of characteristics that are responsible for a person's identity. The internal dimension or the primary dimensions of diversity are mostly outside our control but strongly influence our attitudes and our expectations and assumptions about others, thus influencing our behaviour (Kinicki, 2008). Again, is a relatively enduring pattern of thinking, feeling and actions that characterize a person's response to his or her environment (Bratton et al, 2007), importantly it should also be noted that these traits are stable.

The study of personality involves examining factors within the people that causes them to behave consistently as they do. The determinants of personality are nature and nurture. Nature referring to the biological heritage and genetic makeup whilst Nurture is the life experiences one has gone through. Nana (2014). Twins studies indicate that identical twins that grow up together in the same family have the same permissiveness or strict and similar life experiences.

Big Five Personality

The Big Five Personality traits real value to job performance behaviour is that, it bringing back the importance of predisposition traits that have been clearly shown to relate to job performance (Luthans, 2001).

Goldberg (1990) highlighted Big Five personality is the most widely accepted structure of personality among researchers and scientists. Each of dimensions has different characteristics and influence to job performance in workplace (Goldberg, 1990). Tett and Burnett (2003) supported Big Five personality is an important factor influencing

test-criterion correlations in work setting. Furthermore, Big Five personality can be applied when investigating the role of individual differences in personality ratings have been successfully used to predict of job performance in workplace (Ziegler, Bensch, Maab, Schult, Vogel, & Buhner, 2014). McGraw-Hill (2008) supported that every dimension of Big Five personality influence work related to job performance and behaviour to varying degrees. Hence, Big Five personality is a way to measure individual's characteristics, behaviour, and attitudes which are important for organization in order to improve employees' performance. For instance, dimensions of Big Five personality has influence to task performance, level of society, work activities in workplace, and so forth.

Concept of Job Performance behaviour
Performance can also be classified as behaviour and results (Brumbrach). Behaviours emanate from the performer and transform performance from abstraction to action. Behaviours are not just the instrument for results, they are product of mental and physical effort applied to tasks and can be judged apart from results.

Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, (Griffin 1981).

However, soon enough they started to realize that determining the dimensions of a job and its performance requirements was not a straightforward process. Nowadays it is generally agreed that job performance consists of complicated series of interacting variables pertaining to aspects of the job, the employee and the environment (Milkovich 1991).

Employee's Skills: When searching for the right candidate to fill a job, we often focus on the applicant's work experience and level of education. Sometimes it is all about who they know or who referred them. But what we should really focus on is the candidate's skills. Adina (2016), there is certain skills employers want in every candidate, no matter what role they will fill.

Employee's Knowledge: Campbell McCloy, Oppler and Sager, performance model (1993) proposed declarative and procedural knowledge as core performance determinants. Metaanalytic evidence suggests that job knowledge (i.e., declarative knowledge) is related to job performance. For example, Hunter and Hunter (1984) reported average correlations between job content knowledge tests and performance ratings of 0.48. A more recent meta-analysis examining the relationship between written knowledge tests and job performance resulted in an effect size (corrected for the effects of sampling error, range restriction and criterion use liability) of 0.45

Relationship between Personality Traits and Job Performance behaviour
Behzad, (2004) found that there is a meaningful relationship between the performance of those who majored in pedagogical management and those of other majors; but there is not a relationship. Khakpour (2004) examined "relationship between junior high schools principals" personality characteristics and their performance". The results showed that there is a meaningful relationship between principals" personality characteristics, extroversion and their emotional stability and their performance and last two mentioned characteristics can help to predict the performance. Nazem (2005) also conducted a

research on "a prediction of effective management through an organization's atmosphere and principals" personality characteristics.

The relationship between personality and job performance behaviour has been a frequently studied topic in industrial psychology in the past century (Barrick, Mount & Judge, 2001). Job performance is a multidimensional construct, which indicates how well employees perform their tasks, the initiative they take and the resourcefulness they show in solving problems. Furthermore, it indicates the extent to which they complete tasks, the way they utilize their available resources and the time and energy they spend on their tasks (Boshoff and Arnolds, 1995; Schepers, 1994).

Theoretical Framework
There are a number of theories on personality traits. But this study will anchor on Five Factor Model, which is same as Big Five personality model

The Five-Factor Model
Colquitt, Le-Pine, & Wesson (2009) identified five dimensions that describe personality these include; conscientiousness, agreeableness, neuroticism, openness to experience and extroversion commonly referred to as big five. Conscientiousness is associated with trait adjectives such as dependable, organized, reliable, ambitious, hard working while agreeableness has adjectives such as kind, cooperative, sympathetic, helpful, courteous, and warm (Colquitt, Le-Pine, & Wesson 2009).
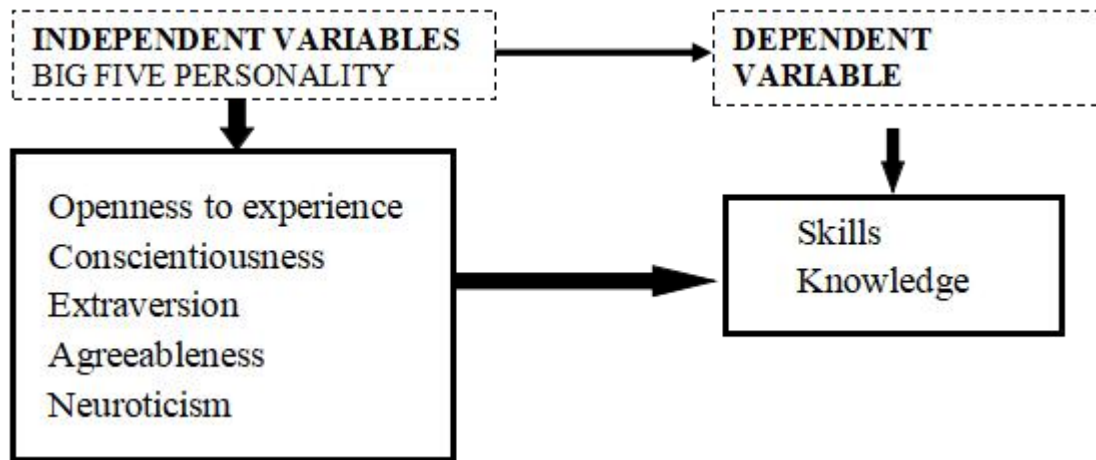
Figure 2.1: *Big five-personality work*
Source: *Researcher's Concept, 2021*

Review of Empirical Studies
So many studies have been conducted in line with big five personality traits and job performance behavior in different countries and organizations. This study examined and reviewed the following.

Maryam and Muhammad (2020) study examined the effects of big five personality traits on employee job performance among university lecturers in Peshawar city in Pakistan, The study employed quantitative methodology and survey based method for data collection through sampling 70 respondents. The results indicate that among the Big Five personality dimensions has significant effects on employee job performance and extraversion has positive but insignificant, emotional stability result is

negative and insignificant. Recommendation shows that Humans Resource HR function of universities/higher-educational institutes should include personality traits as criteria in recruitment and selection process of teaching staff and there may be proper development of personality traits that can be used in recruitment and selection process. One major drawback of this study is that, the sample size of 70 respondents is small to conclude on issue of personality traits.

Neema and Ashish (2020) survey on the big five personality traits and their Impact on Job Performance of Managers in Fast moving consumer goods (FMCG) Sector in India. 400 managers of Fast Moving Consumer Goods (FMCG) Sector are considered to collect the responses. Out of 400 managers, 350 managers properly filled questionnaire. Collection of data was done through interviews, questionnaire and www-link. Analysis of data was done through descriptive statistics i.e. measurement of percentage, mean and standard deviation, Correlation, regression technique and reliability analysis. The result of the research shows that the manager's personality traits affect their job performance in the organization. The general is ability of these results is subject to certain limitation. The work does not point at the negative and positive dimensions of personality traits. In addition, the findings of a public business cannot have same result on private business.

Erik and Olga (2020), describe on interplay between extraversion, task significance, and task variety at work in United Kingdom, the study cut Across two multi-source studies with 56 employees, the work shows that task significance strengthened the positive relationships between extraversion with job performance and organizational citizenship behaviour. Task variety did not moderate

these extraversion-performance relationships. The results of the present study suggest that using acquaintance-rated and/or other-rated personality (e.g., extraversion) could be an additional valuable source of information, and a valid predictor when selecting and promoting employees. The study has only examined one dimension of big five personality traits, therefore, other dimensions are unattended to.

Sev. (2019) carried out work on the big five personality traits as factors influencing job performance behaviour in business organizations, with a study of breweries and foods/other beverages manufacturing organizations in Nigeria, the Data from the sample size of 352 determined through Taro Yamanes formulae were tested using ANOVA (Analysis of Variance). The study result revealed that the Big Five Personality Traits i.e. Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative affectivity (Emotional Stability) is significantly influencing on job performance behaviours in Breweries and foods/other Beverages Manufacturing Organizations. The recommendation point at recruiting employees with big five dimensions by Breweries and Foods/other Beverages firms will lead to competitive success and attainment of profit goals, market share increase, return on investment (turnover), growth, diversification goals amongst others. Also, training and developing staff to exhibit these Big Five Personality Traits is essential hence personality is also determined by social, cultural and environmental factors if competitive advantage is to be attained by firms. The sample was nationally representative of manufacturing industry but would tend to miss people who were in banking sector.

Mohammad, Islam, Sharifa and Atiqur (2019) survey the Association between big five personality traits and job performance with aim to study the sales personnel of the private companies of Bangladesh in Pakistan. A well designed structured questionnaires were also developed and the data were collected through direct interview and email from the random selection of 220 sales personnel of various private companies located in different parts of Bangladesh, the study use descriptive statistics, multiple regression and correlation analysis. The study revealed that Extraversion and Conscientiousness are closely linked to the sales personnel's job performance and they have a significant influence on the job performance of Sales personnel among Bangladesh's various private companies whereas has a negative relationship to performance at work and the other traits. Openness and acceptability have no significant relationship with job performance and they have no major influence on the performance of sales personnel in the private companies of Bangladesh. The work recommends sales personnel in the private companies of Bangladesh employed persons with Extroversion and Conscientiousness for sales personnel. However, these findings are limited by the use of multiple analyses tools.

Yimin, Brent and Anjelica (2019), survey on Five-factor personality domains and job performance in United States, meta-analyses containing the keywords meta- analy (to meta-analysis and meta-analytic) in combination with other keywords such as performance, Big Five personality, and five-factor model were use to identify 101 meta-analyses to review for potential analysis. Findings showed that, there is little evidence that the type of occupation can be moderator of the associations between FFM attributes and job performance. Therefore, it's recommended that, when examining cross-occupation and cross-nationality as

moderators of the FFM traits-performance links, however, this assumption may not be met well when examining differences in job performance criteria and ratings as moderators of the validities of FFM traits. Although this report provides a useful synthesis across existing meta-analyses of research concerning the associations between the personality attributes captured by the FFM and work outcomes, several limitations worth noting. First, similar to how first-order meta-analytic studies are limited by their constituent studies, our second-order meta-analytic findings are limited by the constituent meta-analyses.

Shazia, Naveedand and Ayse (2016) conducted a research on the Impact of the Conscientiousness as Personality Trait on both Job and Organizational Performance in Turkey. In the study, questionnaires were administered on 612 microfinance staff from various parts of Turkey. The hypotheses was tested by regression analysis, the results endorsed that Conscientiousness has strong association with and a valid predictor of employee Job Performance and recognized that, there is stronger link between Conscientiousness and Contextual Performance with Conscientiousness to Task Performance.

Methodology
This study population consisted of all employees from all the fifteen deposit money banks in Makurdi metropolis to avoidance bias representation, the study has 933 populations, Sample size determination, to avoid problem of response biasness and to increase the response rate for the study, the researcher uses Taro Yemane formula to determine a sample size at a 95% confidence level and P = 0.5 are assumed for Equation. 308 sample size of respondents with buffer margin of 10% was derived from a total

Summary - KMO and Bartlett's Test

Overall Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.814
Bartlett's Test of Sphericity	Approx. Chi-Square	2089.69
	TVE	0.704
	Df	10
	Sig.	0.000
Overall Reliability Statistics : Cronbach's Alpha		0.825

population of 933 employees of all deposit money banks from Makurdi Metropolis.

Reliability and validity

To ensure the reliability of the instrument, a pilot study was carried out on the banks in Makurdi metropolis. Makurdi was used for the pilot testing because of their proximity to the researcher. The pilot test enables the researcher to ascertain the degree of clarity of the questions and also in removing bias and ambiguity in the data questionnaire.

Data Analysis Technique

The hypotheses formulated in chapter one is tested using Regression analysis with the help of STATA Version 13.0 because of the fitness and robustness of the model. First, reliability analysis and Confirmatory Factor Analysis (CFA) were conducted to ensure that all the measurement items are robust and reliable. Factor loadings for Big five dimensions and job performance behaviour assessed using This technique is considered appropriate because it can be used to assess complex and multiple relationships between more variables in this case (Big Five personality and job performance behaviour) all at the same time.

Model Specification

The general model of the study is expressed as:

$$Y = f(X) \text{ -------------------------------------- (1)}$$

Where Y = Job performance

X = Big five Personality

But Y is decomposed into S, A, K & E

Where: S = Skills and K = Knowledge

$$Y = F(S, K) \text{ - - - - - - - - - - - - (2)}$$

But X = F (O, C, E, A and N) - - - - - - - - (3)

Where: O = Openness to Experience, C = Conscientiousness, E = Extraversion, A = Agreeableness and N = Neuroticism (Emotional Stability)

Y and X are as defined above

α = Constant

β = Coefficient of X

e = error term

$$S = \alpha_1 + \beta_1 O + \beta_2 C + \beta_3 E + \beta_4 A + \beta_5 N + e_1 \text{ - - - - - - - - - - - - (4)}$$

$$K = \alpha_3 + \beta_1 O + \beta_2 C + \beta_3 E + \beta_4 A + \beta_5 N + e_3 \text{ - - - - - - - - - - (5)}$$

Where:

β_1-β_5 = coefficients of X_1- X_2 respectively

Data presentation and Analysis

Survey questionnaire of the deposit money banks were used to gather the needed data for this study, 308 questionnaires were sent out and 294 were filled and returned back. Out of the 294 returned questionnaires, 12 were incomplete and are accordingly discarded. Thus, the valid returned questionnaires are 282 representing 95.9% and the valid returned questionnaires discarded are 12 representing 4.1%. With respect to the two performance traits variables (skills and knowledge) with the mean values of 3.655 and 3.778 respectively, they approximate to 4 suggesting that, respondents agreed with personality traits of workers in the deposit money banks under study.

Correlation Matrix of Dependent and Independent variables

S	K	O	C	E	A	N

S	1.0000					
K	0.3493	1.0000				
O	0.2854	0.2867	1.0000			
C	0.2344	0.5000	0.2222	1.0000		
E	0.3333	0.2222	0.5432	0.4000	1.0000	
A	0.0007	0.0004	0.0049	0.4444	0.5000	1.0000	
N	0.0121	0.0077	0.0557	0.0717	0.5432	0.4444	1.0000

Source: STATA Output

Regression Results

Multiple regression method of analysis is used in this study for assessing the strength of the relationship between each set of explanatory variables and a single response variable.

Each model corresponds with a particular dimension of job performance (skills and knowledge). The summary of the regression results for each model is shown in Tables below

Summary of regression result for model 1 (skills)

Variables	Coef.	Std.Er.	t.value	P.value	95% Conf.lnt	
Cons	**1.3381**	**0.0277**	4.03	0.000	1.0057	2.6992
O	**0 .3457**	**0.0328**	2.51	0.000	0.2794	0.4211
C	**0.1562**	**0.0175**	6.99	0.000	0.1177	0.2599
E	**0.2637**	**0.0442**	4.28	0.001	0.2100	0.6828
A	**0.1257**	**0.0458**	4.91	0.000	0.2549	0.4283
N	**0.2161**	**0.0358**	3.91	0.003	0.1059	0.2283
F -Stat.						0.000
R. Sq.						0.600

Source: STATA Output

S=1.3381 + 0.3457(O) + 0.1562(C) + 0.2637(E) + 0.1257(A) + 0.2161(N)

According to table, the results will be valid within the confidence range of 0.2794 and 0.4211 for openness to experience, 0.1177 and 0.2599 for conscientiousness, 0.2101 and 0.6828 for extraversion, 0.2549 and 0.4283 for agreeableness and 0.1059 and 0.2283 for neuroticism all at 95% level of confidence respectively.

Summary regression result for model 2 (Knowledge)

Variables	Coef.	Std.Er.	t.value	P.value	95% Conf.lnt	
Cons	**1.4911**	**0.0177**	4.03	0.001	1.3037	2.6792
O	**0 .3537**	**0.0328**	2.81	0.003	0.2094	0.4011
C	**0.1763**	**0.0185**	4.99	0.000	0.1077	0.2899
E	**0.2737**	**0.0447**	4.28	0.001	0.2001	0.6428
A	**0.3357**	**0.0458**	4.91	0.002	0.2349	0.4283
N	**0.1261**	**0.0458**	7.91	0.003	0.1159	0.2213
F -Stat.						0.000

R. Sq.	0.800

Source: STATA Output
Estimated model equation 3
K= 1.4911 + 0.3537(O) + 0.1763(C) + 0.2737(E) + 0.3357(A) + 0.1261(N)

According to table, the results will be valid within the confidence range of 0.2093 and 0.4011 for openness to experience, 0.1076 and 0.2899 for conscientiousness, 0.2001 and 0.6428 for extraversion, 0.2349 and 0.4283 for agreeableness and 0.1159 and 0.2213 for neuroticism all at 95% level of confidence respectively

Test of Hypotheses

Hypothesis one: Big five personality traits do not have significant effect on skills of employees on Deposit Money Banks in Makurdi Metropolis.

The result of the test of this hypothesis implies that, deposit money banks in Makurdi with staff who are openness to experience, conscientiousness, extraversion agreeableness and neuroticism have high skills which is a measure of job performance.

Hypothesis two; Big five personality traits do not have significant effect on knowledge of employees on Deposit Money Banks in Makurdi Metropolis

The result of the test of this hypothesis implies that, deposit money banks in Makurdi with staffs that are openness to experience, conscientiousness, extraversion, agreeableness and neuroticism have high knowledge which is a measure of job performance.

Discussion of Findings

The study investigated the effect of big five personality traits on job Performance behaviour in the deposit money banks in Makurdi metropolis

Ho1: Big five personality traits do not have significant effect on Skills of Employee of the Deposit Money Bank in Makurdi Metropolis.

The study tested this hypothesis and found out that big five personality traits have a significant relationship with the skills of employees in the Deposit Money Banks in Makurdi Metropolis. (t=0.9345, p=0.6400) This result is consistent with the findings of Barrick, Mount & Judge, (2001) and Envick and Langford (2000), who found out that Big five personality traits were correlated with some elements of job-related skills such as leadership, creativity, personal organization, also Turek and Perek-Bialas (2013) pointed out that big five personality is necessary for hard skills development, it allows updating and improving of new technology skills, and maintains ability to learn. The implication of this finding is that, the executive management of deposit money banks should not compromise in her recruitment drive but endeavor to acquire staff and train them to possess requisite skills such as Technical skills, conceptual skills, Human relation skills to enable them discharge their roles competently at all times. More so, adequate finance be made available to facilitate organisational training at all times.

Ho2; Big five personality traits do not have significant effect on knowledge of employees on Deposit Money Banks in Makurdi Metropolis

The study tested this hypothesis and reported that big five personality traits have a significant relationship with the knowledge of employees in the Deposit Money Banks in Makurdi Metropolis. (t=1.1646, p=0.5424). Fay and Frese (2001) have argued that knowledge helps in showing proactive behavior. Parker, Williams and Turner (2006) conceptualized the subjective importance of production knowledge as one core facet of a flexible work orientation and Hunter (2003)

Conclusion
The study concludes that, deposit money banks in Makurdi with employees that possess openness to experience, conscientiousness, extraversion agreeableness and neuroticism have high skills which is a measure of job performance behaviour, also employees of deposit money banks in Makurdi with openness to experience; conscientiousness, extraversion, agreeableness and neuroticism have high abilities which are a measure of job performance behaviour.

The study also concludes that deposit money banks in Makurdi with employees that has openness to experience, conscientiousness, extraversion, agreeableness and neuroticism have high knowledge which is a measure of job performance behaviour, it is also concluded that deposit money banks in Makurdi employees which has openness to experience, conscientiousness, extraversion, agreeableness and neuroticism make high efforts which are a measure of job performance.

Recommendations
The study revealed that big five personality traits and job performance behaviour of employees in deposit money banks in Makurdi metropolis has significant relationship and has not been critically looked into especially its bearing on job performance in banking sector. It is therefore recommended that;

i. Periodic evaluation and assessment of the employees' Personality Traits to determine employee's skills and knowledge and how suitable they are discharging responsibilities on assigned tasks and positions is pertinent. This is necessary hence big five personality is determined by openness to experience, conscientiousness, extraversion, agreeableness and neuroticism, which influence performance behaviour of employees either negatively or positively will serve as a way forward for Deposit money banks to know how well they are capable to serve firm interest for goal attainment.

ii. Critical attention should be drawn to the big five personality traits in employment interviews schedules by the banks, the Human Resource Management Department should endeavor to appraise and know the applicants personality traits, status and profile with respect to their skills, ability, knowledge and effort, how dependable and reliable he will be to accept responsibility. This will help to fill existing gaps with right person to perform the organizational jobs/tasks for which they are acquired for and cause performance improvements in organization in areas.

iii. Performance Appraisal should be designed in such a way it incorporates employees personality traits so that objectives sets would be easily achievable due to fact that job would be rightly assigned and executed by employees with right skills and knowledge. Again, it will help the Human Resource Department draw out

training and development to ensure effective and efficient use of resources.

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COMPETITIVE STRATEGIES AND PROFIT OF SMALL AND MEDIUM ENTERPRISES IN LAGOS METROPOLITAN AREA, NIGERIA

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ABSTRACT

This study assesses the effect of competitive strategies and profit of SMEs in Lagos Metropolitan Area, Nigeria. Cost leadership, differentiation and focus strategies were specific objectives. Survey research design was used for the study with a population of 11,663 SMEs according to Lagos State Ministry of Commerce, Industry and Cooperatives (2021) and a sample size of 389 was determined through Yemen's formula. Validity results of KMO, and Bartlett's test indicates that variables are highly significant, and principal component analysis was suitable at .802. The result of reliability index of .853 was reported. Data collected from respondents were presented in tables and analyzed using Pearson's Correlation Statistics and Multiple Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS 23). Formulated hypotheses were tested at 0.05 level of significance. Results of tested hypotheses affirmed that cost leadership strategy (34.9%), differentiation strategy (73.4%), and focus strategy (51.6%) all have positive and significant effect on profit of SMEs in Lagos Metropolitan Area, Nigeria. Based on the findings of the study, it was established empirically that competitive strategies are strong predictors of profit of SMEs in Lagos Metropolitan Area, Nigeria. The study recommended amongst others that investment in competitive strategies should be the priority of owners / managers of SMEs most especially by launching linkages with service providers, suppliers and other supplementary institutions since it will enable them achieve competitive advantage thereby increasing their profit as compared to other SMEs without competitive strategies.

Keywords*: Competitive Strategies, business profit, cost leadership, differentiation, focus*

1.0 Introduction

Businesses must develop strategies to attract human resources, remain in business and compete in order to increase the level of profit. Porter (1985) contends that competitive strategy is a plan that establishes a profitable and sustainable competitive position against the five forces that drive industrial competition. In today's business environment, competition has been the bane that no organization can decide to overlook amidst environmental challenges and quest for business sustenance. Most organizations strive to do things differently and better in order to differentiate their services and products bearing in mind the needs and wants of their customers (Kowo, Sabitu & Adegbite (2018). Opportunities constantly emerge from these changes but it is the organization's speed in identifying them and its effectiveness in exploiting them that is critical for success (Balsam, Fernando & Tripathy, 2011). Every company strives to beat its competitors in order to have better profits and gain an edge in the market. This is because competitive strategies helps organizations about their vision, mission and to be focused on its goals. It also helps organizations to modify itself according to the needs of the market and armament itself with required tools and changes in order to combat other competitors.

Profit is the baseline for almost every company in the market. In order to gain better profits, the company has to have a better sale of their products or services. This can be done only with the help of either better products, better prices, or having a unique selling proposition. Without profit, the company cannot survive since it forms the baseline of all the operations (OECD, 2016a). SMEs are key players in the economy and the wider eco-system of firms. Across countries at all levels of development, SMEs have an important role to play in achieving the Sustainable Development Goals (SDGs), by promoting inclusive and sustainable economic growth, providing employment and decent work for all, promoting sustainable industrialization and fostering innovation, and reducing income inequalities and profit which is the baseline for almost every company in the market. According to the Nigeria Bureau of Statistics SMEs in Nigeria have contributed about 48% of the national GDP in the last five years. With a total number of about 17.4 million, they account for about 50% of industrial jobs and nearly 90% of the manufacturing sector, in terms of number of enterprises.

However, globalization and competition amongst firms is on the rise and SMEs in Nigeria are struggling under this intense competitive environment both at the domestic and international terrain (Gbolagade, Adesola & Oyewale, 2013). Despite the economic significance of SMEs in Nigeria, they have not played the expected vital and vibrant role in economic growth and development of the country (Gbolagade, Adesola & Oyewale, 2013), making the relationship between competitive strategies and profit of SMEs a controversial and unresolved matter. Adopting effective competitive strategies to

enhance profit is the concern of any dynamic looking organization, but studies conducted on competitive strategies and profit of SMEs both in the western world and Nigeria precisely now that insecurity, banditry, kidnapping, inflation and exchange rates are skyrocketed reported mixed results making literature on competitive strategies and profit to be diminutive, intermittent and fragmented, triggering enormous threats to SMEs owners/managers and policy-makers. Given this gap in knowledge, our point of departure from the previous studies was to empirically assess the extent to competitive strategies dimensions such as cost-leadership strategy, differentiation strategy and focus strategy affects profit of SMEs in Lagos Metropolitan Area, Nigeria.

1.2 Objectives of the study

The cardinal objective of the study was to assess the effect of competitive strategies on profit maximization of SMEs in Lagos Metropolitan Area, Nigeria. The specific objectives were:

i.   To determine the effect of cost leadership strategy on profit of SMEs in Lagos Metropolitan Area, Nigeria

ii. To ascertain the effect of differentiation strategy on profit maximization of SMEs in Lagos Metropolitan Area, Nigeria

iii. To find out the effect of focus strategy on profit maximization of SMEs in Lagos Metropolitan Area, Nigeria

1.3 Research hypotheses

H_{01}. Cost leadership strategy has no significant relationship with profit maximization of SMEs in Lagos Metropolitan Area, Nigeria

H_{02}. Differentiation strategy has no significant relationship with profit maximization of SMEs in Lagos Metropolitan Area, Nigeria

H_{03}. Focus strategy has no significant relationship with profit maximization of SMEs in Lagos Metropolitan Area, Nigeria

2.0 Literature Review
2.1 Theoretical Framework

This study by its focus and objectives draws impetus from the configuration theory which perceive strategy formulation as a transformation process whose major contributors were Chandler (1962), Mintzberg & Miller (1970s) and Miles & Snow (1978s). Configuration theory postulates that the performance of an organization depends on the fit of environment and organizational design. The basic assumption behind the theory is that the best performance can be achieved when organizational structure matches external contingency factor. Only those organizations that align their operations with the current environment achieve maximum output. The general model implicit in configuration theory assumes that for organizations to be effective there must be an appropriate fit between structure, strategy and environmental context (Fincham & Rhodes, 2005). Empirical studies regarding configuration have also consistently found evidence that the fit among organizational characteristics is an important predictor of firm performance (Slater & Olson, 2001). According to Gao,

Zhou and Yim (2007), any firm's external environment is exogenous, so the firm must adjust its strategy according to the environmental constraints. In the context of this study, configuration theory brings out the link between competitive strategies and profit of SMEs with due consideration to the environmental factors hence realizing profit.

2.2 Conceptual framework

2.2.1 Competitive Strategies

Competitive strategies gives a company an advantage over its rivals in attracting customers and defending against competitive forces. Competitive strategy consequently aims to establish a profitable and sustainable position against the forces that determine industrial competition (Porter, 2008). Competitive strategies are the long term plan of a particular company in order to gain competitive advantage over its competitors in the industry. A company has competitive advantage whenever it has an edge over its rivals in securing customers and defending against competitive forces (Thompson & Strickland, 2007). In this study, competitive strategies refers to deliberately choosing different set of activities that forms the basis of competitive advantage in other to deliver a unique mix of value. It is a long-term action plan that is defused to help a company gain a competitive advantage over its rivals.

2.2.2 Dimensions of Competitive Strategies

Porter (1985) identified three generic strategies that can be used to both classify company behavior and drive company behavior. They are cost leadership, differentiation strategy, focus strategy. To Foss (2003), the competitive strategies are cost leadership, differentiation strategy and focus strategy. In this study, the three competitive strategies as outlined by porter (1985) and Foss (2003) are adopted in line with the intention of the study.

i. **Cost leadership strategy:** Cost leadership strategy as proposed by Porter (1985), as a strategy which the firms have their source of getting the market share by placing their products to the price-sensitive or cost-conscious customers. They can achieve this by offering the best and lowest prices on the products. Cost leadership strategies involves cutting down costs throughout the value chain to try and achieve the minimum cost structure possible where the products are made of high value, but with limited standard features with the intention of gaining competitive advantage thus increasing market share (Sumer & Bayraktar, 2012). Cost leadership strategy takes place through experience, investment in production facilities, conservation and careful monitoring on the total operating costs through programs such as reducing the size and quality management (Hashem; Hamid & Samira (2012). In this study, cost leadership is a business-level strategy in which a firm tightly controls costs throughout its value chain activities in order to offer customers low-priced goods and services at a profit.

ii.

ii. **Differentiation strategy:** Differentiation refers to the development of a unique product or service (Porter, 1985). The main idea behind the differentiation strategy is to differentiate the product in one or the other

way in order to compete successfully and better with other competitors in the market. This strategy has a wide spectrum from full product diversity through to unique features within a core product. According to Hashem, Hamid and Samira (2012), this strategy requires the development of goods or unique services from unmatched by relying on customer loyalty to the brand. Jermias (2008), argued that product differentiation firms tend to invest heavily in research and development activities in order to increase their innovative capability and enhance their ability to keep up with their competitors' innovations. In this study, differentiation is a business-level strategy in which firms add value to their products and services in order to attract customers who are willing to pay a higher price.

iii. Focus strategy: Another strategy proposed by Porter (1985) is the strategy of focusing. Focus strategy is a marketing strategy in which a company concentrates its resources on entering or expanding in a narrow market or industrial segments. In focus strategy, the key to success is choosing a market niche where buyers have distinctive preferences, special requirements, or unique needs and developing a unique ability to serve those needs. Thompson and Strickland (2008), declare that a focus strategy is aimed at securing a competitive edge based on either low cost or differentiation becomes increasingly attractive as target niche market and many others. In this study, focus strategy is a business-level competitive strategy that firms use in combination with either a cost-leadership or differentiation strategy in order

to target a smaller demographic or geographic market with specialized products or services.

2.2.3 Profit of SMEs

Profit describes the financial benefit realized when revenue generated from a business activity exceeds the expenses, costs, and taxes involved in sustaining the activity in question. To Dugguh, Aki and Oke (2018), profit is an excess of revenues over associated expenses for an activity over a period of time. Stated in specific terms, profit is what remains after all business expenses have been deducted from sales revenue. It is also regarded as the payment for the risk that businessmen and women undertake for ownership and loss of investment. Profits include gross, net and retained (Pride, Hughes & Kapoor, 1993). In this study, profit is an absolute number determined by the amount of income or revenue above and beyond the costs or expenses a company incurs in a defined period.

SMEs are businesses that maintain revenues, assets or a number of employees below a certain threshold. Each country has its own definition of what constitutes a SMEs. Certain size criteria must be met and occasionally the industry in which the company operates in is taken into account as well. Though small in size, SMEs play an important role in the economy. They outnumber large firms considerably, employ vast numbers of people and are generally entrepreneurial in nature, helping to shape innovation. According to OECD (2005), SMEs are non-subsidiary, independent firms which employee less than a given number of

employees. This number varies across countries. The most frequent upper limit designating SMEs is 250 employees as in the European Union. However, some countries set the limit to 200 employees, while USA considers SMEs to include firms with fewer than 500 employees. Small firms are generally those with fewer than 50 employees. In this study, both SMEs are studied collectively since they have certain attributes as well as issues which are peculiar to each other.

2.2.4 Dimensions of Business Profit

Pride, Hughes and Kapoor (1993) and Dugguh, Aki and Oke (2018), outlined gross profit, retained profit and net profit as measures of profit. In this study, gross profit, retained profit and net profit are adopted on the ground that profits serve as a signal to change the rate of output or for the firms to enter or leave the industry and play a critical role in providing incentives to introduce innovations and increase productive efficiency and take risks.

i. **Gross profit:** Gross profit is the excess of revenue from sales less the amount of direct costs of a product. This is referred to as cost of goods sold. These costs could include the materials purchased to manufacture products, transportation of materials into the production facility, direct labor to produce them, and distribution costs (Dugguh, Aki & Oke (2018). The easiest way to determine cost of goods sold is to start with the value of the beginning inventory, add the amount of purchases during the period in question, and

then subtract the value of the ending inventory. The formula for calculating gross profit is as follows: Gross Profit = Total Sales – COGs.

ii.

ii. Retained Profit: Retained profit refers to the profit that has been earned and accumulated from previous periods but has not yet been distributed to the owners. Retained profits is a measure of the ability of the business to fund its growth strategies or to provide a buffer against an uncertain future. To Dugguh, Aki and Oke (2018), retained profit is the surplus profit after the amount is withdrawn by the owner or dividends are paid to stockholders. Retained profit is important to the growth of the business and can be used for activities like adding a production line, increasing the size or number of facilities, or research and development of new products. The formula is thus; Retained Profit = P + Net Income (or loss) – C – S. *Where; P = Beginning period*, *C= Cash dividends*, *S= Stock dividends.*

iii. Net profit: Net profit refers to the profit that is earned in the current accounting period and is a measure of the financial sustainability or success of the business. Net profit is the difference between gross profit and operating expenses. Profit is usually discussed in terms of net profit since it is from this type of profit that owners receive their income or stockholders receive dividends (Dugguh, Aki & Oke (2018). The formula for calculating net profit is as follows: Net Profit = Operating Profit – Taxes & Interest. The net profit or income is

an indicator of the firm's profitable operations, which is the surplus of total revenues over total expenses during the accounting year (Adudu, Asenge & Torough, 2020).

2.3 Empirical Literature Review

Kowo, Sabitu and Adegbite (2018), examined whether adoption of cost leadership strategy assist in reducing the cost operation of small and medium enterprises and also to determine the effect of differentiation strategy on the sales turnover of SMEs, Series of questions were asked using the questionnaire adopted by the researcher. The research found out that cost leadership strategy has significant effect on cost reduction of SMEs indicating that when firms adopts good cost leadership strategy, they tend to reduce their cost of operations. The results of regression analysis revealed that adoption of competitive strategies usually impacts positively on the performance of the SMEs and that competitive strategy has significant relationship on company's market share.

Masale (2018), investigated the effect of competitive strategies on the organizational performance of Bridge International Academies in Nairobi. Findings established that cost leadership strategy and organizational performance indicated a moderate positive relationship and the regression coefficients showed a positive and significant relationship between cost leadership strategy and organizational performance. Findings also established that differentiation strategy and performance was a strong positive one and the regression coefficients showed a positive and significant relationship between differentiation strategy and organizational performance. Finally, on the third research question, focus strategy was found to have a positive but negligible effect on organizational performance.

Makina and Oundo (2020), explored competitive strategies and how these strategies affect organization performance in general and how it can be applied in sugar industry. From the reviewed literature, it revealed that organizations that uses competitive strategies (cost leadership, differentiation and focus strategies) realize better performance than those that does not.

Islami, Mustafa, Topuzovska and Latkovikj (2020), tested the effects of Porter's generic strategies (low-cost strategy, differentiation strategy, and focus strategy) on firm performance. Findings stemmed from the data that were taken from 113 firms that operate in the Republic of Kosovo. *t* test, Pearson's correlation analysis, and multivariate regression analysis were used to provide testing of hypotheses. Econometric results suggest that pursuing differentiation strategy provides higher firm performance as compared to two other Porter's generic strategies (low-cost strategy or focus strategy) that have a positive impact as well.

Daahir (2021), undertook a study on competitive strategy and organizational performance of telecommunication companies in Mogadishu-Somalia. The specific objectives were to determine the impact of cost leadership strategy, differentiation strategy and focus strategy on

organizational performance of telecommunication companies in Mogadishu-Somalia. The study found that cost leadership strategy, differentiation strategy and focus on strategy have significant positive relationships on organizational performance of telecommunication companies in Mogadishu-Somalia. Finally, the researcher found that the competitive strategy has significant positive relationships on organizational performance of telecommunication companies in Mogadishu-Somalia.

Sidi and Abubakar (2021) analyzed business level strategy and competitive strategy perspective of manufacturing-based SMEs in Nigeria. The study established the relationship between firm's competitive strategies, and performance. The findings of this study indicate that cost leadership strategy and differentiation strategy significantly influence the firm performance of manufacturing-based SMEs in the North-west of Nigeria. Also, the result shows that cost leadership strategy and differentiation will enhances firm's competitiveness and competitive advantage.

In conclusion, competitive strategies stimulates the profit of SMEs which is a sustainable solution to their equity gap. There is little evidence documenting the effect of venture capital financing on the growth of SMEs. The existing literature offers mixed results. This reveiew, therefore, provides a new data set illuminating the effect of venture capital financing on the growth of SMEs.

3.0 Methodology

Survey research design was applied due to it ease and the speed with which its results are made. The population of study was 11,663 SMEs according to Lagos State Ministry of Commerce, Industry and Cooperatives (2021). The choice of Lagos Metropolitan Area was informed on the ground that it is a major African financial Centre and economic hub of Nigeria at large. A sample size of 389 business owners / managers was obtained using Yamane's formula (1967). Simple random sampling technique was used in selecting SMEs which consists of food processing (28), fashion and designing/ hair dressing (63), restaurants (64) table water (47), art/craft (68), baking (72) trading (47) for easy accessibility of information for weighing the opinion of the respondents. A well-structured questionnaire was used as an instrument for data collection though, vetted by experts in management. KMO and Bartlett's test reported that variables were highly significant, and principal component analysis was suitable at 0.802 which is above 0.70 threshold with a reliability index of 0.865. Data collected from respondents were presented in tables, mean, standard deviation, skewness and kurtosis and were analyzed using Pearson's Correlation Statistics and Multiple Regression Analysis with the aid of the Statistical Package for Social Sciences (SPSS 23). Formulated hypotheses were tested at 0.05 level of significance.

The response variable was profit and the explanatory variables are cost leadership

strategy, differentiation strategy and focus strategy. The model for the study is specified as follows.

SMEs P = β0 + β1CLS + β2DFS+ β3FCS + ε. Where, SMEs P = Profit, CLS = Cost leadership strategy, DFS = Differentiation strategy, FCS = Focus strategy, ε = Error term β0 = Intercept, β1, β2, β3 = Coefficients of the explanatory variables.

In answering the research questions, the real limits of numbers were used for decision making as follows; 3.50 - 4.00 = very high extent; 2.50 – 3.49 = high extent; 1.50 – 2.49 = low extent; 1.00 – 1.49 = very low extent. The decision rule for testing the hypotheses was based on the p-value and alpha value. A hypothesis of no significant effect was not rejected for any cluster of items whose p-value was equal to or greater than (≥) the alpha value of 0.05 while it was rejected for any cluster of items whose p-value was less than (≤) the alpha value of 0.05. To check the level of skewness and kurtosis for the variables, if skewness is less than -1 or greater than 1, the distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric. To check the level of kurtosis, if the value of kurtosis is greater than 3, then the dataset has heavier tails than a normal distribution. If the kurtosis is less than 3, then the dataset has lighter tails than normal distribution.

4. 0 Results and Discussion

In presenting data using descriptive statistics mean, standard deviation, skewness and kurtosis were used to explain where most of the responses fall and how much data is skewed or symmetric.

Table 4.1: Descriptive Statistics Analysis

Variable	Mean	Standard Deviation	Skewness	Kurtosis	Remarks
Cost leadership	3.62	.629	1.814	3.703	Very high extent
Differentiation	3.50	.695	1.456	2.205	Very high extent
Focus strategy	3.60	.606	1.503	2.449	Very high extent
Gross profit	3.56	.632	1.366	1.776	Very high extent
Retained profit	3.52	.727	1.637	2.541	Very high extent
Net profit	3.51	.695	1.504	2.321	Very high extent

Source: Authors' Computation from SPSS Output, 2021

The result in Table 4.1 shows predictors of the response and explanatory variables. The mean and standard deviation shows the level of agreement of the respondents with the questions indicating that there was improvement in profit of SMEs in Lagos Metropolitan Area. Again, in Table 4.1 looking at the values all the variables have skewness above 1 indicating that they are highly skewed. Finally, from Table 4.1 Kurtosis shows that the near the value is to 0 the better the data distribution and all the values for kurtosis shows a strong relationship.

4.1 Correlation Analysis

This study used a correlation analysis to establish the level of association between the variables used in the study and findings revealed that there was a significant association between the explanatory variables such as cost leadership, differentiation and focus strategy and, response variables (Profit). The findings from Table 4: 2 reports that cost leadership strategy has a moderate and significant relationship with profit (r = 0.580; p = 0.000), differentiation strategy has a strong and significant correlation with profit (r = 0.807; p = 0.000). The result further established that focus strategy has a strong and significant association with business profit (r = 0.801; p = 0.000).

Table 4. 2: Correlation Result

		Business Profit
Profit Correlation	Pearson	1
	Sig. (2-tailed)	
Cost Correlation Leadership	Pearson	.580**
		.000
	Sig. (2-tailed)	
Differentiation Correlation Strategy	Pearson	.807**
		.000
	Sig. (2-tailed)	
Focus Correlation Strategy	Pearson	.801**
		.000
	Sig. (2-tailed)	
	N	389

Source: Field Survey, 2021.

4.2 Regression Analysis Result

The result of the model summary in Table 4.3 shows an R^2 value of .593 meaning that 59.3 % of the variation in the response variable is explained by the explanatory variables while 40.7 % is explained by other variables outside the model, and this affirmed that the model is a strong predictor. The R-value of .827 established that there is a strong positive correlation between the response variable (Profit) and the predictor variables (cost leadership strategy, differentiation strategy and focus strategy).

Table 4. 3: Model Summary

R	R^2	Adjusted R^2	Standard Error of the Estimate	Durblin-Watson
.827a	.593	.580	.549	1.656

a. **Predictors (Constant),** cost leadership, differentiation, focus
b. **Response Variable:** Profit

Source: Field Survey, 2021.

The result of the analysis of variance presented in Table 4.4 shows that the model is statistically significant in predicting how the explanatory variables such as cost leadership, differentiation and focus strategies all have effect on the response variable (P = .000; F = 31.887).

Table 4. 4: Analysis of Variance (ANOVA)

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	28.891	3	9.630	31.887	.000b
Residual	44.688	358	.302		
Total	73.579	361			

a. **Response Variable:** Business profit
b. **Predictors (Constant),** cost leadership, differentiation, focus strategy

Source: Field Survey, 2021.

The result of data presented in Table 4. 5 shows that taking all other explanatory variables at zero, a unit change in cost leadership would lead to a 34.9 % change in business profit; a unit increase differentiation

would lead to 73.4 % change business profit while a unit increase in focus strategy would lead to a 51.6 % increase business profit. At 5% level of significance and 95% level of confidence all the variables (cost leadership, differentiation, and focus strategy) reported p-values of less than 0.05. The regression coefficient further shows that differentiation strategy has a more significant effect on profit of SMEs in Lagos Metropolitan Area. In addition, the researcher employed multiple regression analysis so as to determine the effect competitive strategies on profits of SMEs in Lagos Metropolitan Area, Nigeria using the variables. As per the SPSS generated table, the equation (*SMEs P= β0 + β1CLS + β2DFS+ β3FCS + ε*)

SMEs P = 1.482+ .349β1 + .734β2+ .516 β3 + ε

Table 4. 5: Regression Coefficients

Unstandardized Coefficient			Standardized Coefficient		
	B	Standard Error	Beta	T	Sig.
(constant)	1.482	.453		1.064	.000
Cost leadership	.349	.147	.251	2.374	.019
Differentiation	.734	.133	.527	5.526	.000
Focus strategy	.516	.090	.440	5.740	.000

a. **Dependent Variable**: Profit
   Source: Field Survey, 2021.

4.3 Hypotheses Testing

The three hypotheses formulated in this study were all rejected implying that cost leadership strategy, differentiation strategy and focus strategy have positive and significant effect on profit of SMEs in Lagos Metropolitan Area. The summary of the result of tested hypotheses as presented in Table 4. 6 shows that p-values for all the variables were less than 0.05.

Table 4. 6: Summary of Hypotheses Testing

Hypothesis		Result	Decision
H0₁:	Cost leadership strategy has no significant effect on profit of SMEs in Lagos Metropolitan Area.	.019 < 0.05	Significant
H0₂:	Differentiation strategy has no significant effect on profit of SMEs in Lagos Metropolitan Area	.000 < 0.05	Significant
H0₃:	Focus strategy has no significant effect on profit of SMEs in Lagos Metropolitan Area	.000 < 0.05	Significant

Source: Field Survey, 2021.

4.4 Discussion of findings

It was established that there is a positive significant effect between cost leadership strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. Regression analysis was used in testing the hypothesis at 0.05 level of significance and the significance level was less than 0.05 (β = .251; p=.019) hence the null hypothesis was rejected and we conclude that there is a positive significant effect between cost leadership strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. Enhancing performance by pursuing cost leadership techniques such as cost reduction, leveraging economies of scale, use of technology, outsourcing and vertical integration was established by (Balsam, Fernando & Tripathy (2011), in their study about cost leadership strategy. The study is also in agreement with Kowo, Sabitu & Adegbite (2018), whose findings affirmed

that cost leadership strategy has significant effect on cost reduction of SMEs indicating that when firms adopts good cost leadership strategy, they tend to reduce their cost of operations.

It was also demonstrated that there is a positive significant effect between differentiation strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. .Regression analysis was used in testing the hypothesis at 0.05 level of significance and the significance level was less than 0.05 (β = .527; p =.000) hence the null hypothesis was rejected and we conclude that there is a positive significant effect between differentiation strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. This findings are in consonance with Atikiya & Waiganjo (2015), whose study confirm the existence of a positive relationship between differentiation strategy and firm performance. Findings from Sidi & Abubarkar (2021), also affirmed that differentiation strategy significantly influence the firm performance of manufacturing-based SMEs in the North-west of Nigeria, and differentiation strategy enhances firm's competitiveness and competitive advantage.

Finally, it was found that there is a positive significant effect between focus strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. Regression analysis was used in testing the hypothesis at 0.05 level of significance and the significance level was less than 0.05 (β = .440; p =.000) hence the null hypothesis was rejected and we conclude that there is a positive significant effect between focus strategy and profit of SMEs in Lagos Metropolitan Area, Nigeria. The findings corroborate Balsam, Fernando & Tripathy (2011), who held that focus strategy is adopted to target the low income market segment although this strategy has a negligible positive effect on organizational performance. Atikiya (2015), also confirm in

his study that focus strategy have positive significant relationship with manufacturing firm performance in Kenya.

5.0 Conclusion and Policy Recommendations

5.1 Conclusion

From discoveries above, it is evident that competitive strategies such as cost leadership strategy, differentiation strategy and focus strategy all have a positive and significant effect on profit of SMEs that uses competitive strategies as a source of competitive advantage hence profit of SMEs over the competitors in the same industry.

5.2 Policy Recommendations

i. Investment in cost leadership strategies should be a priority by owners / managers of SMEs most especially by establishing linkages with service providers, suppliers and other supplementary institutions since it will enable them achieve competitive advantage thereby increasing their business profit as compared to other SMEs that are not investing in cost leadership.

ii. Owners / managers of SMEs should focus and invest more on differentiation strategy which has the potentials of creating products to respond to the evolving market as it could also be used as a major competitive advantage tool against competitors in the industry which has the capabilities of enhancing long term growth, survival and business profit of SMEs.

iii. Owners / managers of SMEs should clarify their long term goals and carry out a capability analysis before selecting the competitive strategy or combination of strategies they will execute to drive up the firm's profit.

5.3 Research limitations and Directions for Further Studies

There are limitations associated with this study. This study derives from a self-reported data obtained from owners/managers of selected SMEs in Lagos Metropolitan Area, Nigeria. This can potentially lead to common method bias. The study was limited to select SMEs in Lagos Metropolitan Area, Nigeria. It is therefore suggested that further studies should be carried out to cover other SMEs in other states in Nigeria. Further studies should implement a research design to the extent of having interviews with more SMEs to find out further what stimulates SMEs to adopt competitive strategies in their operations and not just based on the questionnaire survey as it is not sufficient. Finally, other researchers could examine on the challenges of competitive strategies in other sectors in Nigeria. Again, future studies can adopt a longitudinal approach to examine the long-term effect of competitive strategies and how these strategies evolve over time. The findings from this study shows that competitive strategies are very relevant to SMEs profit. Regardless of the stated limitations, this study provides a useful framework to explain how different competitive strategies interact to enhance business profit of SMEs.

5.4 Implications of Findings

The implications from the findings point to a configuration approach on the implementation of competitive strategies by SMEs. SMEs that intend to implement a competitive strategy should evaluate the environment to make sure they gain appropriate fit between the strategy and the environment in order to achieve competitive advantage. Therefore it is important for SMEs to learn more innovative ways of pleasing and satisfying the needs of employees at work to increase sales turnover of their business.

The study adds new knowledge to the literature on competitive strategies adopted by SMEs in a developing country context. Findings in this study contribute to the literature and practice of SMEs owners-managers, policy makers, institutions, business organizations and researchers with better understanding on the role of competitive strategies and its effect on SMEs business profit. Managers / owners of SMEs should pay more attention to competitive intensity and adopt other ways of coping with challenges presented by business environment.

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THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON THE PERFORMANCE OF EMPLOYEE OF FEDERAL INLAND REVNUE SERVICES (FIRS) IN MAKURDI, BENUE STATE

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ABSTRACT

This study examined the effect of organizational citizenship behavior on employee performance in Federal Inland Revenue Services (FIRS) in Makurdi, Benue State. The study employed a descriptive survey research design method. A sample size of 67 respondents was used as census population of 67 employees of Federal Inland Revenue Services (FIRS) in Makurdi. Primary data was gathered from a questionnaire which was structured in five likert scale; (1= strongly disagree, to 5 = strongly agree) and was self-administered to the respondents. Smart-PLS package was aided for Structural Equation Modeling technique for data analysis. The study concluded that increasing trends of voluntary behavior or organizational citizenship behaviors by employees can positively increase employee performance. It was recommended that organizations should institute policies which control resources and effectively manage behavior such that actual goals are efficiently achieved within time specifications.

1.1   Background of the Study

Organizational citizenship behavior (OCB), or behavior characterized by voluntary initiatives making pro-social contributions toward the organization and coworkers, above and beyond their formal job roles, is gaining increasing importance in organizational context. Though organizational citizenship behavior is not a part of formal organizational structure or reward system, it has across-the-board implications on employee performance. These behaviors go a long way in maintaining positive organizational culture that strengthens employee commitment and employee performance (Basu, Pradhan, & Tewari, 2017).

The principle of organizational citizenship behavior calls for individuals to put the interest of their organization above personal interests. Organizational citizenship behavior (OCB) is an extra-role behavior which enhances employees' performance. Several studies have been carried out about the relationship between organizational citizenship behavior and employee performance. These studies generally argue that organizational citizenship behavior is positive for the organization and has many benefits both for employers and employees. An organization that providea an enabling environment for OCB to thrive, encourages cooperation of the members of the organization and reaps benefits of their employee performance (Ahmad, 2013, Basu, Pradhan & Tewari, 2017).

This work adopted organizational citizenship behavior (OBC) by Organ (1988) which comprises of five dimensions: altruism, generalized compliance, sportsmanship, courtesy and civic virtue. This is because the ultimate performance of employees of Federal Inland Revenue Services can be attained if organizational citizenship is taken as an important practice. This means that the Federal Inland Revenue Services (FIRS) can better meet its obligations to the government when organizational citizenship behavior is inspired.

Federal Inland Revenue Services (FIRS) is a public sector organization responsible for assessment, collection and accounting for tax and other revenues accruing to the Federal Government of Nigeria. However, the demands and yearning to improve the actualization of revenue generation and proper channeling of these funds are relatively low compared with the expected. Organizations with a conducive work enviroment motivates employees to display organizational citizenship behavior in terms of (civic virtue, altruism, conscientiousness, sportsmanship and courtesy), which contributes positively to employee performance and ultimately organizational performance. Organizational citizenship behavior is a major determing factor in the achievement of organizational goals, because organizations are driven by a group of people who play an active role as individuals in achieving organizational goals (Samnani & Singh 2014, Luthans 2018).

Previous researches were based on organizational citizenship behavior and centered on SMEs' performance and linked to organizational issues such employee satisfaction, profit, productivity, customer satisfaction and organization performance (Hillman & Keim, 2011; Kaplan & Norton, 2016; Ruekert, Walker, & Roering, 2015; Cohen, 2016). Though, national issues such as economic growth, rules and policies and employee performance were ignored (Hillman & Keim 2011, Cohen 2016). Hence, this research saw the need to fix this lacuna in the empirical study by investigate the effect of organizational citizenship behavior on

employee performance of Federal Inland Revenue Services (FIRS) in Makurdi, Benue State.

1.2 Literature Review and Hypotheses Development

Organizational citizenship behavior is viewed as an individual behavior that is discretionary and part of the formal requirements for a job, but helps to facilitate work and relationships in the organizations. The description of organizational citizenship behavior concept represents the fact that these behaviors have a certain influence on the effectiveness of the organization through adding social framework to the workplace. There are several reasons to justify that organizational citizenship behavior affects the employee performance (Organ, 1995). Organ also believes that people with progressive citizenship behavior continue their work in the worst conditions of even the case of sickness and disability.

There are varied categorizations of Organizational Citizenship Behavour. Okpu and Eke (2020) in their work classified OCB into three types, these are: Organizational compliance: This term describes the behaviors whose necessity and desirability are identified and they are accepted in a rational structure of discipline. Indicators of organizational compliance include behaviors such as respecting the organizational rules, tasks performance, and carrying out the responsibilities with regard to organizational resources. Organizational loyalty: The loyalty to the organization is different from the loyalty to other individuals and organizational sectors and represents the dedication of employees in the organization to defend the interests of the organization. Institutional partnerships: This term emerges from the involvement in managing the organization, such as attending meetings, sharing their beliefs with others and awareness of current issues of the organization.

In their study, Podsakoff, Mackenzi, Paine & Bachrach, (2000) categorized OCB into seven types help-oriented behaviors, sportsmanship, individual growth, organizational commitment, individual innovativeness, civic virtue, self-satisfaction. In another study Bolino and Turnley (2012) introduced six components for OCB: Loyalty, Dutifulness, Participation (social, supportive, and civic), Attention and courtesy, Sacrifice, Sportsmanship. However, the most consistent classification of OCB dimensions around which all other classifications revolve is that of Organ (1995), which are; Altruism, Courtesy, Sportsmanship, Conscientiousness, and Civic virtue.

Altruism: in its simplest form is assisting other members of the organization in their tasks. It is accounted as one of the substantial antecedents of organizational citizenship behavior. This is the voluntary act of assisting others to prevent or solve work related problems. Altruism focuses on the feeling and behavior that shows a desire to help other people and a lack of selfishness attitudes which individuals exhibit that are not straight and simple and cannot be seen or identified but focus on promoting the effectiveness and continuous functioning of the firms (Ejo-Orusa, Gabriel, & Henry, 2018).

Another antecedent of organizational citizenship behavior is courtesy behavior. Courtesy maybe described as a polite and considerate behavior towards other employees. Employees with courtesy behavior consciously avoid creating problems for co-workers, thereby reducing manager's time of handling crisis management, thus improving both employee and organizational performance. Some examples of courtesy can be used in referring to people who will be possibly influenced by one's acts, being sensitive to the claims of others on commonly

used organizational resources, and using advance notice proactively (Chen & Francesco 2003). Having regards and respect to high constituted authorities and platforms, guiding the business environment is another way of promoting courtesy behavior for employee performance.

Sportsmanship behavior encompasses the creation of a work environment within the organization that is devoid of complaint and having a pleasant atmosphere for job satisfaction and compassion for the job. It may increase the period of time spent with an organization, respect and regard for the job. Podsakoff et.al (2000) suggested that employees displaying sportsmanship can be willing to sacrifice their personal interest for the good of an organization, maintaining a positive attitude and enduring personal inconveniences without complaint in order to conserve organizational resources, thus improving organizational performance. Organ, Podsakoff and MacKenzie (2006) avow that employee productivity improves when employees' abide with an organization even if they do not like or agree with changes that have occurred in the organization. By reducing the amount of complaints from employees that administrators have to deal with, sportsmanship conserves time and energy, which can be channeled to activities that impact on organizational performance.

Conscientiousness may be described as the discretionary behavior that goes well beyond the minimum role requirement level of the organization. It is the dedication to work and the achievement of results above set standards, such as working extra-long days and obeying rules and regulations. More conscientiousness from an employee will lead to high organizational performance by employees being more responsible and requiring less supervision (Vito & Oparanma, 2019). When

conscientiousness is the principal aim for operating business in any society, there will be effective and efficient use of time in actualizing the objectives of the business. Employees who express high level conscientiousness will have more time for the organizations works and activities than employees with less conscientiousness.

Civic virtue as an antecedent for organizational citizenship behavior is responsible for constructive involvement in the political processes of the organization, thus improving organizational performance. This behavior monitor's the organization's environment for threats and opportunities, shows willingness to participate actively in managerial events, and looking out for organization's best interest (Okpu & Eke 2020). Civic virtue is necessary to enhance the quality of the employee's life who exhibit civic virtue attends official and social meetings organization thereby creating a productivity atmosphere for business performance. This is a type of organizational citizenship behavior that creates a sense of community and camaraderie within the organization and in turn, leads to higher job satisfaction and better work performance. It also demonstrated by employees signing up for business events such as fundraisers, or running a marathon for a charity with a group of co-workers.

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. There are basically two types of employee performance which are task and contextual performance. Task performance calls for the core job responsibilities of an employee. It is also referred as in-role prescribed behavior (Koopmans, Bernaards, Hildebrandt, Schaufeli, & Henrica, 2011) and is reflected in specific work outcomes and deliverables as

well as their quality and quantity; while contextual performance goes beyond formal job responsibilities. Also referred to as discretionary extra-role behavior (Koopmans, Bernaards, Hildebrandt, Schaufeli, & Henrica, 2011) contextual performance is reflected in activities such as coaching coworkers, strengthening social networks within an organization and going the extra mile for the organization.

1.3   Research Hypotheses
In line with literature review, the following research hypotheses were formulated in the null form to guide the overall study.

$H_{0:1}$ Altruism has no significant effect on the employee performance in Federal Inland Revenue Services (FIRS) in Makurdi.

$H_{0:2}$ Courtesy has no significant effect on the employee performance in Federal Inland Revenue Services (FIRS) in Makurdi.

$H_{0:3}$ Sportsmanship has no significant effect on the employee performance in Federal Inland Revenue Services (FIRS) in Makurdi.

$H_{0:4}$ Conscientiousness has no significant effect on the employee performance in Federal Inland Revenue Services (FIRS) in Makurdi.

$H_{0:5}$ Civic virtues have no significant effect on the employee Performance in Federal Inland Revenue Services (FIRS) in Makurdi.

1.4   Theoretical Framework
This study has its theoretical foundation in the Social exchange theory (Blau, 1964). The theory is adopted as the most influential framework for explaining the general dynamics from which organizational citizenship behavior (OCB) emerge. The mechanism is based on the assumption that organizational social exchange positively affects employees' general job attitudes, such as organizational commitment or overall work performance.

Social Exchange theory (SET) (Blau, 1964) is one of the theoretical foundations which cater to addresses various organizational processes and aspects. SET proposes that a series of interdependent interactions take place which are contingent on actions. It emphasizes that these inter-reliant transactions result in high potential relationship. The theory provides a base for organizational citizenship behavior, which is deemed to be an exchange relationship between an employee and an organization. The practice of SET placed in context of organizational behavior which is based on exchange principle; the theory accounts for the rule of reciprocity (Copanzano & Mitchell, 2005). Thus, leads to a consensus that employee relationship with an organization is based on reciprocity and it is the exchange nature of this relationship which determines the organizational citizenship behavior of an employee towards the organization.

Employees are one of the most important stakeholders of an organization as they play an essential role in its success or failure. SET postulates that there exists an exchange relationship among individuals, stating that an employee reciprocates in terms of perception and performance with respect to treatment and information received from their organization. Similarly, when employees of an organization feel that their organization is involved in their wellbeing, and in socially responsible activities that concern them, the employees in return display positive attitudes and extra role behaviors towards the organization.

Extra role behaviors are the discretionary behaviors of an individual which are not explicitly recognized by the formal reward system, and in the aggregate promote the efficient and effective functioning of the

organization (Organ, 1988). Organizational Citizenship behavior is the umbrella term which addresses such behaviors. OCB has always been valuable for organizations especially in facing the growing service imperatives (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005). OCB manifests numerous benefits for the organization such as, enhance efficiency, productivity and overcome turnover (Podsakoff, Mackenzi, Paine & Bachrach, 2000).

1.5   Empirical Review

Various conclusions have been drawn from the available empirical research and literature in the area of organizational citizenship behavior. In general, studies have found that organizational citizenship behavior builds trust and commitment, improve performance, and fosters customer satisfaction and loyalty through employee performance. The following works were reviewed for the purpose of the study.

Alhashedi, Bardai, AL-Dubai and Alaghbari (2020) examined the mediating effect of organizational citizenship behavior in the relationship between transformational leadership behavior and employee performance. Quantitative research approach was applied through a questionnaire for primary data collection which consisted of (250) managers in gold shops in Jaddah. The data was analyzed using SPSS and Smart-PLS. The results showed that organization citizenship behavior mediates the relationship between transformational leadership behavior, psychological ownership and incentives, and employee performance in the Saudi Arabian gold industry. Also, organization citizenship behavior has no mediating effect on the relationship between working environment, employee involvement, employee motivation, and employee performance in the Saudi Arabian gold industry. The study

recommended that, there is need to encourage the practice of organizational citizenship behaviors by developing a set of special regulations and instructions, and consider organizational citizenship behaviors as one of the important criteria in the annual performance appraisal models for employees.

Okpu and Eke (2020) carried out a study to ascertain the effect of interactional justice and organizational citizenship behavior on employee performance of Academic Staff in Universities in Bayelsa State. Cross sectional research design was adopted. A sample size of 294 was obtained from a population of 1,268 workers. Statistical Package for Social Sciences (SPSS) aided by Spearman Rank Order Correlational Coefficient was used for analyzes of data. The results obtained showed a significant positive relationship between interactional Justice and all measures of organizational citizenship behavior (Altruism, Courtesy, Conscientiousness, Civic Virtue, and Sportsmanship). It was recommended that management should always be polite and respectful to employees and involve them in decision making because employees perception of equity breeds extra role behavior. In general, the research study is well captured and addressed the must needed issues required the study. But the study failed to formulate the specific objectives used for the study.

Vito and Mark (2019) investigated the relationship between procedural justice and organizational citizenship behavior and the subsequent effect on employee performance in Deposit Money Banks in Rivers State Nigeria. The study adopted a cross sectional survey design and data was generated from 193 respondents. Primary data was aided with a structured questionnaire and analyzed using the Spearman's rank order correlation coefficient. Findings from the study revealed

that workplace justice significantly impacts on the measures of OCB (altruism and sportsmanship) and also organizational culture was revealed to also significantly moderate the relationship between organizational citizenship behavior and employee performance in Deposit Money Banks in Rivers State. Based on the findings, it was concluded that there is significant relationship between the predictor and the measures of the criterion variables. The study recommended that bank managers should first improve the procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures used in making decisions and allocating rewards. The study achieved it set objectives but could not spelled out programs managers from the banks could use to achieve organizational citizenship behavior in their firms.

Barsulai, Makopondo and Fwaya (2019) assessed organizational citizenship behavior on employee productivity in star- rated hotels in Kenya. 214 respondents were obtained from the target population of 4725 employees. Explanatory design was employed. Stratified sampling was used to select departments, and simple random sampling to select respondents. Structured questionnaires were used to collect data, which was analyzed using Bias corrected Bootstrapping method, of Structural Equation modeling. The study established a significant effect of organizational citizenship behavior on employee productivity. It was recommended that formal organizational remuneration system, and, in essence, promote the productivity and the effective functioning of the organization.

Ejo-Orusa, Gabriel and Henry (2018) investigated the impact of organizational citizenship behavior on corporate performance in the selected telecommunication firms operating in Port Harcourt, Rivers State. A cross-sectional survey approach was used and quantitative method of analysis adopted. Techniques for data analysis used were Spearman's Correlation Coefficient with the aid of (IBM) SPSS. Copies of the questionnaire were distributed to the appropriate respondents and data for the research collected. A sample size of 62 employee was obtained from population of the study is 64 management personnel of the firms. Result revealed that the relationship between organizational citizenship behavior and corporate performance is significant. It was concluded that majority of the firms are currently having employees who exhibit citizenship behavior in their organization. The study recommended that organizations should sensitize employees to exhibit courteous, conscientious and sportsmanship behavior through program and policies, and also be allowed to participate in decision making which ultimately facilitate the achievement of organizational goals of profitability, improved customer service and market share.

2.1 Methodology
This study examined the effect of organizational citizenship behavior on organizational performance in Federal Inland Revenue Services (FIRS) in Makurdi, Benue State. The study employed a descriptive survey research design method. A sample size of 67 respondents was used as census population of 67 employees of Federal Inland Revenue Services (FRIS) in Makurdi. Primary data was gather from a questionnaire which was structured in five likert scale; (1= strongly disagree, to 5 = strongly agree) and was administered to the respondents of the said organization. Smart-PLS package was aided for Structural Equation Modeling technique for data analysis.

2.2 Pilot Testing
The initial concept survey was piloted with a small group of 15 respondents from Federal Inland Revenue Services Makurdi to identify

any area required for clarification and to obtain three basic useful values which are: Cronbach alpha, Content Validity Ratio and Kaiser-Meyer-Olkin (KMO) After the pilot, the researcher coded the data in SPSS for explorative analyses where reliability and validity of the instrument was obtained.

Content Validity Ratio considered in this research was based on (Lawsha, 1975). This a method of validity which considers all the items by calculating them individually; then eliminating items that their significant level were not up to 0.5 in the CVR values. The items range from 0.5 to -1 which is strongly disagreed and +1 and strongly agreed with CRV values above zero indicating that the over half of panel members agree and the item was essential. The CVR by Lawsha (1975) is a linear transformation of proportional level of agreement on how many experts within a panel rate an item essential. This can be calculated as follows:

$$CVR = \frac{ne - \frac{N}{2}}{\frac{N}{2}} \text{ Where:}$$

CVR = Content Validity Ratio
ne = number of panel indicating an item essential
N = total number of panel members

This calculation is presented on the table below:

Variables	Questionnaire items	N	ne	CRV values
Civic Virtue Behavior	6	11	9	0.84
Altruism Behavior	4	8	7	0.75
Conscientiousness Behavior	6	11	9	0.87
Sportsmanship Behavior	6	9	8	0.78
Courtesy Behavior	4	11	10	0.85
Employee Performance	5	9	8	0.73

Source: (Survey 2021)

The reliability of the instruments was tested through Crombach's alpha scale which the values were above 0.7. Exploratory factor analysis was applied these variables and values for Kaiser-Meyer-Olkin (KMO) and Bartlett's test for sphericity in order to establish the sampling adequacy for satisfactory factor analysis to proceed. The KMO measure greater than 0.5 and significant Bartlett's test is acceptable for factor analysis (Field, 2000). The Bartlett's test of sphericity was significant ($p<0.05$) and KMO (0.856) was greater than 0.5. The result of the test the Bartlett's test of sphericity was significant ($p<0.05$).

Table 2.1 Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
AB	67	6.00	17.00	8.8657	.21468	1.75720	1.679	.293	6.014	.578
CB	67	8.00	19.00	12.0000	.25785	2.11058	.668	.293	1.109	.578
CV	67	7.00	18.00	11.6567	.26439	2.16412	.903	.293	1.136	.578
SB	67	4.00	16.00	7.7015	.31972	2.61705	1.231	.293	1.051	.578
CoB	67	7.00	15.00	9.6119	.20171	1.65103	1.421	.293	2.596	.578
EP	67	6.00	16.00	10.0597	.24143	1.97623	.850	.293	1.319	.578
Valid N (listwise)	67									

As shown from the result of the descriptive statistics, the mean of each variable reflected that Altruism Behavior (AB) was 8.8657, Courtesy Behavior (CB) was 12.0000, Civic Virtue Behavior (CV) was 11.6567, Sportsmanship Behavior (SB) 7.7015 Conscientiousness Behavior (CoB) was 9.6119 and employee performance (EP) was 10.0597. The table also reflected their standard deviation for the variables were as follow 1.75720, 2.11058, 2.16412, 2.61705, 1.65103 and 1.97623 respectively. The Skewness of Altruism Behavior (AB) was 1.679, Courtesy Behavior (CB) was 0.668, Civic Virtue Behavior (CV) was 0.903,

Sportsmanship Behavior (SB) was 1.231, and Conscientiousness Behavior (CoB) was 1.421 and employee performance (eP) was 0.850. The table also reflected their Kurtosis as 6.014, 1.109, 1.136, 1.051, 2.596 and 1.319. Meanwhile, the Minimum value for Altruism Behavior (AB) was 6.00, Courtesy Behavior (CB) was 8.00, Civic Virtue Behavior (CV) was 7.00, Sportsmanship Behavior (SB) was 4.00, Conscientiousness Behavior (CoB) was 7.00 and Minimum value for employee performance (EP) was 6.00, Their Maximum values were 17.00, 19.00, 18.00, 16.00, 15.00 and 16.00 respectively.

3.1 Test of Hypotheses
Figure 2.1 Part Loading
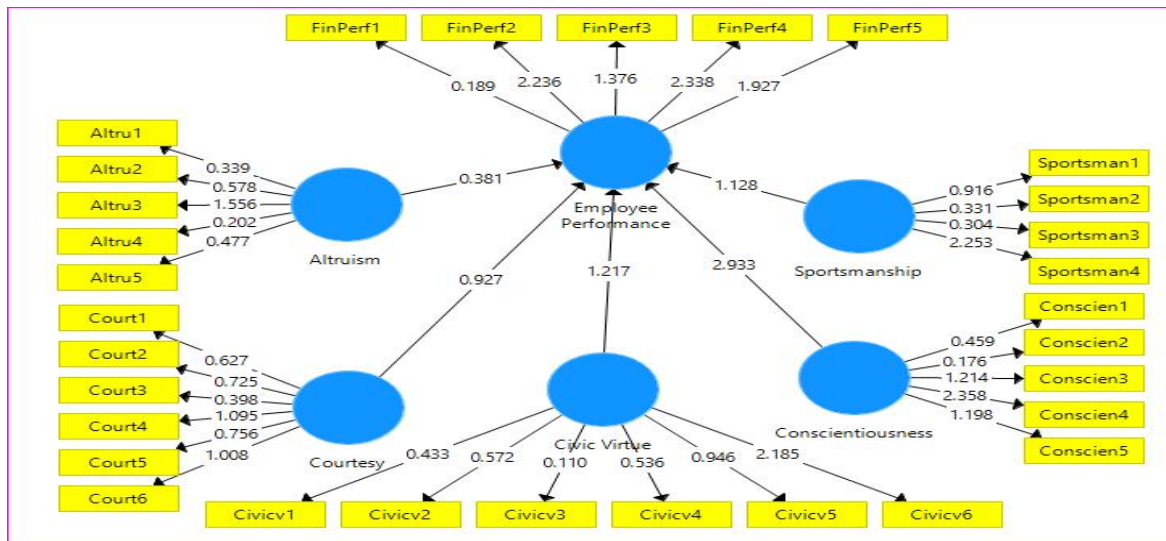
SmartPLS Output, (2021)

From the figure 2.1 above, there are different lines connecting the constructs (round circles) represents: Altruism Behavior, Courtesy Behavior, Civic Virtue Behavior, Sportsmanship Behavior, conscientiousness behavior and employee performance. In-between those lines, there are numbers, these numbers are called T Statistic values which if > 1.96 is regarded as significant and the given

construct or null hypothesis is rejected while the alternative hypothesis was accepted. From the results of study, all the constructs could not meet the minimum threshold except the one that regards as conscientiousness behavior and employee performance that had the T Statistic value of 2.933 and at this the null hypothesis was rejected and the

alternative hypothesis was accepted (see Figure 2.1 and summary in Table 2.2).

Table 2.2   Result of the test of Hypotheses

	Variables	t-statistics	P-value	Decision
H0:1	Altruism → employee performance	0.381	0.711	Accepted
H0:2	courtesy → employee performance	0.927	0.349	Accepted
H0:3	Sportsmanship → employee performance	1.128	0.282	Accepted
H0:4	Conscientiousness → employee performance	2.933	0.002	Rejected
H0:5	Civic virtues → employee performance	1.217	0.251	Accepted

Source: SmartPLS Output, (2021)

From table 2.2 we have seen that Altruism Behavior → employee performance had T Statistic yields a result of (t =0.381) and P Value was (p = 0.711), Civic Virtue Behavior → employee performance had T Statistic yields a result of (t =1.217) and P Value was (p = 0.251), Conscientiousness Behavior → employee performance had T Statistic yields a result of (t =2.933) and P Value was (p = 0.002), Courtesy Behavior → employee performance had T Statistic yields a result of (t =0.927) and P Value was (p = 0.349), sportsmanship behavior → employee performance had T Statistic yields a result of (t =1.128) and P Value was (p = 0.282).

3.2   Discussion of Findings

From the finding it was revealed that altruism behavior → employee performance had insignificant effect on employee performance. This finding was inconsistent with Bambale (2021) study that conducted a study and concluded that there was significant relationship between altruism behavior and performance. In a study conducted by Tai, Chang, Che-Ming and Yu Hong (2012), they argued that the role of altruism behavior was significant and positive in increasing employee performance. Researchers had mentioned individual and organizational outcomes for altruism behavior. At the organizational level, enhancing the performance and was the main issue (Winer,

2021). According to the new concepts about performance, it should be noted that this issue does not seem too farfetched and unreasonable. However, many studies have been carried out to identify how to enhance performance and employee performance through increasing altruism behavior (Bass & Avolio, 2019). In a study carried out in this area, the researcher found that altruism behavior was associated with high performance (Magliocca & Christakis, 2021).

In line with our finding Kark (2014) found that employees who work in organizational units with high-performance pay attention to altruism behavior more than those who work in organizational units with low performance like most of the public sectors. In a survey of fast food restaurants, it was concluded that altruism behavior was less associated with some indicators of organizational performance. After a long study (in a sample of 28 restaurants), it was found that there was a insignificant relationship between altruism behavior and organizational effectiveness (George &Brief, 2019).

The study reflected that civic virtue behavior → employee performance had insignificant effect on employee performance. This result was inconsistent with Majeed, Ramayah, Mustamil, Nazri and Jamshed (2017), which had revealed a strong relationship between

civic virtue behavior and organizational performance, as the civic virtue behavior employee always motivate others to do more than expected by acting as role models for them, thus increasing the level of trust of employees among employees, which improve their performance.

The result of conscientiousness behavior → employee performance uncovered a significant effect of conscientiousness behavior and employee performance. The study finding corroborates with the views conscientiousness impacts workgroup efficiency during times of crisis management. For example, having conscientious sense and helping others result in decreased inter-group conflict and allows managers to focus on more pressing matters (Majeed, Ramayah, Mustamil, Nazri & Jamshed, 2017). Having workers highly engaged in conscientiousness may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently, manager benefit from positive conscientiousness as well as employees (Barsulai, Makopondo & Fwaya (2019). Conscientiousness helps organization to increase its performance in long run as compared to short term. This implies that employees with conscientiousness behavior will help encourage the employees to apply their maximum knowledge, skill and abilities in workplace.

The finding about courtesy behavior → employee performance, it was revealed that there was insignificant effect of courtesy behavior and employee performance. The finding was also inconsistent with Winer (2021) that conducted on a study that entitled the relationship between courtesy behavior and job performance. The results of their study indicated that there was a significant relationship between job performance and courtesy behavior. Bass and Avolio (2019)

conducted a study entitled "the relationship between courtesy behavior and job performance". The results of their study indicated that there is a significant relationship between job performance and courtesy behavior. Bambale (2021) conducted a study entitled "the relationship between organizational climate and courtesy behavior, and job performance of employees in Shiraz University of Medical Sciences". The results of the study indicated that there was a significant relationship between job performance and courtesy behavior. This implies that individuals who are fundamentally motivated to realize a shared vision without expecting immediate personal and tangible gains are more inclined to contribute toward achieving the shared workplace goal in ways that their roles do not stipulate.

Sportsmanship behavior → employee performance in this study revealed insignificant effect on employee performance. Contrary, Majeed, Ramayah, Mustamil, Nazri and Jamshed (2017) emphasized on the aspect that a clear description of action, decision making, and procedures when communicated to employees provides a support for sportsmanship behavior in bringing out voluntary actions on part of its employees. Bambale (2021) in a three sector study of manufacturing, information technology, and banking, highlight how sportsmanship behavior stands as an important notion in shaping employee's behavior and attitudes. They further identified the characteristic of organizational citizenship behavior such as responsibility that stand out in leading towards the altruistic, sportsmanship and consciousness in an employee's attitude towards its organization.

3.3 Conclusion
From the findings of this research there is a significant relationship between

conscientiousness which is a dimension of organizational citizenship behavior and employee performance, as most of the employees are willing to work extra time, over and above the minimum prerequisite schedule. The other four dimensions though relevant do not significantly affect the employee performance of the staff of FIRS, Makurdi. This may be due to the difference in organizational culture or environment. However increasing trends of voluntary behavior or organizational citizenship behaviors by employees can positively increase employee performance.

3.4 Recommendations

On the basis of conclusions derived from this study, the following recommendations are made:

Organizations should not be passive concerning staff support and collaboration programs or initiatives. Deliberate effort should be made to achieve that through organizational policies and prerogatives which aim at the effective integration of employees into the general affairs and programs of the organization as a means to enhancing work relations and thus facilitating employee performance, improved customer service of the organization.

Organizations should sensitize employees to exhibit courteous, conscientious and sportsmanship behaviors by instituting relevant policies, trainings and group discussions. This would create the opportunity for employees to socialize, interact and acquire interpersonal skills at the workplace as well as learn to collaborate with colleagues as regards role expectations

Organizations should institute policies which control resources and effectively manage behavior such that actual goals are efficiently achieved within time specifications. Such policies would serve to manage behavior and interactions within the workplace that would serve to foster unity and cohesion.

It is also recommended that managers involve employees in setting goals and decisions of organizations and institutions to develop the organizational citizenship behavior, because the organizational citizenship behavior has a positive impact on some variables of employee performance.

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INNOVATION CAPABILITY AND ORGANISATIONAL PERFORMANCE: EVIDENCE FROM SERVICE INDUSTRIES IN, NIGERIA

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ABSTRACT

In today's competitive market, innovation capability is considered a key driver for organisation performance. It is crucial for a service firm to address key challenges anticipated by the changes in socioeconomic and environmental issues. The survey method was adopted for the study and the structured questionnaires were administrated as a research instrument to collect the data using purposive and simple random sampling techniques. Pearson Correlation was used to test the relationship between the variables while multiple regression was used for the effect of the dimensions of innovation capability on organisational performance. The results demonstrated a relationship between the variables and the dimensions of innovation capability has a significant positive effect on the organisational performance. The study recommended the adoption of innovation capability to create maximum performance in the service firms.

Keywords: Innovation capability, Ondo State, organisational performance, service industries
Introduction

The success of any business organisation in a competitive market depends largely on its ability to strategically outwit its competitors. This is informed by the ability to deliver service better than the competitors in the market and this also depends on the ability to continually improve on the quality of goods and services being offered. The need to put in place strategies that enable the business to compete favorably in the global market is important to the investors. Therefore, the investors need to come up with new knowledge, developing new products, and adjust to the environment. The ability of the investor to combined new knowledge into a new product, process, or service and the putting of this new product, process, or service into use either through the marketplace or by other processes of delivery refers to innovation capability (IC) (Olsson, Wadell, Odenrick, & Bergendahl, 2010; Kim, Park & Paik, 2018). It is the degree of firm innovativeness (Calantone, Cavusgil & Zhao, 2002). Innovation is undoubtedly one primary means by which businesses can adapt to the demands of today's complex and ever-changing business environment. There is no doubt that the most important business problem of our time is finding a way to build companies where innovation is both radical and systematic. Innovation is one of the most critical elements of business survival in modern times (Balan & Lindsay, 2010). Businesses by far have only one option and that is to be good at innovation or be prepared to go out of the competition. Therefore, this study is built on the idea that IC strategy can be a panacea to the high performance of any business in Nigeria. The investors, therefore, need to act innovatively to perform better than their competitors and enhances firm performance. There is a need for a developer to incorporate innovation capability in the business (Rauch & Wiklund, 2009; Rodrigues & Raposo, 2011).

For the past two decades, the IC dimensions are the central concept in the domain of any business and have received both theoretical and empirical attention (Lumpkin & Dess, 2001). It has been recognised as an important factor that enhances a firm's performance (Olaniran, 2016). According to Calantone et al., (2002) organisation business must be innovative to survive in a volatile environment. Whereas Sinkula, Baker, and Noordewier (2001); Jiménez-jiménez and Sanz-Valle (2011) stressed that innovation helps the company to deal with the turbulence of the external environment and therefore, is one of the key drivers of long-term business success. Businesses with innovation capability will be able to respond to the challenges faster and exploit new products and market opportunities better than non-innovative businesses. Jimenez-jimenez and Sanz-Valle (2011), Wang and Wang (2012) found innovation capability has influenced performance significantly. Provided that firms possess a capacity to innovate, the capacity will allow those firms to develop a competitive advantage, enabling them to derive outcomes from it (Hurley, Hult, & Tomas, 1998). Teece (2007) asserts that rapid innovation progress strengthens competitive pressure and creates a rich pool of technological opportunities that encourage the entrepreneurial behaviour of firms.

Studies in other industry sectors have identified dimensions of IC shown a positive relationship between them and business

performance (Guan & Ma, 2003; Rauch, Wiklund, Frese & Lumpkin, 2005; Rauch et al., 2009; Balan & Lindsay, 2010). There have been very few studies of IC on the services sector especially in Ondo State, Nigeria. Only a limited number of studies have been carried out to investigate the relationship between the dimensions of IC in the services sector (O'Connor, Roos & Vickers-Willis, 2007). Due to the increase in the speed of new product development in recent time, product lifecycles have been reduced and this trend is expected to affect other sectors particularly the service sector (Teece, Pisano & Shuen, 1997). Many firms suffer structural losses due to a lack of innovation capability (Agyei-Mensah, 2016). It is also reported that many developing economies lack a driving force for innovation (Agyei-Mensah, 2016), and research and development (R&D). The resources spent by the government in the developing nation on R&D are also one of the lowest around the world. The driving force towards innovation is further hampered by the fact that many companies encounter internal and external barriers or inhibitors that get in the way of developing the right capabilities to support the innovation process. Empirical studies on innovation and performance from developing economies seem to be missing (Paap & Katz, 2004). Hence, this study will look at the relationship between the two most frequently studied innovation capabilities: marketing innovation and service innovation that are related to the performance of the service sector in the study area.

Literature Review
Innovation Capability
Innovation capability can be described at several different levels and from several different perspectives (Olsson et al., 2010). Akman and Yilmaz (2008) define innovative capability as an important factor that facilitates an innovative organisational culture, the characteristics of internal promoting activities, and the capabilities of understanding and responding appropriately to the external environment. A firm's innovation capability can also be described as its ability to develop innovations continuously as a response to a changing environment, ability to continuously transform knowledge and ideas into new products, processes, and systems for the benefit of the firm and its stakeholders (Olsson et al., 2010). It is the degree of firm innovativeness (Calantone et al., 2002). Innovation capability not only refers to the ability to be successful in managing a business new-stream but is also concerned with the ability to synthesize operating paradigms (Lawson & Samson, 2001). Romijn and Albaladejo (2002) refer to innovation capability as the skills and knowledge needed to effectively absorb, master, and improve existing technologies and to create new ones. Meanwhile, innovation capability is also described as the capacity to gain access to, develop and implement innovative technologies for designing and manufacturing (Xu, Lin & Lin, 2008). Ngo and O'Cass (2009) provide a more comprehensive understanding of the construct and define innovation-based capability as the integrative process of applying the collective knowledge, skills, and resources of a firm to achieve innovation activities pertaining to technical innovations (products or services; and production process technology) and non-technical innovations (i.e., managerial, market and marketing).

Existing literature shows that innovation plays an important role in determining the growth and competitiveness of any organisation (Chan & Mauborgne, 2005). Therefore, it has become a pre-request and associated with the growth, performances, competitiveness, increasing in profit as well as long- time survival of organisations (Bowen, Rostami & Steel, 2010; Jimenez-Jimenez & Sanz- Valle, 2011; Pletcher & Mann, 2013) Previous studies have been conducted concerning innovation capability and firm performance and reported a positive and significant relationship between innovation and firm performance (Loof & Heshmati, 2002; Bowen et al., 2010; Cheng, Lin, Hsiao & Lin, 2010; Jiménez-Jiménez & Sanz-Valle, 2011). However, some researchers indicate a negative link or no link at all (Subramanian & Nilakanta, 1996). Similarly, several researchers argued that innovation is not necessarily related to organisation performance (Tajeddini, 2011; Kraus et al., 2012; Rhee, Park & Lee, 2010). Rhee, Park and Lee (2010) and Tidd and Bessant (2015) arque that innovation is an action-based capacity that may not have a direct influence on performance. The lack of such a capability contributes to many failures, even amongst large and established firms, due to the failure to recognize or capitalise on new ideas that conflicts with existing established knowledge. Thus, the process of how a firm learns to manage innovation is a vital process. An adaptive learning system allows firms to better adapt to a changing environment. One way to learn about inventing innovation is by evolving through active iteration in strategies, products, and services through continuous experimentation. Chesbrough's principles of open innovation posit that organisations need to open up their innovation processes, searching widely outside their boundaries and working towards managing a rich set of steadily improving knowledge flows in and out of the organisations. Sutton (2001), suggests that key elements of creativity and innovation in an organization involves the ability to see old things in new ways; and to explore and exploit new things.

According to Damanpour (1991) and Agyei-Mensah (2016), the scope of innovation capability consists of technical innovation and administrative innovation. Technical innovations include products, processes, marketing and services innovations (Damanpour, 1991, Jiménez-Jiménez & Valle, 2011; Agyei-Mensah, 2016). Administrative innovation pertains to organisational structure and administrative processes, indirectly related to the basic work activity of the organisation and is more directly related to its management (Agyei-Mensah, 2016). This study looks at the innovation scope using the two most frequently studied innovation capabilities: marketing innovation and service innovation propound by Jiménez-Jiménez and Valle (2011) and Agyei-Mensah (2016) and related to the performance of the service sector in the study area.

Marketing innovation is defined as implementing new marketing methods that involve significant changes in the packaging, design, placement and product promotion and pricing strategy (Weerawardena, 2003). Marketing innovations are aimed at better addressing customer needs, opening up new markets, or newly positioning a firm product on the market to increase firm sales (Polder et al., 2010). Firms bring innovation in their

marketing methods to bring efficiency to their business (Polder et al., 2010). Marketing innovation is developing new techniques, new marketing methods. Developing new techniques, methods, and tools for marketing has a significant role in the success of organisations. An example of marketing innovation is 'changed ways for collecting customer's information. Firms now use computer software to collect customer information. The new formats of trading, like the online store, is also an example of marketing innovation (Chen, 2006).

Service innovation looks at the organisation's engagement in various innovation activities to enhance customer satisfaction, including after-sale services, warranty policy, maintenance routines, and order placement systems. It is a new way of business thinking to reform relatively conservative and inflexible operational procedures and processes, which can transform organizations to better meet the needs of their markets (Skålén, Gummerus, Koskull & Magnusson, 2014).

Innovation capability and organisational performance

Innovation has always played a critical role in determining the success of any organisations and sustaining its global competitiveness (Bowen et al., 2010; Jimenen-jimenez & Sanz- Valle, 2011; Pletcher & Mann, 2013; Naala, Nordin & Wan-Omar, 2017). Several researchers on IC argued a positive relationship between IC and firm performance. Naala et al., (2017), argued that this capability allows firms to develop a competitive advantage and achieve higher levels of performance. Lawson and Samson (2001) propose that the stronger the innovation

capability possessed by a firm, the more effective their innovation performance will be. Research has shown that firms with good IC do have a positive relationship between innovation performance and enhanced firm performance (Alvarez & Barney, 2001).

Researches in innovation management have descriptively linked innovation with competitive and economic outcomes (Carlsson, Jacobsson, Holme´n, & Rickne, 2002). For an organisation to be innovative, all aspects of a capability must be considered and must be fine-tuned. The greater an organisation's capability to successfully and continuously develop innovation capabilities the greater the benefit the organisation will obtain from such efforts. According to Peteraf (1993), a firm's heterogeneous resource portfolios (including human, capital, and technology resources) are responsible for the observed variability in its financial returns. These are a firm's specific competencies that contribute substantially to sales growth and competitive advantage. There would have to be a causal connection between a firm's resources and performance. Dierickx and Cool (1989) argued that firms should attempt either to imitate high-performing resources or to develop alternative resources that could produce similar benefits. Thus, the improvement of innovation capability as a key firm's resources can be beneficial to a firm (Guan & Ma, 2003). For example, Jimenez-jimenez and Sanz-Valle (2011) found that successful innovation helps firms to gain market position and realize more long-term returns. Again, Yam et al., (2004) found that innovation capability is positively related to new product introduction and sales.

Performance can be measured from the viewpoint of several disciplines and can be understood differently by different people in many aspects and connotations depending on the application. Performance can be measured based on two concepts either an objective concept based on absolute measures of performance or a subjective concept based on self-reported measures. Objective measures are directly taken from external recorded and audited accounts using absolute measures; whilst subjective measures are based on the respondents' ratings of their company performance (Wall, et al., 2004). Because of the nature of the study, methods of data collection and financial data from firms are generally confidential and are publicly hard to obtain (Kapelko, 2006). Even some of them, might not have proper financial records. Therefore, subjective measures become acceptable measures for this study. Several performance indicators were also used in the literature to measure performance. For example, Neely, Filippini, Forza, Vinelli, and Hii (2001) used four items to measure business performance, which in return in investment, market share competitive position versus direct competitors, and value to the customer, Rujirawanich, Addison and Smallman (2011) measured performance using return on investment, Omerzel and Antoncic (2008) using profitability and business growth while Olowofeso (2021) using profitability, market share, employee turnover, and competitive advantages of the firms.

Available literature such as Guan and Ma (2003), Yam, Guan, Pun and Tang (2004) shows that there are limited published studies of IC and firm performance relationships in the service sectors. This research, therefore, contributes to building an improved understanding of innovation in the service sector by adopting the two indicators used by Omerzel and Antoncic (2008) which are profitability and business growth. These two indicators have also been suggested as the most important measure of performance in any firm (Omerzel & Antoncic (2008).

The conceptual framework of the literature gives the relationship between the independent and dependent variables used in the study were showed in figure 1.
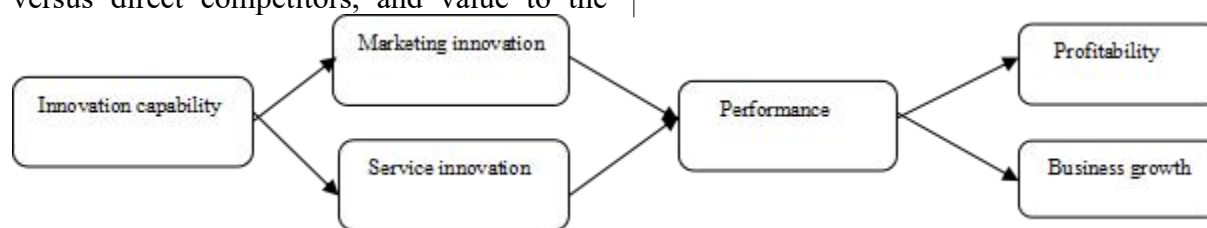
Figure 1: The Conceptual model
Source: Author's Conceptual model, 2021

Methodology
The target population for the study includes organisation /firms that were service providers in Akure, Ondo State. Out of which four service sectors; real estate/ renting services, construction firms, hotel/ restaurant, and transport and communication were identified for the study. Sixty (60)

organisations/firms were randomly chosen from each of the four sectors, a total of two hundred and forty (240) organisations/firms were chosen as a sample size for the study. Data were collected from the managers/ owners of the organisation with the aid of a self-administered questionnaire. The construct of the study was developed by using measurement scales taken from prior studies (Omerzel & Antoncic, 2008) and all of them are measured by five-point Likert scales ranging from (1) strongly agree to (5) strongly disagree. The four scopes of innovation capability; product innovation, process innovation, marketing innovation, and service innovation were measured with the items adapted from (Omerzel & Antoncic, 2008)

and restructured into 10 items for this study. For the organisational performance, the two indicators with items adapted by Omerzel and Antoncic (2008) were restructured into 8 items for this study. Out of the 240 copies of the questionnaire distributed to different sectors used in this study, 197 were retrieved (see Table 1) coding with the SPSS version 25. Descriptive statistics were used for the background information of the respondents. Correlation and multiple regression analysis with structural equation modeling (SEM) are used to analyse the relationship between variables of the research model and the effect of the IC on the performance of the organisations/firms.

Table 1:   Questionnaires Distributed and Retrieved

S/N	Sector	Number of questionnaire distributed	Number of questionnaire retrieved	% Retrieved
1	Real estate/ renting services	60	56	93
2	Construction firms	60	46	77
3	Hospitality	60	55	92
4	Transportation and communication	60	40	67
	Total	240	197	82

Source: Field Survey, 2021

Before the analysis results from this paper, reliability analysis of all the variables used was first carried out; the data were screened and cleaned, to ensure good reliability of the instrument using Cronbach Alpha. Cronbach Alpha value is widely used to check the reliability of the construct (Hair et al, 2010). The results showed that Marketing innovation had a coefficient of 0.817, Service innovation of 0.793, and organisation performance of 0.969. All constructs had shown above the suggested value of 0.7 as pointed out by Hair et al, 2010 and Pallant (2011) that a

Cronbach's alpha greater than 0.70 is generally considered as reliable. Therefore, on the basis of the reliability test, it was assumed that the scales used in this research are reliable to capture the constructs. The reliability of the constructs is shown in Table 2. The Multi-collinearity test was also computed to measure the rate of inter-correlations among the independent variables. The result shows no multicellularity problem between the independent variables because the tolerance values are more than 0.10 and the VIF values are less than 10 (see Table 4).

Table 2: Reliability Test of the Variables

Construct	Number of items	Overall alpha	Cronbach's
Marketing innovation	4	.817	
Service innovation	4	.793	
Performance	8	.969	

Source: Field Survey, 2021

The results of the descriptive statistics and correlations of the variables were shown in Table 3. The mean value for marketing innovation, service innovation, and performance are 3.73, 3.87, and 3.94 respectively. The three variables are significantly and positively correlated with each other at 0.000 significant level. For instance, marketing innovation was significant with service innovation and performance at 0.000, service innovation was also significant with marketing innovation and performance at 0.000 significant level.

Table 3: Descriptive, Correlations of the Variables

	Variable	Mean	SD	N	Marketing innovation	Service innovation	Performance
1	Marketing innovation	3.73	.815	197	1		
2	Service innovation	3.87	.758	197	.841**	1	.
3	Performance	3.94	.747	197	.581**	.553**	1

**Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey, 2021

Multiple Regression Analysis of the Variables

The results of multiple regression analysis was presented in Table 4. The analysis revealed that data in this study fit the model well; it was confirmed by the F-statistics of 52.653 and significant at 0.00. Thus, the relationship between IC and the performance of the service industry is statistically significant. The R-square obtained was 0.352 and the adjusted R-square was 0.352. This indicates that 35% of the change in firm performance of the service industry was affected by IC while other factors accounted for the remaining 65%. The output also showed that the two IC- dimensions have a positive effect on the performance of the service industry. This result indicates that an increase in any or all of these variables with a positive coefficient will bring about an increasing effect on the performance of the service industry in the study area. The Beta coefficient and P-value of the IC dimension are as follows: Marketing innovation ($\beta = 0.364$, $P < 0.000$), and Service innovation ($\beta = 0.0216$, $P < 0.042$).

Table 4: Results of Regression Analysis for the Variables

Model	Unstandardized Coefficients				Collinearity Statistics	
	B	Std. Error	T	Sig.	Tolerance	VIF
(Constant)	1.747	.226	7.737	.000		

Marketing Innovation	.364***	.098	3.717	.000	.293	3.414
Service Innovation	.216**	.105	2.051	.042	.293	3.414

Model indices: R = 593, R^2 = 352, Adjusted R^2 = 345, F-Statistics = 52.653, P- value = 0.000

** significant at 5% level
*** significant at 1% level
Source: Field Survey, 2021

Results and Discussions

This research study attempted to explore the relationship between the innovation capability and performance of the service industry and two research hypotheses were constructed. To test research hypotheses Pearson correlation was used. The results of the study indicate that marketing innovation is positively related to the service innovation and performance of the service industry in Akure, Ondo State. The result also shows that service innovation has a positive relationship with marketing innovation and the performance of the service industry in the study area. Therefore, the findings are in support of Dawes (2000) who found that increasing innovation inside a business improves firms' performance. Previous research has also discovered strong links between marketing and service innovation and organizational performance in a certain industry (Low, Chapman, Ross, & Sloan, 2007). The implication of this observation is if firms increase their level of innovative output this will lead to a positive shift in the level of firm performance.

Conclusion and Recommendations

The study investigated the effects of both marketing innovation and service innovation on the performance of selected service industries in Nigeria. The findings revealed that both market innovation and service innovation have a significant positive effect on the performance of selected service industries in the study area. Therefore, this study concluded that in order to achieve business performance, entrepreneurs need to incorporate innovation into their marketing strategies and service delivery. Marketing innovation also has a significant positive effect on the performance of service industries in the study area. This implies that the more an entrepreneur incorporates innovation into its marketing strategies and service delivery; the higher the performance of the industries. Therefore, this study concluded that both marketing and service innovation leads to higher performance of service industries in the study area. The study recommends that organisations should adopt innovative practices to enhance higher performance.

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ENTREPRENEURIAL PERSONALITY AND BUSINESS INNOVATION IN SOME SELECTED SMEs IN MAKURDI METROPOLIS

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ABSTRACT

This study examined the Effect of entrepreneurial personality and business innovation in some selected SMEs in makurdi metropolis. The study seeks to achieve the following objectives: To ascertain the effect of creativity and risk-taking on Business innovation of some selected SMES in Makurdi Metropolis. The study focused on the staff of selected SMEs in Makurdi metropolis with a population of six hundred (600). The sample size was determined using Taro-Yamane formula which gave a sample size of two hundred and forty (240). The study relied on primary data. The method used in analyzing the data was regression and correlation analysis. This result implies that entrepreneurial creativity and risk-taking has significant impact on business innovation of SMEs in Makurdi Metropolis. Entrepreneurial creativity has a positive significant impact on business innovation of SMEs Makurdi Metropolis (P-value .000 < α 0.05).Entrepreneurial risk-taking has a positive significant impact on business innovation of SMEs in Makurdi Metropolis (P-value .033 < α 0.05).The study concluded that entrepreneurial innovativeness significantly affects the rate of business innovation of selected SMEs in makurdi metropolis. The study also concluded that focus creativity is very vital in enhancing business innovation of selected SMEs in makurdi metropolis.

INTRODUCTION

Business innovation is a multidisciplinary area of expertise that bridges the gap between traditional fields of study such as business administration, organizational studies, marketing, arts, design, engineering and entrepreneurship. It focuses on the creation, acceleration and management of new and sustainable business through innovation (Keeley, Walters, Pikkel, & Quinn, 2013). To be able to compete with other companies, a company is required to always understand what is happening in the market, what consumers want, and what changes occur in the business environment.

According to Afolabi and Macheke (2016) entrepreneurial personality is essential for the success of SMEs which include risk taking, innovativeness, proactive and creativity. A weakness in a particular personality is associated with a decrease in the overall performance of the organization (Amabile, 1996). The relationship between the owner of a business and its performance indicated that strong entrepreneurial personality grow their business to maturity due to their administrative competencies (Fillis and Rentschler, 2015).

Today, SMEs worldwide plays a significant role in the economy (Islam, Khan, Obaidullah, & Alam, 2015). At present the vibrant SMEs sector is identified as engine of growth playing a significant role in economic growth, innovation, employment generation and poverty reduction (Prasad, 2014). SMEs have become important as a source of employment and maximize the efficiency of the resource allocation and distribution by mobilizing and utilizing local human and material resources (Cunningham & Rowley, 2017). SMEs also act as suppliers of goods and service to large organizations.

They stated further that development and support programmes for Small & Medium Enterprises (SMEs) should also focus on the need to develop entrepreneurial personality. Small and Medium Enterprises (SMEs) are the backbone of the contemporary economic development due to the significant role they play in the sustainability of the world economic development.

As the global business environment has become increasingly competitive, ensuring long-term business innovation has become a very difficult task, for small and medium enterprises (SMEs), the capability to put in place appropriate entrepreneurial personality has long been deemed a key strategic differentiator and means of achieving high and sustained business innovation and leverage over competitors. Recently scholars have stressed that a focus on the role of entrepreneurial personality has the potential to contribute significantly to business innovation (Kirzner, 1997; McGrath &MacMillan, 2016).

Statement of Problem

Entrepreneurship is often associated with small businesses in general and entrepreneurial firms in particular. These businesses are accredited with qualities which many times reflect the entrepreneurial characteristics of the entrepreneurs themselves (Poettschacher, 2005). These characteristics include opportunity seeking, risk-taking, creativity and innovation, persistence, and resource management, among others (Burns, 2011). Therefore, each type of business displays entrepreneurial intensity in their own way. These studies mostly concentrated on entrepreneurial personality which is also known as the degree of entrepreneurship while excluding the frequency of entrepreneurship which forms part of the entrepreneurial intensity. In view of the problems confronting SMEs in Nigeria

alongside the efforts the government has put in to ensure their growth for them to perform effectively the roles expected of them, the study aimed to look at entrepreneurial personality on Business innovation of Small and Medium Enterprises in Benue State.

Objectives of the Study

The main objective of the study is to investigate the effect of entrepreneurial personality on Business innovation in Benue State: A study of selected SMES in Makurdi. The study specifically seeks to:

1. To ascertain the effect of creativity on Business innovation of some selected SMEs in Makurdi Metropolis.
2. To investigate on the effect of pro-active trait on Business innovation of some selected SMEs in Makurdi Metropolis

Research Questions

This study seeks to provide answers to the following research questions:

1. To what extent is the effect of creativity on Business innovation of SMEs in Makurdi Metropolis?
2. Does pro-active trait has effect on Business innovation of some selected SMEs in Makurdi Metropolis?

Research Hypotheses

The following research hypotheses are in line with the research objectives and questions.

H01: Creativity has no significant effect on Business innovation of SMEs in Makurdi Metropolis.

H02: Pro-active trait has no significant effect on Business innovation of some selected SMEs in Makurdi Metropolis

Review of Related Literature

The conceptual framework organizes the key concepts in the study in order to define the focus and direction for the study.

Independent variables

Dependent Variable

| Innovativeness Personality |
| Pro-active trait personality |

| Business innovation |
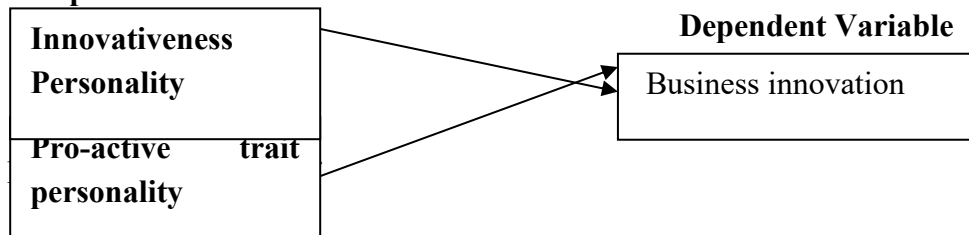
Independent and Dependent Variables
Source: Researcher's concept, 2021

Business Innovation

Innovation is a complex and wide concept. There are significant unresolved differences in opinions on how to measure it. Baregheh, Rowle, & Sambrook,. (2009) pointed out that innovation is a multidisciplinary concept and different disciplines view innovation differently. To this end, innovativeness is distinguished from innovation behaviour as an organization's orientation towards innovation (Tajeddini, 2010; Grissemann Plank &

Brunner-Sperdin, (2013), while innovation behaviour is a quantity of new products and services that the firm actually introduces (Grissemann, Plank & Brunner-Sperdin., 2013).

Business innovation is ambidextrous by nature the word 'business' literarily refers to the matters that one's time and attention is occupied with at this moment, while the linguistic origins of 'innovation' are quite the opposite: "a novel change, experimental

variation, new thing introduced in an established arrangement. The concept of ambidexterity differentiates business innovation from other fields of study in management science.

Business innovation is a multidisciplinary area of expertise that bridges the gap between traditional fields of study such as business administration, organizational studies, marketing, arts, design, engineering and entrepreneurship. It focuses on the creation, acceleration and management of new and sustainable business through innovation (Crossan & Apaydin, 2010; Keeley, Walters, Pikkel, & Quinn, 2013).

Product innovation

To be able to compete with other companies, a company is required to always understand what is happening in the market, what consumers want, and what changes occur in the business environment. Business performance is the key to staying in the global era (Hartini, 2012) and innovation is one of the factors that determine a company's performance. Rapid technological advances and high levels of competition require companies to innovate continuously (Hartini, 2012) which will affect the company's performance.

According to Atalay, Anafarta, and Sarvan(2013) stated that product innovation is the introduction and development of new types of goods or services that are different from before and complement the shortcomings of the previous findings with more emphasis on quality. Companies in making product innovations must pay attention to market orientation because knowledge of market orientation is the key to successful product innovation that will be produced. According to (Pardi, Suharyono, Imam and Zainul 2014; Killa, 2014) states

that innovation has a significant positive effect on marketing performance. Windahl (2015) itself divides product innovation into 4 types, including modular innovation, architectural innovation, incremental innovation and radical innovation, this terminology applies to the customers and suppliers.

Service innovation

Service innovation is the development of new services that are perceived as helpful and new services to customers. In addition, service innovation can also be understood as an introduction to new services from existing services where new or developed services can also be found in companies (Durst, Mention & Poutanen2015). According to research Lin (2013) it is known that the positive influence of service innovation on marketing performance can be seen from the increase in the profitability of the company. Previous studies have generally suggested that innovative services enable firms to access market trends (Carbonell, Rodríguez, & Pujari2009) and enhance their learning capabilities (Hertog et al., 2010. For this research indicates that firms service innovation implementation may positive effect their performance (Melton & Hartline, 2010).

New Ideas

Besides the formal fiscal constraints, there is, within the unit, too little actual experience of taking an interesting idea to a finished product or saleable technology. This has led to a general attitude where new ideas are easily criticised because focus is on early validation of the end product. In combination with the thoughts of upcoming demands and costs associated with formal verification procedures, it has the consequence that fairly conventional ideas tend to be selected for development. A remedy could be to work more closely with

technologically sophisticated customers who appreciate new ideas.

Concept of Entrepreneurial Personality

The word entrepreneur was first used by Richard (1755) in his paper titled "The Nature of Commerce". Entrepreneur according to him was one who buys factor services at a definite price in order to use them to produce a product and sell it at uncertain prices at the moment at which he commits himself to his costs. This definition recognizes that an entrepreneur has the willingness to accept risk. However, Richard's definition looks at entrepreneur from the perspective of supply while ignoring demand. Hoselitz's (1951) defines entrepreneur in the perspective of the French word 'entreprendre', which translate to 'to do something'. This was originally used in the middle age in the view of an individual that is active, and gets things done.

Entrepreneurial personality refers to the attributes, knowledge, characteristic, skill or ability of the entrepreneur that contribute to the successful performance of the job (Shane, 2013). According to Kaur and Bains (2015), the entrepreneurial personality is the cumulative knowledge, experience, attitude and skill which entrepreneurs gain during their life experience for the perfect performance of a job. Therefore, researchers believe that each stage of an entrepreneurial lifetime has some specific and suitable traits for better performance. Moreover, those entrepreneurial personalities are personal characteristics that facilitate performance.

Innovativeness

Sarmah and Singh (1994) stated that an entrepreneur is one who can transform raw materials into goods and services, who can effectively utilize physical and financial resources for creating wealth, income and employment, who can innovate new products, standardize or upgrade existing products for creating new markets and new customers. Innovation according to Schumpeter (1934) is described as the creation and implementation of new combinations. Innovative behaviour of an entrepreneur can also be said to be the ability possessed by an entrepreneur to generate new ideas that are very industrious and profitable to the entrepreneur and the society, at large.

Innovation to an entrepreneur is an everyday activity that leads them towards the achievement of their aims or goals. Lumpkin and Dess (1996) conceptualized entrepreneurial orientation to consist of five dimensions of innovation, proactiveness, risk-taking, autonomy and competitive aggressiveness.

Creativity

The creative individual is a person who regularly resolves problems, fashions products, or describes new questions in a way that is initially considered novel but that ultimately becomes accepted in a particular cultural setting. Creativity is the generative and multiplicative behavior of information in an active self-organizing asymmetric patterning body and mind, involving the brain, heart, gut, the immune system and all the cells of the body mind (Khatijah, Marhana, Azlinzuraini, Siti-Nur & Tan-Chi, 2017).

Risk-Taking

The power of risk taking including willing to using substantial resources for exploiting of opportunities with using Business strategies Based on the results may be very uncertain (Morris et al., 2004). Risk taking means the predisposition of the firm to engage its resources in uncertain activities (Eggers, 2013). Risk taking ranges in different levels and is usually proved to be lower for SME's and higher for BIG companies. It varies from investing a new product or launching it on a completely new market to investing in stock

market. Risk taking effectiveness is measured by the level of performance and reputation (Eggers. 2013).

Proactive Traits

The pro-activeness of SMEs in responding to new competition, accelerating new product and series, and enhancing R&D has been found to directly affect their performance in innovation development (Kreisler, 2013). The term pro-activeness is often entangled with the concept of responsiveness. Because identifying a possible trend or a way of life, is the key to being proactive. Moreover, pro-activeness alludes to forms which are planned for "looking for new open doors which could be identified with the present line of tasks, presentation of new items and brands in front of rivalry and deliberately wiping out activities which are in the full-grown or declining phases of the existence cycle. Further, this must be considered a consideration in the research considering innovativeness (Civelek, 2016)

Entrepreneurial Personality and Business Innovation of SMEs' Performance

The researchers defined it from numerous perspectives; the forms of innovation differ and are influenced by the object, sector, and scope or the extent of invention. Each creation has its traits and characteristic (Pushpakumari & Watanabe 2009). Introducing new products or changing existing product quality, creating a new market, finding new sources of raw materials and other input supplies, and changing the industrial organization. SMEs may either be involved in incremental or radical innovations, the advance of continuing knowledge and product domain to attain the existing market and customers (Rakthin, Calantone & Wang, 2016). Innovation is an idea, product or process, or system considered new to individuals (Ringberg, Reihlen & Ryden 2019).

Further, Ireland and Webb (2007) stated that successful SMEs pay much care to innovations because innovations advance performance. Zhao, Li, Lee & Chen (2011) mentioned that the enterprise's upper leaders' propensity to take risks and demonstrate strategic proactiveness and innovation. The SMEs' innovative performance was conceptualized via three dimensions: product, processes, and management innovation (Huiban and Boushina, 2018). The conceptual model consists of an independent variable (Entrepreneurial orientation) and a dependent variable (SMEs' innovative performance). Entrepreneurial orientation measures by four dimensions, namely Creativity, Risk-taking, Pro-activeness and innovativeness.

In general terms, when the entrepreneurship factor is considered the economic agent's behavior must be taken into account. This is not an occupation but an activity, and it must be considered the different circumstances and aspects of a person and the role of uncertainty and obstacles inherent in the business creation process (Devece et al., 2011; Giacomin, 2011; Nielsen and Lassen, 2012; Bettiol, 2012).

Theoretical Framework

McNutt, (2010) stated that theory is a system of interconnected ideas that condense and organize knowledge about the world. This study will be guided by Resource- Based View (RBV) Theory and opportunity-based theory.

Review of Empirical Studies

Few studies have been conducted locally and internationally on entrepreneurial personality on business Innovationof SMEs which are presented below;

Oghuvwu & Okuwhere (2018) investigated the effect of entrepreneurial characteristics on

firm performance. Ensuing from the upper echelon theory, the research models were developed, and hypotheses were tested using primary data from a random sampling of a hundred (100) Entrepreneurs. The results indicated that the entrepreneur's educational background has a positive and significant impact on firm performance; the entrepreneur's age has a significant and positive impact on business performance and entrepreneur's experience exudes a significant and positive effect on firm performance.

Oyong (2019) investigated "the influence of entrepreneurial behavior and organizational innovation simultaneously and partially on the performance of MSMEs Lumajang. The population was the MSME entrepreneurs in Lumajang who have SIUP (business permit from the government) which is amounted to 196. The sample in this research is 40 MSMEs with questionnaire as the data collection method. The analysis technique used in this research is multiple regression analysis. The results of the calculation of multiple regression analysis with SPSS. The result of the analysis shows that entrepreneurship behavior and organizational innovation influence simultaneously and partially influence organizational performance. Organizational innovation has a dominant influence on organizational performance.

Avanenge (2020) studied the effect of entrepreneurial personality traits on business performance of selected small enterprises in Makurdi, Benue State. A total sample size of 98 respondents was selected from 178 employees of Miva Rice Nig, Seraph oil and Tito Yogurt through convenience sampling technique. The result revealed a high effect between entrepreneurial personality traits and business performance among the surveyed organizations in Makurdi.

Juliana, Hui, Clement, Solomon & Elvis (2021) investigated "the Impact of Creativity and Innovation on Entrepreneurship Development: Evidence from Nigeria. A target population of 800 enterprises was considered for the study. A valid sample of 257 impacted the study using Yemane sample size determination formulae. The research employed the Ordinary Least Square method and ANOVA Test for data analysis. As a result, data were generated and analyzed using SPSS version 25.0. In this study, we accept hypotheses H2 and H5 due to their significant and mutual relationship on the measured variable whereas H1, H3, and H4 were not accepted owing to their insignificant impact on the independent variable (entrepreneurship development).

Huynh & Nguyen (2016), also survey on Proactive personality, organizational context, employee creativity and innovative capability in Asian, The purpose of the study is to develop and empirically examine antecedents of innovative capability in different organization categories of multinational corporations (MNCs) and domestic firms by applying the integrative theory, linking both personal and contextual factors in explaining employee creativity. A conceptual framework has been developed based on previous research investigating the relationship between proactive personality, organizational context, employee creativity and ultimately, corporate innovative capability. More remarkably, by applying multiple group analysis, this research emphasizes on the identification of distinct organizational and contextual characteristics in MNCs and native corporations that respectively affect organizations' capacity to innovate via employee creativity. The analysis revealed that four dimensions, communication, atmosphere, risk-taking orientation and employees' proactive personality, have significant impacts on employee creativity

and ultimately organizational innovative capability, whereas the proposed negative effect of hierarchy on employee creativity did not exist.

Sameera & Samarakoon (2021) survey on the effect of Entrepreneurial Orientation on SMEs' Innovation Performance in Sri Lanka, the study's objective is to examine the Entrepreneurial Orientations' effect on SMEs' innovativeness in Sri Lanka. Risk-taking, pro-activeness, autonomy, innovativeness, and Competitiveness have been used to operationalize the Entrepreneurial Orientation concept, and SMEs' innovation performance was conceptualized based on three dimensions. A self-administrated questionnaire is distributed to the SEM owners and collected seventy-six completed questionnaires. Descriptive statistics and multiple regression analysis were used to analyze the data. Results of the study shown that OE as a whole significantly impacts innovative performance. Specifically, while the four dimensions of EO, namely, risk-taking, pro-activeness, innovativeness, and autonomy, significantly impact SMEs' innovative performance. But, Competitiveness does not have a significant influence on SMEs' innovation performance.
 Onyinyechi, Han, Clement, Nnaemeka & Kwame (2021) research on the Impact of Creativity and Innovation on Entrepreneurship Development in Nigeria, This paper seeks to investigate the relationship between creativity and innovation on entrepreneurship development. Before doing so, we marry the insights of several pieces of works of literature on creativity, innovation, and entrepreneurship stemming from Joseph Schumpeter's perspectives, theory, and research on innovation and entrepreneurship development. A survey design was adopted for the study. A valid sample of 257 impacted the study using

Yemane sample size determination formulae. The research employed the Ordinary Least Square method and ANOVA Test for data analysis. In this study, we accept hypotheses H2 and H5 due to their significant and mutual relationship on the measured variable whereas H1, H3, and H4 were not accepted owing to their insignificant impact on the independent variable (entrepreneurship development).

Empirical Gap
Entrepreneurial personality has been discussed as the necessity skill for the growth of the small and medium scale enterprise in many countries of the world. It has been recognized as an important tool for changing the attitude and transfer of skills to people with entrepreneurial traits. The review has also highlighted the findings of various studies related to Entrepreneurial personality on organisational performance of SMEs and found a significant relationship between Entrepreneurial personalities on performance. However, there are little literatures on entrepreneurial personality with business growth. It is in consistent with the above background that the researcher set to establish effect of entrepreneurship personality on the organisational performance of some selected Small and Medium Scale Enterprises (SMEs) in Makurdi, Benue State. The researcher discovered paucity of empirical literature on entrepreneurial personality on organisational performance; this discovery precipitated the innate desire to delve into the topic in order to establish the effect entrepreneurial personality on organisational performance of Small and Medium Scale Enterprises (SMEs). This becomes the vacuum this study intends to fill

Methodology
A cross sectional survey design was used in the study. The population of this study is 600 licensed SMEs established in Makurdi metropolis. The population statistics was

obtained from Benue Chamber of Commerce, Industries, Mines and Agriculture (BECCIMA, 2019) and Benue State Ministry of Trade and Investment. But, for the purpose of this study, thirteen (13) of the SMEs were selected and their employees used as respondents. A breakdown of the population according to the SMEs is as follows:

$$n = \dfrac{N}{1 + N(r)^2}$$

	Names of SMEs	Population	Sample	Buffer	Actual Sample
1	Tito Yoghurt Company Limited	90	$\dfrac{90}{600} \times 240 = 36$	4	40
2	Ruffmaut Entertainment	20	$\dfrac{20}{600} \times 240 = 8$	1	9
3	Onoja Press	15	$\dfrac{15}{600} \times 240 = 6$	1	7
4	Waboke Global services LTD	25	$\dfrac{25}{600} \times 240 = 10$	1	11
5	Emole Nigeria Limited	20	$\dfrac{20}{600} \times 240 = 8$	1	9
6	Return Press Ltd.	25	$\dfrac{25}{600} \times 240 = 10$	1	11
7	Aboki Publisher	20	$\dfrac{20}{600} \times 240 = 8$	1	9
8	Emole Nigeria limited	15	$\dfrac{15}{600} \times 240 = 6$	0	6
9	Bushman Farms	25	$\dfrac{25}{600} \times 240 = 10$	1	11
10	FAZTLink computer institute	15	$\dfrac{15}{600} \times 240 = 6$	0	6
11	Avodo farms	20	$\dfrac{20}{600} \times 240 = 8$	1	9
12	Aquatrust table water	60	$\dfrac{60}{600} \times 240 = 24$	2	26
13	Miva Rice	250	$\dfrac{250}{600} \times 240 = 100$	10	110
	Total	**600**	**240**	**24**	**264**

Validity and Reliability of Instrument

Factor analysis was used in this study to measure the validity of the instrument. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were used to assess the construct validity of each variable in the study. At 1% level of significance, the result shows that the data is highly significant ($p < 0.001$).

The result shows that the Kaiser- Meyer-Olkin (KMO) which measures the sample

adequacy was .684 while the Bartlett's Test of Sphericity was significant (App. chi-square= 232.557, sig. = .000) which indicates the sufficient inter correlations of the factor analysis. Also, before the questionnaire was administered to the management of the selected SMEs, the researcher tested its reliability by conducting a pilot research on eighty-three (1/3x 250 = 83) employees in Makurdi town.

The Cronbach's coefficient alpha was applied on the results obtained to determine how items correlate among them in the same instrument. Cronbach's coefficient Alpha of more than 0.7 was taken as the cut off value for being acceptable which enhanced the identification of the dispensable variables and deleted variables. It is evident through the Cronbach's Alpha values that the reliability coefficients of all the study variables are high and suitable for the current study objectives.

Table 3.2: Cronbach's Alpha Reliability Coefficient of the Study Variables

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.798	.798	3

Source: Field Survey, 2021.

Data for this study was obtained from primary source. Primary data was obtained from questionnaires given to the employees in each selected SMEs, The questionnaire provided information on how long these SMEs has been running and its effect on Business Innovation.

Model Specification

This study is anchored on two major variables namely; the independent variable (entrepreneurial personality) and the dependent variable (Business Innovation). The beta (β) coefficients for each independent variable generated from the model, was subjected to a t –test, in order to test each of the hypotheses under study. The regression model used to test is shown below:

BI = f (EP)

= + 1 1+ 2 2+ 3 3+ 4 4+

Where; y = Business Innovation

α - Constant

β1, β2, β3 and β4- Coefficient estimates. X1 – Innovativeness, X2 – Creativity, X3 - Risk-taking, X4 – Proactive trait and - Error term

All the above statistical tests were analyzed using the Statistical Package for Social Sciences (SPSS), version 1. All tests were at two-tailed significant levels at 95% confidence level with significant differences recorded at $p < 0.05$.

Data presentation, analysis and discussion of findings

The main objective of the study is to investigate the effect of entrepreneurial personality on business innovation selected SMES in Makurdi, Benue State. To achieve this objective, this chapter presents data collected from respondents, analyses the data, tests the hypotheses and discusses the findings.

Data Presentation and Analysis: Data collected from the respondents were analysed and presented in frequency tables and simple percentages.

Table 4.1: Questionnaire Response Rate

Item	Total	Percentage (%)
Questionnaire Administered	264	100
Questionnaire Not returned	24	10
Questionnaire Returned	240	90

The result presented in Table 4.1 shows that a total of 264 copies of the questionnaire were distributed and 240(90.0%) were successfully completed and returned by the respondents while 24(10.0%) were not returned by the respondents. The response rate of the questionnaire was high enough for any meaningful research work. Data presentation and analysis is done based on the valid questionnaires retrieved from the respondents.

Table 4.10: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)		.285 .229	2.249	.000	
Entrepreneurial	.546	.065	.545	8.565	.000
Creativity Proactive Trait	.1025	.023	.129	3.285	.000

a. Dependent Variable: Business Innovation
Source: Researcher's Computation using SPSS Output, 2021.

The result in Table 4.10 indicates that if entrepreneurial innovativeness is not considered, other factors not included in this study will significantly increase business innovation by 28.5 %. This means there are other factors that can also affect business innovation which are not captured in this study.

The table also shows that a unit change in entrepreneurial innovativeness will increase business innovation by 40.2 %. This implies that entrepreneurship innovativeness has the ability to improve business innovation. Also, a unit change in entrepreneurial creativity will enhance business innovation by 54.6%. This also implies that entrepreneurship creativity has the potentials of causing positive change to business innovation. Lastly, a unit increase in proactive trait will result to a corresponding increase in business innovation by 10.25%. this implies that proactive trait can also positively change business innovation of the selected SMEs in Makurdi metropolis.

H0₁: Entrepreneurial creativity has no significant effect on business innovation of some selected SMEs in Makurdi Metropolis. To test this hypothesis, the strength of the effect of Entrepreneurial creativity on business innovation of SMEs was measured by the calculated p-value = .000 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (p-value .000 < α 0.05), the null hypothesis was rejected. The result implies that entrepreneurial creativity has positive significant impact on business innovation of SMEs in Makurdi Metropolis.

H0₂: Proactive trait has no significant impact on business innovation of some selected SMEs in Makurdi Metropolis

To test this hypothesis, the strength of the effect of proactive personality on business innovation of some selected SMEs was

measured by the calculated p-value = .000 at a significance level (α) of 0.05. Since the computed p-value is less than the significance level (α) of 0.05 (p-value .000 < α 0.05), the null hypothesis was rejected. This result implies that proactive personality has significant impact on business innovation of some selected SMEs in Makurdi Metropolis.

Findings
The analysis of the data collected from the respondents revealed that entrepreneurial innovativeness has significant impact on business innovation of some selected SMEs in Makurdi Metropolis. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.002) was lower than the significance level.

The result of test of hypothesis one indicated that entrepreneurial creativity has positive significant impact on business innovation of selected SMEs in Makurdi Metropolis. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This can be statistically given as P-value $0.000 < α = 0.05$. The finding agrees with Sadikolglu and Olcay (2014) whose findings indicated that entrepreneurial creativity significantly influenced operational and financial performance of SMEs. The findings of this study also agreed with the research outcomes of McAuley and Fillis (2015) which established that entrepreneurial creativity significantly influenced organizational performance. It also supported the theoretical proposition of Resource- Based Entrepreneurship Theory and Opportunity–Based Entrepreneurship Theorythat entrepreneurial creativity as entrepreneurial personality practice enhances customer satisfaction, loyalty, and product and service quality.

Finally, the result of the analysis of the data collected from respondents revealed that proactive trait has significant impact on business innovation of SMEs in Makurdi Metropolis. Regression analysis was used to test the hypothesis at 5 % level of significance and the p-value (0.000) was lower than the significance level. This can be statistically given as P-value $0.000 < α = 0.05$. The findings of the study agreed with Harold (1994) who established that entrepreneurial risk-taking has a significant effect on profit and market share of organizations. Moreover, the findings of this study also concurred with the research outcomes of (Huynh and Nguyen, 2016) who had revealed that proactive trait and business innovation improves the quality performance of manufacturing plants. Additionally, the findings of this study also harmonized with the research findings of Li and Fung (2017) who confirmed that product and service innovation is linked with the business benefits of firms such as customer responsiveness. The implication of the finding is that business enterprises are obligated to design their product and service features to match the needs and preferences of their clients in order to attain customer satisfaction and improved firm performance

Summary of Findings
The study was carried out to examine the effect of entrepreneurial personality on business innovation of selected SMEs in Makurdi Metropolis. The study examined the impact of entrepreneurial innovativeness on business innovation of selected SMEs in makurdi metropolis, the impact of entrepreneurial creativity on business innovation of selected SMEs in makurdi metropolis, the impact of entrepreneurial risk-taking on business innovation of SMEs in makurdi metropolis and the impact of proactive personality on business innovation

of SMEs in makurdi metropolis. The research findings were analyzed by descriptive statistics, and regression analysis.

Findings of the study revealed that:
- Entrepreneurial creativity has a positive significant impact on business innovation of SMEs Makurdi Metropolis (P-value .000 < α 0.05).
- Proactive trait has a positive significant impact on business innovation of SMEs in Makurdi Metropolis (P-value .000 < α 0.05).

Conclusion
The study was carried out to examine the effect of entrepreneurial personality on business innovation of selected SMEs in Makurdi Metropolis. The outcome of this study has led to the conclusion that entrepreneurial personality is a very important business attribute that can help to improve the performance of businesses through business innovation. It is very important because all its disaggregate dimensions are not only positively and significantly impacting on business innovation, but they also account for most of the variations in business innovation of the selected SMEs in Makurdi metropolis. This is why entrepreneurial personality is a veritable tool for business innovation based on the result revealed by this study.

Recommendations
Based on findings of the study, the following recommendations are made:

Management of selected SMEs should improve their innovativeness practices with specific reference to conducting frequent customer feedback surveys on quality issues and ensuring that their staff provides personalized attention to their customers to better understand their tastes and preferences.

This will enable them to continuously address the ever changing customer tastes and preferences and improve on their performance and gain more market share.

Management of selected SMEs should formulate objectives which are easy to measure in terms of innovativeness and which can steer their organizations in the right course. In addition they need to effectively allocate adequate required resources and capabilities so as to attain those objectives and subsequently improve operational efficiency and profitability.

Contribution to knowledge
This research contributes to existing literature by attempting to expound on the effect entrepreneurial personality on business innovation in Nigeria based on the insights of the customers. This current contribution to the body of knowledge on this area would provide a basis for further research by other interested scholars.

The results of the data collected and analyzed in this study demonstrated that entrepreneurial creativity as one of the dimensions of entrepreneurial personality has the highest effect on business innovation in selected SMEs in Makurdi Metropolis with Beta value of 0.545, followed by entrepreneurial innovativeness with Beta value of 0.475, and process improvement with Beta value of 0.320.

Suggestion for Further Studies
The study only focused on the impact of entrepreneurial personality on business innovation with focus on selected SMEs in Makurdi metropolis. Further studies should be carried out on entrepreneurial personality and business innovation in other SMEs in Nigeria. Further studies could be conducted on similar topic covering other service organizations such as manufacturing industry.

A comparative study can also be carried with an organization from the public sector. This will assist in establishing any similarities and differences about entrepreneurial and business innovation. Additionally, the research only focused on three entrepreneurial personalities, namely; entrepreneurial innovativeness, entrepreneurial creativity and entrepreneurial risk-taking that were considered to be of strategic importance. Other entrepreneurial personality could also be studied to find out their effect on business innovation in selected SMEs.

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EFFECT OF WORKPLACE BULLYING ON BUSINESS DEVELOPMENT IN MAKURDI METROPOLIS

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ABSTRACT

The study is on the effect of workplace bullying on business development in Makurdi Metropolis. Primary data was the instrument used for the study. The population of the study is 120 selected business owners within the metropolis. Regression was used for the data analysis and test of formulated hypotheses. The ANOVA results indicates that workplace bullying has a significant effect on business development (F = 1574.662, p < 0.05). The study inferred workplace bullying influences business development in Makurdi metropolis. The recommendation of the study is that there should be harmonious working relations between superior and the subjects.

Keywords: Workplace Bullying, Business Development, Business Failure

1.0 INTRODUCTION

Business development encompasses a wide scope of ideas, activities, and initiatives that a business owner and management implement with the goal of making the business better. Business development can include many objectives, such as sales growth, business expansion, the formation of strategic partnerships, and increased profitability (Kattah, 2021). For every Successful business development impacts every department within a company, including sales, marketing, manufacturing, human resources, accounting, finance, product development, and vendor management. Business developers should be aware of new market opportunities, possibilities for expansion, competitor developments, and the current sources of the company's revenue (Kattah, 2021).

For a successful business development, activities to must encompass most department in the company. From administration, marketing, sales, product management, and vendor management, others include networking, negotiations, partnerships cost-savings etc. all of these different departments and activities are driven by and aligned with the business development goals and objectives (Smith, 2020).

Bullying in the workplace has been reported by researchers worldwide, Hoel & Salin (2003), Einarsen, Zapf, Hoel and Vartia (2003), Hart hill (2008). Bullying is said to be a repeated offensive behaviour at work that is vindictive, cruel, malicious, and humiliating in nature aimed at undermining an individual or group of employees, (hill 2008). Ever increasing attention is being paid to the problem of workplace bullying, its magnitude, and effects on individuals, groups and business organisations alike (Hoel and Giga, 2006). Arynne (2009) narrated that small businesses are 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 and yet bullying actions inflicted on the victims emotional and psychological punishment in which the bully uses his superior authority to undermine, threaten, frighten, or intimidate the bullied, thereby leaving the him feeling fearful, powerless, and ashamed Arynne (2009). 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 (Erickson & Rothberg, 2009).

Research has linked hostile work environment as one of the precursors of workplace bullying that is capable of affecting organisational outcomes such as job satisfaction, job engagement/commitment, self-efficacy, organisational citizenship, job stress, work life balance, and productivity. Many countries around the globe have fought this antisocial phenomenon using several ant bullying policies. U.S. Small Business Association informs that the failure rates for small businesses in 2014 because of workplace bullying 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). Africa and indeed Nigeria have no clear bullying policy from the government or organisations. This lack of awareness has given bullies a free day. Aside

this, research on bullying in Nigeria has so far concentrated on prevalence of bullying behaviours neglecting the substantive issue of investigating the impacts on employees and employers.

2.0 Statement of the problem

Workplace bullying caused business owners to lose about 80 million employees' workdays each year (Hollis, 2015). The basic problem is that employees working in organisations are experiencing a lot of bullying, harassments and distinctive obstacles in the attempt to enhance their productivity. To buttress this, Hanaysha (2016) pointed out that in contemporary times, majority of organisations are facing the challenge of how to improve employee-employees and employee manager's relationship.

Business organizations in experience high rate of staff turnover, and inability to stand the test of time. Therefore this study seeks to address the issues of employee-manager relationship and business failure.In addition to the dearth of adequate studies on workplace bullying and its effects in Nigeria, none has been seen in the business development in Makurdi metropolis in spite of the nature of the town and its contributions to the national GDP. This study investigated the prevalence of the effect of workplace bullying on business development in Makurdi metropolis

2.0 Review of relate literature

Salin (2003) revealed that workplace bullying is professed as a suitable and effective way of achieving tasks in various cultures. Similarly, Loh, Restubog & Zagenczyk (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 employee's only way of showing resentment to ill treatments or a form of self-defence. Neuman and Baron (2011) state that employee's 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

2.1 Effect workplace bulling on business development

Employees who are bullied are likely to experience some level of psychological and emotional distress. They may also suffer from sleep disturbances, impaired cognitive ability and feelings of anxiety and depression. Stress could manifest physically in the form of stomach/back/head-aches and general ill-health. Undoubtedly their productivity and attendance will be adversely impacted as well as their self-confidence, esteem and morale (Evans, 2018)

According to the 2010 WBI US Workplace Bullying Survey, 54 million workers are, or have been, bullied at work. Therefore, the authors hypothesized that despite workplace bullying having an impact on employee satisfaction with working conditions as they pertain to relationships, retention may be a non-factor. When workplace bullying is present, morale and productivity decline, turnover increases, and there is a toll on employees' physical and emotional health Unknown. (n.d.). Regardless of the placement of the bully in your organization, they are

damaging your businesses' bottom-line. Furthermore, not only does workplace bullying lead to low morale, increased absenteeism, and high turnover (all signs of a toxic work culture), it can also set your business up for a potential lawsuit (Garrison 2021).

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.). Further, bullying is also connected with decline in creativity (Mathisen, Einarsen, & Mykletun, 2008), and decrease in work engagement (Rodríguez-Muñoz, Baillien, De Witte, Moreno-Jiménez, & Pastor, 2009). Hence, employee's 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).
Additionally, the organisation is likely to face both direct and indirect financial consequences as a result of workplace bullying. In the first instance, the business itself is likely to face increased costs in regard to: high staff turnover and associated recruitment and training costs, cost of absenteeism on productivity, disruption to work when investigations are conducted, costs associated with third-party intervention and mediation workers' compensation claims or legal action through Fair Work and damage to the reputation of the business (Evans, 2018).

2.2 Theoretical frame work
Literature showed a lot of theories that support this study; the theory of interpersonal

relationships by Peplau and theory X and Y by Douglas McGregor. George (2011) stated that when two or more people come together in an environment pursuing common goals, an interpersonal relationship are formed among them with each exhibiting mutual respect and support for the others. Fitzpatrick and Whall (2005) in their study showed that when these interactions that give rise to this mutual respect and support in the environment is threatened, individual anxiety is produced heightening the person sensitivity to the environment. Another theory that supports this study is McGregor's theory X and Y. Of particular interest to this study is theory 'X' assumptions which states that average human being has inherent dislike for work, very lazy and will prefer to dodge work when possible. Because of this inherent dislike for work, most people must be controlled, threatened, coaxed and forced before they can put hard work. Most managers adopt this principle in organisations today in line with theory 'X' encouraging all form of bullying behaviours at workplace. Organizations do see theory X managers as charismatic and situational managers who do what is expected to get things done thereby promoting the action of bullies and supporting bullying unconsciously in work place leading to hostile work environment.

2.3 Empiricism of workplace bullying
In 2008, Judith Fisher-Blandon wrote a doctoral research dissertation on Aggressive Behaviour: Workplace Bullying and Its Effect on Job Satisfaction and Productivity. The data in this study determined that 75% of participants reported witnessing mistreatment of co-workers sometime throughout their careers, 47% have been bullied during their career, and 27% admitted to being a target of a bully in the last 12 months. Her research also showed how the bullying behaviour affects an individual's ability to perform their jobs, which can impact the morale of

employees and the financial performances of an organization. In a study conducted by McCarthy, Hollanda and Gillies (2003) in Australia, they found that 21% of those who had experienced workplace bullying also reported reduced output and 19% reported decrease in work quality.

Cunniff and Mostert (2012) reporting on a survey conducted by Work Dignity Institute in 2000 showed that 77.9% of South African workers feel bullied in the workplace. In Nigeria, though no reported country wide prevalence rate, very few works on workplace bullying points to its existence in Nigeria Fapohunda. (2014), Owoyemi. (2014). Bullying effect on job performance in general has been variously documented in literature especially within the western world. They reported that bullied staff has low level of job satisfaction, decreased commitment to work , decreased organisational citizenship, and decreased productivity due to the impact of bullying on them.

Research methodology

The population is 120 business owners in Makurdi metropolis. The data collected is primary data using a questionnaire. A number of questionnaires were collected and answered by the respondents, then tabulated to do the data analysis process. All statements are measured based on the Likert model's attitude scale using 5 choices scale items are anchored on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Hypothesis: Workplace Bullying does not affect business development in Makurdi metropolis

Results and Discussion

Regression was used for data analysis and test of formulated hypotheses and the results are presented in model summary, analysis of variance and regression coefficient.

Table 1: Model Summary

R	R Square	Adjusted-R Square	Std. Error of the Estimate	Durbin-Watson
.965	.930	.924	.195	1.527

a. Predictors: (Constant), Workplace bullying
b. Dependent Variable: Business development

The result of the Model Summary in Table 1 shows the effect of workplace bullying on business development. The R Square value of 0.930 implies that 93.0% of the variation in business development is explained by workplace bullying. The value of R = .965 indicates a positive relationship between the independent variable and the dependent variable.

Table 2: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	60.159	1	60.159	1574.662	.000[b]
Residual	4.508	118	.038		
Total	64.667	119			

a. Dependent Variable: Business development

b. *Predictors: (Constant), Workplace bullying*

The Analysis of Variance (ANOVA) in Table 2 demonstrates the effect of workplace bullying on business development. The ANOVA result shows that the model was significant (F = 1574.662, p < 0.05). This indicates that workplace bullying has a significant effect on business development.

Table 3: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	.272	.092		2.967	.004
Workplace bullying	.923	.023	.965	39.682	.000

a. Dependent Variable: Business development

The standardized coefficients show that the effect of workplace bullying on business development is significant (β = 0.965, t = 39.682, p < 0.05). The result the unstandardized coefficients show that for every unit increase in workplace bullying there is 92.3% change in business development holding other variables constant.

Hypothesis Testing
H01: Workplace Bullying does not affect business development in Makurdi metropolis
To test the hypothesis (H01) the critical value of t-statistics is ±1.96 at 95% and the result shows that β = 0.965, t = 39.682, p < .05 and the null hypothesis which states that workplace bullying does not affect business development in Makurdi metropolis is rejected, hence it is concluded that workplace bullying significantly affects business development in Makurdi metropolis.

Conclusion and Recommendation
a)   Conclusion
From the findings of this study, it can be concluded that workplace bullying has negative influence on business development in Makurdi Metropolis. It therefore, means business failures within the Metropolis can be attributed to the bullying of employees by the supervisors.

b)   Recommendations
The study therefore, recommended that for businesses to thrive, there must be conducive working environment and cordial relationships between the superior and their subjects.

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Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Workplace bullying[b]	.	Enter

a. Dependent Variable: Business development

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.965[a]	.930	.924	.195	1.527

a. Predictors: (Constant), Workplace bullying

b. Dependent Variable: Business development

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.159	1	60.159	1574.662	.000[b]
	Residual	4.508	118	.038		
	Total	64.667	119			

a. Dependent Variable: Business development

b. Predictors: (Constant), Workplace bullying

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.272	.092		2.967	.004
	Workplace bullying	.923	.023	.965	39.682	.000

a.   Dependent Variable: Business development

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.19	4.89	3.83	.711	120
Residual	-.887	.959	.000	.195	120
Std. Predicted Value	-3.711	1.482	.000	1.000	120
Std. Residual	-4.539	4.907	.000	.996	120

a. Dependent Variable: Business development

EFFECT OF MICROFINANCE INTERVENTIONS ON THE INCOME OF SMALL-SCALE WOMEN TRADERS IN AKURE METROPOLIS, ONDO STATE, NIGERIA

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ABSTRACT

This study assessed the effect of accessibility of microfinance loan on MSS women traders' income in Akure Metropolis, Ondo State. Survey design and multistage sampling technique were used for the study. The Banks and women traders (16,570) on the list of the Nigeria Police Force and Lapo microfinance, Akure Metropolis, were selected via purposive sampling, while sample size (391) was selected by Taro Yamane's formula. Data were collected with questionnaire and analyzed with Pearson Product-Moment Correlation Coefficient (PPMCC). Hypothesis was tested with Analysis of Variance at .05 level of significance. The results showed that there was a positive (but moderate) relationship between the dependent and independent variables, and accessibility to microfinance loan had a significant effect (0.001.) on women traders' income in the study area. The paper recommends more accessibility of finance to women traders in Nigeria generally and Ondo State in particular, with a view to improve their income.

Keywords: Accessibility; Microfinance; Women traders; Income

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INTRODUCTION

Micro, Small and Medium Scale Enterprises (MSMSEs) have been perceived as the force that propels economic growth and development of countries (Yahaya, 2015; Abbasi, Wang and Abbasi, 2017; John-Akamelu & Muogbo, 2018), since they assist in the growth of entrepreneurs and industries. They aid in rural development, technological acquisition, reduction in unemployment, supply of goods and services, poverty alleviation, among others. The sector serves as the base for bigger and economically viable businesses, and incubator for creating innovations which lead to economic development (Craig, 2005). Despite the importance of this sector, Olowe, Moradeyo and Babalola (2013), Olumuyiwa and Oyebo (2012), Owenvbiugie and Igbinedion (2015), Weerasinghe and Dedunu (2017), among others, stated that this sector is performing below expectation in Nigeria due to inadequate funds.

In order to make more loanable funds accessible to the MSMSEs (including traders), successive governments in Nigeria have carried out feasible programmes in Nigeria through the commercial banks, development banks, government agencies and other financial institutions. A major step that was taken by the Nigerian Federal Government to aid the financing of MSMSEs in the past, was the establishment of community banks (Okafor, 2015). Due to the passiveness of a lot of the community banks, the Federal Government of Nigeria, introduced the Microfinance Bank Policy, Supervisory and Regulatory Framework on the 15th of December, 2005. The functions of community banks were therefore taken over by the microfinance banks. Thus, microfinance policy was planned to raise the capacity of MSMSEs towards economic growth and development via financial intermediation (Owenvbiugie and Igbinedion, 2015).

The Central Bank of Nigeria (CBN) recently introduced the policy, regulatory and supervisory framework of microfinance, with the intention to empower SMEs operators via increasing their access to loanable funds within their territory (Adamu, 2015). Other institutions that were established by the government to aid the flow of funds to the MSMSEs were: the Nigerian Industrial Development Bank (NIDB) (1964), Small Scale Industries Credit Scheme (SSICS) (1971), Bank of Industry (2001), among others (Central Bank of Nigeria (CBN), 2014; Obadeyi and Okhiria, 2015). The Small and Medium Enterprises Equity Investment Scheme made it mandatory for all banks in Nigeria to put aside 10% of their profit before tax to provide fund for equity investment in Micro and Small-Scale Enterprises (MSEs) as directed by the Central Bank of Nigeria (CBN). Yet MSMSEs including traders in Nigeria are closing up businesses daily. The question to be answered in this study is, what is the effect of accessibility to microfinance loan on the income of women traders in Akure Metropolis, Ondo State, Nigeria?

Hornby (2006 p. 1568) referred to a trader as "a person who buys and sells things as a job". Trading, especially on micro scale bases, just like the MSMSEs, provides immense employment to the people in a country Taiwo, Onasanya, Agwu and Benson (2016). An income is "what you earn by working or selling things or used to buy things" (Hornby, .2006 p. 948). Income and savings are some of the vital elements of standard of living of the poor (Mohammed and Mohammed, 2007).

Established by the Nigeria Police Force, the Nigeria Police Force Micro Finance Bank Plc, started operations in Nigeria in 1993. It has 25 branches all over Nigeria, but its branch in Akure Metropolis was opened in 2007. This

branch was first opened as a community bank but the name of the bank was changed to the Nigeria Police Force micro finance bank Plc in 2010. The bank finances traders. The branch in Akure has seventeen (17) members of staff. These staff include: one (1) operations' manager, eight 8 key staff – Head Operation, Head Credit, Head Finance and Admin, Head Systems, Head Marketing, Client Support Officer, two cashers. The branch also has eight (8) support staff – two cashers, one Industrial Training staff, one driver, two gatemen (one for day and one for night) and two cleaners. In order to be eligible for loan, two (2) police officers must stand as guarantors so that failure to repay the loan would amount to taking salaries of the guarantors to repay the loan. Traders must save for some time, say weeks, months before they are given loans.

Lapo Micro Finance Bank was established in 1987 by Dr. Ehigiamusoe from Edo State. The bank operates in thirty-four (34) states, has several branches within the States in Nigeria and its head quarter is in Lagos State. The bank started with three (3) women and now has several clients. The bank was set up to give loan to low income people and help finance micro scale business who have no collateral to obtain loan from commercial banks and other banks. However, the bank has grown over the time to also extend credit to

individuals who though have ability to obtain loan from banks, have need of immediate cash which they may not be able to get from commercial banks without delay. Hence the bank gives loan to individuals and groups (these are the two categories of loan types the bank gives). The bank has five (5) branches (one along Oba Adesida road, one at Unity road, one in Oke-Aro, one in Isikan and one in Oshinle) in Akure Metropolis. Each of the branches has five (5) key officers (Branch Manager, Head of Operations, Client Support Officer, Internal Control Officer, resident auditor and Cashier). However, they also have support staff in all the branches (drivers, cleaners).

2. Literature Review

2.1 Definition of Micro, Small, and Medium Scale Enterprises, Microfinance, Microfinance Banks and Income

Definition of Micro, Small and Medium Scale Enterprises (MSMSEs) are different from one country to another. Taiwo et al. (2016) stated that SMEs could range from kiosks, poultry businesses, food shops, tailoring shops, general enterprises among others. Small and Medium Enterprises Development Agency of Nigeria (SMEDAN)'s National Policy on MSMEs 2015 in SMEDAN and National Bureau of Statistics (NBS) (2017, p. 3) characterized Micro, Small and Medium enterprises (MSMEs) as in table 1.

Table 1: Characteristics of Micro Small and Medium enterprises

S/N	Size Category	Employment	Assets (=N= Million) (excl. land and buildings)
1	Micro enterprises	Less than 10	Less than 10
2	Small enterprises	10 to 49	10 to less than 100
3	Medium enterprises	50 to 199	100 to less than 1,000

Source: SMEDAN National Policy on MSMEs (2015). In Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and National Bureau of Statistics (NBS) (2017).

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Microfinance has been defined by Otero and Rhyne (1994) as revolution that comprises large-scale provision deposit services and small loans to low-income people. These services include money transfers, giving credit, insurance, savings opportunities and other financial products usually targeted at the poor and entrepreneurs (Ojo, 2009). Microfinance Banks are certified financial institutions set up to take care of the un-served but working population in the rural areas by making providing inexpensive differentiated, and dependable financial services for the low income group, in an appropriate and competitive manner that would enable the group to implement and develop long-term and feasible entrepreneurial actions and assemble savings for intermediation (Central Bank of Nigeria, 2005). Microfinance services are made available through three sources: formal institutions (rural banks and cooperatives), semiformal institutions (non-governmental organizations) and informal sources (money lenders and shopkeepers) (Ashamu, 2014).

2.2 How the two microfinance banks operate

In order to obtain group loan, traders have to be in groups (minimum of 10 and maximum of 30), while individuals can also apply for loan. The group loan is usually given to traders of all sorts (tomatoes sellers, fish sellers, yam sellers etc.) and artisans. The individual loans are given to government and private establishment workers and middle and high-level businessmen. Depending on the income level, loan given to clients ranges from fifty thousand naira (N50,000) to ten million naira (N10 million). The bank also gives loans to individuals within groups, that is apart from them being given loan as a group member. An example is, loan is given to group members who are farmers or sell agricultural products like cocoa etc., but loan can also be given to aid each member as

individuals. Particular favour is carried out by Lapo for group that register as farmers or agricultural product sellers or as a result of their importance to the development of the nation. When they register as a group, they take loan, but the bank registers them with the Nigerian Insurance Company, with the arrangement from the Central Bank of Nigeria (CBN), forty percent (40%) of the principal taken as loan from the bank is paid back to the clients who belong to this group and have paid back his weekly or monthly loan returns, at the end of the year. The agricultural items related to this category is specified by the CBN.

Once a group is formed, the Client Support Officer is invited by the group at a particular day and time to give the members a pre-loan training for three (3) weeks. The training is to educate the group members about Lapo Microfinance Bank, the terms and conditions of taking the loan and repayment. At the end of the training, the Head of Credit goes with the Client Support Officer to summarize and reiterate what the Client Support Officer has trained the group on and give pre-approval to the group. The Client Support Officer goes to inspect the shops and houses of the traders during the process of the training and offices of the group members, and sometimes goes with the Head of Credit to some of the houses of the group members. The intention is to ensure that they are carrying out the businesses they claim and that they reside on the address where they gave and to ensure they are capable of repaying the loan if given to them. When the group is approved, the members are asked to open an account each with the sum of one thousand naira (N1,000). Five members in each of the group is made to sign as guarantor for one member and one person from outside the group (anywhere) must also sign as a guarantor for each member. In the case of individual loan, two guarantors are made to sign for the individual. However,

no matter the type of loan (individual or government), the external guarantor must be a worker (government or private) or a business man who has the financial capacity to pay for the loan. The credibility or financial capacity of the guarantor is decided by the bank's representatives.

Where a client defaults in payment, the entire group members will gather money and pay, depending on the time the external guarantor who is actually supposed to pay for the default of the guarantee agrees to pay. In order to be given fifty (N50,000) thousand naira for example, the client must first have five thousand naira (N5,000), that is ten percent (10%) in his or her savings. The client repays five percent (5%) of the loan every week (if the loan was taken on a Monday, 5% on the principle and interest will be repaid every Monday for eight (8) Months, thirty (30) days) for the group loan and every Month for the individual loan (if the loan was taken on the first (1st) of January the repayment will be on the first of January until it has been totally repaid). Where a client is unable to make repayment on the scheduled date, for the group loan, he or she is made to pay a fine of one thousand five hundred (N1,500) naira, and two thousand five hundred (N2,500) naira if it is an individual loan. However, the repayment of fine or accumulated fine is negotiable.

2.3 Effect of Loan Advancement, Microfinance Loans and Financial Institutions Loans on the Development of Micro, Small and Medium Scale Enterprises

John-Akamelu and Muogbo (2018), stated that, loans advances aids in the development of Small and Medium Scale Enterprises (SMEs). Ashamu (2014) affirmed that, the establishment of microfinance institutions has contributed to the success of small-scale industries in Lagos state While Onyeneke and Iruo (2012) asserted that, microfinance contributes positively to poultry production. Also, Oni and Daniya (2012) disclosed that, financial institutions make available the necessary financial lubricants that improves the development of small and medium scale enterprises. Likewise, Owusu (2011) revealed that CIAD's microcredit schemes has a positive impact on the economic and social lives of SMEs operators, and the schemes increases the SMEs' capital, assets, expands MSEs and this has effect on the social lives of the SMEs.

In addition, Odebiyi and Olaoye (2012) asserted that, microfinance banks' loan has a positive impact on small and medium scale aquaculture development, generates employment opportunities, increases the revenue of farmers, reduces rural-urban migration and increases farmers' overall yield. Yahaya, Osemene and Abdulraheem (2011) affirmed that microfinance has substantial role to play in the economy, because it helps to reduce poverty by making available financial services to the active poor and also helps in creating employment and making available small loans to grow small businesses. Furthermore, Brune (2009) concluded that, micro-finance institutions have significant and positive relationship with the development of SMEs in Asian and African countries, while Nanor (2008) revealed that micro-finance has positive impact on household income and profit levels of SMEs.

On the other hand, Alalade, Amusa and Adekunle (2013) concluded that, there is no significant impact of microfinance bank operations on entrepreneurial development. While Akande (2012) stated that, micro credit has no significant improvement on the performance of women owned micro

enterprises due to high interest rates and short repayment periods.

3. Theoretical Framework

The theory related to this study is the Women Empowerment Theory. According to Cheston and Kuhn (2002), women empowerment theory states that women account for nearly 74% of the 19.3 million of the world's poorest people now being served by microfinance institutions. A lot of these women do not have access to credit to invest in businesses being owned and operated by them. Majority of these women have very good payment records despite the hardship being faced by them. Hence, these women need soft loans to aid their businesses. This theory is related to this study because most traders within the study area are women, they are the major clients to these microfinance banks and against all odds they strive to feed their families by going into petty trade.

4. Materials and Method

4.1 Study Area

The study area of this research is Akure Metropolis. Akure metropolis is made up of Akure South and Akure North Local Government Areas (LGAs) in Ondo State, Nigeria, the metropolis has a population of 484,798 and coordinates 7°15'0"N 5°11'42"E, while Akure city has a population of 484,798 and coordinates: 7°15'0"N 5°11'42"E (National Population Census, 2006). Ondo State was created in 1976, when the number of states in the Federal Republic of Nigeria was increased from twelve (12) to nineteen (19). Prior to 1976, Ondo state was part of formal Western state. The state is located in the Southwest of Nigeria, between latitude 6° to 8° North and 5° East of Greenwich. The climate of the State comprises humid tropics with swampy areas in the extreme south, tropical rainforest further north and drier savannah up lands in the Northern parts of the state. Ondo State is made up of three (3) senatorial districts and eighteen (18) Local Government areas. The State covers a geographical area of 15,500 km2 (6,000 sq m) and has a population of 3,440,000 (National Population Census, 2006).

4.2 Method

Survey design and multistage sampling technique were used for the study. Purposive sampling was used to select the well-known microfinance banks (Nigeria Police Force and Lapo microfinance) that were registered with Corporate Affairs Commission in Akure Metropolis, Ondo State, Nigeria. The number of the traders that registered with the banks were 22,350 (5,780 + 16,570 men and women traders on the list of Nigeria Police Force and Lapo microfinance (5 branches in Akure metropolis) banks in Akure Metropolis, Ondo State, Nigeria. Purposive sampling was also used to select the women traders (16,570) on the list of the two banks. This formed the population of the study. Taro Yamane (1967)'s formula (n = N/1+N(e2) - where: n = Sample Size, N = Population of the Study, and e = error margin @ 5% (0.05) was used to select the sample size for the study (391 women traders out of the 16570 women traders). Please see table 1 below. Since the number of women in each bank were not equal, proportionate stratified sampling and simple random sampling techniques were used to select the number of women in each bank that made up the sample size. Primary data were collected with structured questionnaire. Out of the 391 copies of questionnaire distributed to the respondents, 349 copies were retrieved. However, after the data cleaning, only 306 (78.26% of the distributed 391 copes) copies were usable for analysis. This may be related to the literacy level of the respondents. Data were analyzed with Pearson Product-Moment Correlation Coefficient (PPMCC). Research instrument was validated through content validity by lecturers in the field of business

finance and Business Administration. Also, a pilot test was carried out on the research instrument by administering 10% of the questionnaire to some beneficiaries of microfinance loan from ABC microfinance bank (Headquarter, Mission Road) in Benin-City, Edo State. Edo State was chosen because, the State has similar characteristics with the study area. While Cronbach's Alpha was used to test for reliability of the research instrument. .70 was used as a benchmark to determine whether the instrument was reliable enough to be used to carry out social research.

Table 2. Microfinance Banks Selected for the Study, Number of Male and Female Traders Registered in each Branch and all the Branches and Number of female traders that made up the sample size in each Branch

Microfinance Bank Branches	Number of Clients	Male	Female	Number of Female Traders that made up the Sample Size
Nigeria Police Microfinance Bank Plc., Alagbaka	5,233	1,361	3,872	91
Lapo Microfinance Bank, Oba Adesida road, Akure	3,764	1,167	2,597	61
Lapo Microfinance Bank, Unity road, Akure	2,345	516	1,829	43
Lapo Microfinance Bank, Oke-Aro, Akure	4,278	1,241	3,037	72
Lapo Microfinance Bank, Isikan, Akure	3,127	594	2,533	60
Lapo Microfinance Bank, Ishile, Akure	3,603	901	2,702	64
Total	22,350	5,780	16,570	391

Source: Field Survey, 2020

5. Empirical Review

John-Akamelu and Muogbo (2018)'s study on the role of commercial banks in financing small & medium size enterprises in Nigeria, administered 109 copies of questionnaire to selected SMEs staff in Anambra State Nigeria. Descriptive (percentages) and inferential (chi-square) statistics were used to analyse data. The study disclosed that small and medium size businesses come across problem in obtaining loans from commercial banks, and commercial banks have contributed greatly to the advancement of SMEs via their loan advances.

Also, Ashamu (2014) studied "The Impact of Micro-Finance on Small Scale Business in Nigeria". The study used the performance of Micro Finance Institutions (MFIs) in Lagos State as a case study. Simple random sampling technique was used to select 110 SMEs used as sample size for the research. Structured copies of questionnaire were used to collect data and data was analyzed with descriptive statistic (simple percentage), and inferential statistic (Chi-square). The findings revealed that MFIs is faced with several challenges including: the need to approve and implement a policy framework that would control and standardize the MFI operations, the need to have access to medium of long term sustainable commercial sources of funds such as SMIEIES, and that the establishment

of Microfinance has contributed to the success of small-scale industries in Lagos state.

Alalade et al. (2013) studied relationship and causality between microfinance bank operations and entrepreneurship development in Ogun state, Nigeria. The study disclosed that there is no significant impact of microfinance bank operations on entrepreneurial development in the State.

Onyeneke and Iruo (2012) examined the effect of microfinance on small-scale poultry production in Imo State. Collected data were analysed with descriptive statistic and multiple regression analysis. The study revealed that microfinance contributes positively to poultry production in Imo State.

Oni and Daniya (2012) investigated the role of government and other financial institutions especially microfinance institutions in the development of small and medium scale enterprises in Nigeria. Existing literature and record relevant to the subject matter of the study were analysed and he result disclosed that, financial institutions make available the necessary financial lubricants that improves the development of small and medium scale enterprises, but, several enhancement need to be carried out by the government in terms of policy formulation in order to complement the efforts of financial institutions.

Akande (2012) studied the impact of micro credit on the performance of women owned micro enterprises in Oyo State. Data were gathered via structured questionnaire and analysed with descriptive statistic (frequencies, tables, charts, percentages) while chi square was used to test the hypothesis. The study revealed that micro credit did not have a significant improvement on the performance of women owned micro enterprises in Oyo State due to high interest rates and short repayment periods.

Yahaya et al. (2011) used t-test and Analysis of Variance (ANOVA) to examine the effectiveness of microfinance banks in alleviation of poverty in Kwara State, Nigeria. The results disclosed that microfinance has substantial role to play in the economy, because it helps to reduce poverty by making available financial services to the active poor and also helps in creating employment and making available small loans to grow small businesses.

Results and Discussion
6.1 Socio-Economic Characteristics of Respondents
Table 3 shows that 100% of the respondents were female. This result reflects the topic which is the effects of microfinance on women traders' standard of living in Akure Metropolis, Ondo State, Nigeria. Hence the female traders on the list of Nigeria Police Force and Lapo microfinance Bank were purposively selected for the study. The study also disclosed that, 20% of the respondents, were between 20 and 29 years, 28% were between, 30 and 39 years, 26% were between 40 and 49 years, 16% were between 50 and 59 years, while 10% were 60 years and above. This implies that a lot of the respondents were between 30 and 49 years. They are adults, who are within productive age.

In addition, 100% of the respondents were Nigerians who reside in Akure South Local Government Area in Akure Metropolis, Ondo State, Nigeria. Also, the study revealed that, 16% of the respondents had Primary School Certificate, 28% had Senior Secondary school Certificate or its equivalent, 34% had Vocational/Technical education, 7% attended higher institutions, while 15% were not educated. This result revealed that, a large number of the respondents either had Vocational/Technical education or Primary School Certificate.

Furthermore, 16% of the respondents were into provision selling, 4% into soap making, 14% into hairdressing, 13% into food stuff selling, 3% into Bead Making, 21% into pepper selling/grinding, 25% into clothing business/tailoring, 5% into confectionaries/catering services, while the remaining 5% respondents were into other trades. This result revealed that, the most popular trade of the respondents was clothing business/tailoring.

Table 3. Distribution of socio-economic characteristics of respondents

Characteristic	Respondent category	Frequency	Percentage (%)
Gender	Male	0	0
	Female	306	100
	Total	306	100
Age	20-29 years	55	20
	30-39years	88	28
	40-49 years	82	26
	50-59 years	50	16
	Above 60 years	31	10
	Total	306	100
NATIONALITY	Nigerian	306	100
	Total	306	100
LOCATION STATE	Ondo (Akure South)	306	100
	Total	306	100
Education qualification	Primary certificate	50	16
	SSCE (or equivalent)	87	28
	Vocational/Technical	105	34
	Higher Institution	21	7
	Not Educated	43	15
	Total	306	100
TYPE OF BUSINESS	Provision Selling	32	10
	Soap making	12	4
	Hairdressing	42	14
	Food Stuff Selling	41	13
	Bead Making	10	3
	Pepper Selling/Grinding	63	21
	Clothing Business/Tailoring	76	25
	Confectionaries/Catering	14	5
	Others	16	5
	Total	306	100

Source: Field Survey, 2020

6.2 Effect of Accessibility to Microfinance Loan on Income of the Women Traders

Table 4 disclosed that, 3% of the respondents agreed that the microfinance loan which they took increased their income to a very high extent, 10% agreed that the loan increased their income to a high extent, 53% agreed that the loan increased their income to a moderate extent, 19% agreed that the loan increased their income to a low extent, while 15% of the respondents agreed that the loan increased their income to a very low extent. This result indicates that the loan only increased the income of majority of the respondents (53%) to a moderate extent.

Table 4:   Distribution of the effect of microfinance loan on income of the women traders

INCREASE IN INCOME	SELECTION FREQUENCY	PERCENTAGE (%)
Very High Extent	11	3
High Extent	31	10
Moderate Extent	162	53
Low Extent	57	19
Very Low	45	15
TOTAL	306	100

Source: Field Survey, 2020

6.3 Pearson correlation analysis between accessibility to microfinance loan and women traders' income

Table 5 shows the correlation analysis between accessibility to microfinance loan and women traders' income. The result revealed the following:
Test Statistics = Pearson Correlation
Confidence Level = 95%
Significant Level = 5% (0.05)

Decision Rule = The calculated value for the Pearson correlation is .661. This shows that there was a positive but moderate relationship between accessibility to microfinance loan and women traders' income. The level of significance of .001 which is lower than the table value of 0.05 was obtained between the dependent and independent variables. Based on this result, the null hypothesis is rejected while the alternate hypothesis is retained. Therefore, it can be concluded that there was a positive and significant relationship between accessibility to microfinance loan and women traders' income in Akure Metropolis, Ondo State, Nigeria. However, the relationship was only moderate.

Table 5:   Pearson correlation analysis between accessibility to microfinance loan and women traders' income

		Micro Loan	Respondent's Income
Micro Loan	Pearson Correlation	1	.661**

	Sig. (2-tailed)		.001
	N	306	306
	Pearson Correlation	.661**	1
Respondent's Income	Sig. (2-tailed)	.001	
	N	306	306

Source: Field Survey, 2020

This result is in agreement with those of Kobla (2009) who examined the impact of microfinance banks on small scale enterprises in the South Tongu District, Ghana, and concluded that, those who benefitted significantly from microfinance enjoyed upsurge in their income. Also, Odebiyi and Olaoye (2012) who assessed the role of Microfinance banks in the development of small and medium scale aquaculture enterprises in Ogun State, and concluded that, microfinance banks loan had a positive impact on small and medium scale aquaculture development, and increased the revenue of the farmers. Furthermore, the result is similar to that of Nanor (2008) who evaluated the impact of Microfinance on households' income, profit levels and expenditure on children education for participating households in selected districts in Eastern Region of Ghana. The result revealed that microfinance had a positive impact on the household income of households in Manya Krobo and West Akim districts, while it had no impact on income in Kwahu North, Yilo Krobo districts in the study area.

On the other hand, the study is in disagreement with those of Akande (2012) who examined the impact of micro credit on the performance of women owned micro enterprises in Oyo State and revealed that micro credit did not have a significant improvement on the performance of women owned micro enterprises in Oyo State due to high interest rates and short repayment periods. Also, Abiola, Iyoha and Joseph (2011)'s study which examined the "Contributions of Microfinance to the Development of Micro, Small and Medium Enterprises in Lagos and Ogun states, Nigeria" and concluded that, the asset loan size, asset loan duration and asset loan repayment method had no capacity to improve the Micro Small and Medium Enterprises

Reliability test
Table 6 shows that, the Cronbach Alpha coefficient of the reliability test carried out on the questions used to assess the effect of accessibility to microfinance loan and women traders' income in Akure Metropolis, Ondo State, Nigeria. The reliability of the research instrument, used is higher than 0.7. This means that the results are high and appropriate for social science.

Table 6. Reliability statistics for the research instrument

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.853	.853	18

Source: Field Survey, 2020

Conclusion
It can be inferred from the findings above that microfinance loan enhanced the income of women traders' in Akure Metropolis, Ondo State, Nigeria, however, the enhancement was only moderate. The paper recommended the need for women traders to be given enough funds in order to have enough working capital to run their businesses and given enough time before commencing repayment of loans. The

intention is be able to grow their businesses and increase their incomes beyond a moderate level in order to earn beyond the $1.90 (684 naira) set by UNDP poverty line per day.

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EFFECT OF COMPETITIVE INTELLIGENCE ON PROFITABILITY OF SELECTED AIRTEL OUTLETS IN NIGERIA: THE MODERATING EFFECT OF RESOURCE MUNIFICENCE

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ABSTRACT

The study examined the effect of competitive intelligence on profitability of selected Airtel outlets in Benue and Nasarawa States, Nigeria. The specific objectives of the study were to; analyze the effect of technological intelligence on profitability of selected Airtel outlets; examine the effect of target intelligence on profitability of selected Airtel outlets; to moderate the effect of resource munificence on technological intelligence and profitability and lastly to moderate the effect of resource munificence on target intelligence and profitability. A survey research design was used while questionnaires were used to collect data and analyzed using a hierarchical regression model. Findings revealed that technological intelligence and target intelligence have significant effect on profitability of selected Airtel outlets, resource munificence has significance effect between technological intelligence and profitability whereas, there is no significance effect of resource munificence on target intelligence and profitability. The study thus concluded that competitive intelligence has significant effect on profitability. The study recommended that Airtel outlets should train their employees on effective acquisition and processing of information so that organizations can attain the desired level of performance.

Keywords: Technological intelligence, target intelligence, resource munificence profitability

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Introduction

The dynamism of business environment has necessitated businesses to rely on information in order to achieve their set goals and objectives, (Muthama & Ngugi, 2012). Telecommunication sector has remained one of the strategic sectors that support the actualization of macroeconomic objectives and development in most countries (Salisu & Ibrahim, 2014). Gieskes (2000) asserts that in advanced countries such as Japan, America and France, information and communication technology (ICT) has aided businesses capitalize on information to arrive at a desired level of intelligence which has resulted to increasing rates of performance in terms of productivity, profitability and market share (Majidfa, 2010). In such countries, telecommunication industry has remained competitive because every aspect of business, security, health care and education is tied to effective and efficient network system and at a cheaper rate (Fransman, 1991).

Globally, the telecommunication industry has witnessed accelerated growth and innovation over the past three decades (Adi, 2015). The significance of telecommunication industry to globalization, internationalization and effective coordination of economic activities cannot be overemphasized as it has revolutionized the way and manner in which businesses and human activities are conducted (Adi, 2015). However, in spite the its benefits, the sector globally has witnessed heightened rate of competition between national boundaries as well as political pressures to improve telecommunication services for business and residential purposes, other global challenges include; the fragmented knowledge, closed innovative system which in most cases require innovations to be protected by patent rights, stiff entry barriers as well as slow or sequential innovative processes (Fransman, 1991, 2001). In Nigeria, the telecommunication industry has made reliable developmental progress; from state owned to liberalization, from a weak competition and to one which is grown, and presently to service innovation stage (Adi, 2015). It was estimated that the Nigeria telecommunication sector alone has contributed to GDP increase of 0.62 % in 2002 and 8.53% in 2013 providing both direct and indirect jobs (Bloomberg business week, 2009). Despite the enormous contributions of the sector to the economy of Nigeria, the sector is yet to attain the desired level of performance in terms of profitability (Chidioze, Lawal, & Ajai. 2015). Given the total number of active subscribers in 2018 which stood at 169 million (NCC, 2018), one will literally consider the industry as not only attractive but profitable. Adeola, Adebayo, and Ekejuba (2016), El Rufai (2016) aver that the sector has experienced different challenges ranging from ineptitude, poor service delivery, corruption and inefficient customer services. Airtel company has had cause to change its management and identity almost four times (Olajide, 2005), which could be attributed to the volatile nature of environment. Resource munificence depicts the abundance or otherwise of resources to the organization and has the ability to affect the smooth operations of the organizations in terms of profitability (Davis, 2007). This implies that when resources are readily available such as skills, capital and technology at a cheaper and efficient manner, organizations will attain their desired level of performance (Dess & Beard, 1984). Hence the need for reliable global information which is paramount to global success, whether the need for information is for industry, a product, market or for competition. Competitive Intelligence (CI) has become a worldwide phenomenon which is not limited to few countries. Competitive intelligence is an old phenomenon in regards to business practice and scholarship (Juhari & Stephen, 2006; Bergerom & Hiller, 2002). Competitive intelligence can be traced to the philosophical

views and methodologies which were documented during the early war and also economic scholars, where it was believed to have originated. Juhari and Stephens (2006) stated that the evolution of competitive intelligence was curved out of the military, business administration, government administration, marketing as well as economics. McDowell (2009) defined CI as a problem solving process that consist of information gathering and analysis, interpretation and speculative consideration of future development, pattern, risk and opportunities which is achieved based on human judgment.

Studies have indicated that CI increases performance (Nzewi, Obianuju, M. & Anizoba 2016; Waithaka, Waithaka, Bula & Kimencu 2016; Sepahvand, Nazarpoori & Veisi, 2016; Adidam, Banerjee & Shukla, 2012) Firms competitiveness (Maune, 2014) Market success (Nibakabeho & Kule 2016). However there exist limited empirical evidence on CI and profitability as a construct of performance. Gibson (2008) defines profitability of a firm as the ability to generate earnings from a business. Brigham, Gapenski and Ehrdardt (1999) posit that profitability is the net result of various policies and managerial decisions, thus profitability rates represent the net operating results of the combined effect of liquidity, asset management and debt management. Profitability index generally mean an indication of how a company's profit margin is limited with sales and average capital (Greunings & Bratanovic, 2003). Studies on CI were mostly conducted in the banking sector and manufacturing, with limited studies replicated in Nigeria and in the telecommunications industry. The study also moderated the effect of resource munificence on competitive intelligence and profitability which makes the study quite unique from other related studies. It is in view of the above that the study examined the effect of competitive intelligence on profitability of selected Airtel outlets in Benue and Nasarawa states, Nigeria. The specific objectives were to; analyze the effect of technological intelligence on profitability; determine the effect of target intelligence on profitability, analyze the moderating effect of resource munificence on technological intelligence and profitability and lastly, to analyze the moderating effect of resource munificence on target intelligence and profitability. The study is structured as follows; firstly, the introduction, the theoretical foundation and conceptual framework, the methodology, discussion of results and conclusion, limitations and suggestions for further studies.

THEORETICAL FOUNDATION
The study was anchored on the resource based theory which was propounded by Pfeffer and Salancik (1978). The theory stipulates that the organizations must acquire resources from the environment to survive. In the long run these resources are limited; organizations have to device means of survival which could be through outsourcing, information gathering, mergers and acquisition. The resource based view is a rising and dominant area of strategic literature. It addresses the question of an organization identity and the major focus of the theory is with the source and nature of strategic capabilities. The resource based perspective has an intra-organization focus with emphasis on performance as outcome of firms' specific resources and capabilities (Barney, 1991). The resource based view stresses that successful firms will find their future competitiveness on the development of distinctive and unique capabilities which may be often implicit or intangible in nature (Teece, 1999). Thus the main aim of strategy is defined by the uniqueness of firms' resources as well as the firm's ability to

establish and maintain a profitable market position (Conner, 1991). The Resources based view suggests that competitive advantage and performance are as a result of firms' specific resources and capabilities that are difficult to imitate by rivals these could include skills, technology and raw materials (Barney, 1991). CI to flourish organization must invest in skills of employees and technology, this will help their ability to preempt their rivals and also counteract their moves.

CONCEPTUAL FRAMEWORK
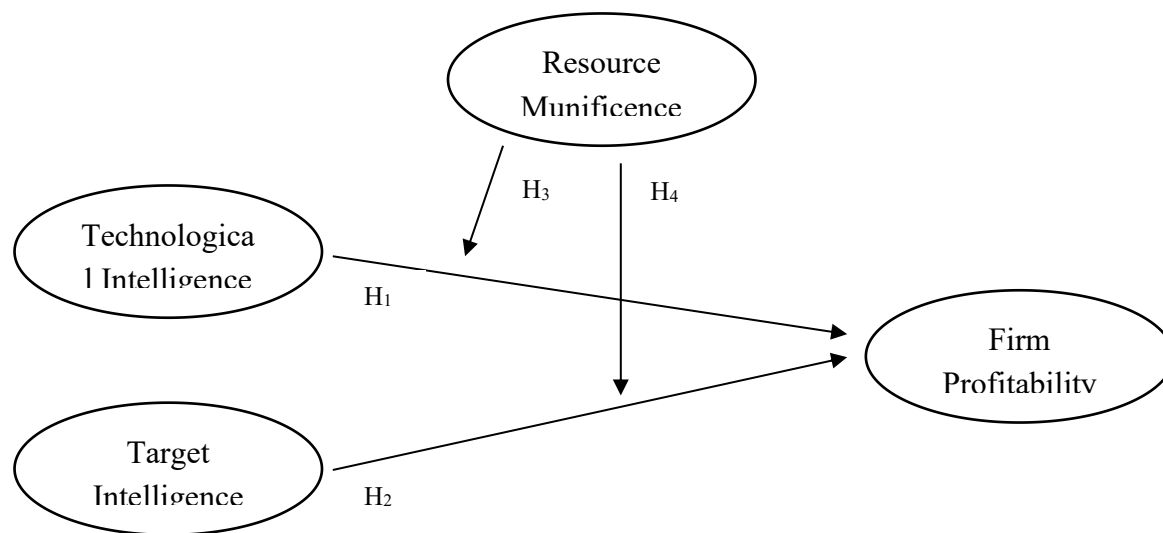
Figure 1: Conceptual Framework of the Study

The concept of competitive intelligence (CI) is multifaceted and as such different scholar's view CI differently. CI is often presented as a process, a function, and a product or in most cases a combination of the three. Gilad (2011) in Beger an Hiller (2002), McDowell, (2009) define CI as a problem-solving process that consist of information gathering and analysis, interpretation and speculative consideration of future development, pattern, risk and opportunities which is achieve based on human judgment. Wright, Eid and Fleisher, (2009): Nzewi, Chiekezie and Anzoba, (2016) define CI as knowledge and information about the environment which is processed by the organization to enable them gain competitive advantage. In a similar vein, Dugal (2001) avers that competitive intelligence constitutes different products; it could be current intelligence, basic intelligence, technical intelligence, early warning intelligence, estimated intelligence, target intelligence and crisis intelligence. Yap and Rashid (2011) describe intelligent products to include; competitor intelligence, economic intelligence, customer intelligence as well as regulatory intelligence. McGonagh and Vellar (2002) further identifies four distinct categories of competitive intelligence to include; strategic oriented, tactic oriented, technology oriented and target oriented competitive intelligence. The present study aligns with the target and technology-oriented intelligence of MGonagh and Vella (2002). These dimensions are used in the study because they constitute the basis for information gathering in Airtel Company.

Technological intelligence and profitability

Technological intelligence is defined as a process that provides required information for improving the performance and development of technology accompanied by innovations, identifying the potential options of new technology hence, reducing the possibility of failure in case of technology inconsistence (Majidfa, 2010). Technical intelligence which is an aspect CI (Hadi & Ebrahimpour, 2014) places much of the emphases on research operations and development of organizations. It comprises of activities, investment in technological and equipments. It entails the ability to critically analyze the external environment, predict both current and future technological trends. Hadi and Ebrahimpower (2014) investigated the relationship between technological intelligence and business performance in Ardabil. The objective of the study was to identify new products and processes of technological intelligence. Findings revealed that a significant relationship between technological intelligence and business performance. Manzini and Nasullaev (2017) conducted a study on technological intelligence practices: A systematic literature review of empirical studies and further research in Cattaneo, the objective of the study was to identify the main characteristics and trends of the literature in the implementation of technology intelligence. Findings revealed that knowledge on technology intelligence is still on embryonic phase.

H_1: Technological intelligence has no significant effect on firm's profitability

Target oriented intelligence and Profitability

Target Intelligence literally focus on a set of existing competitors, analyze their strengths as well as weakness, their current and future activities, their commitment to market fragmentation, tracks patent application and experience (Gilad, 2011). Target Intelligence is often effective when competitors' intelligence efforts are best concentrated on a smaller number of competitors that the firm encounters in different markets (Waithaka, Bula and Kimencu 2016).

Waithaka, Bula and Kimencu (2016) carried out a study on the effect of target-oriented intelligence and performance of firms listed on the Nairobi securities exchange Kenya. The main objective of the study was to analyze the effect of advanced competences that support decision making; findings indicated that target-oriented intelligence practice has significant relationship with the performance in the firms listed on the Nairobi securities exchange.

Nzewi, Obianuju, & Anizoba (2016) explored on competitive intelligence and performance of selected aluminum manufacturing firm in Anambra state, Nigeria. The objective of the study was to ascertain the type of relationship between competitor pricing and customer retention. The findings revealed that competitor pricing has significant positive relationship with customer's retention

H_2: Target intelligence has no significant effect on firm's profitability

Resource munificence

It entails the availability of resources in large quantity or less in the environment and demanded by one or more firms (Dess & Beard, 1984). From the firm level of analysis, the rate of munificence is directly related to a firm's ability to secure critical resource from the environment which is capable of improving performance (Davis, 2007). Munificent significantly affects the growth,

survival strategic choices and performance (Castrogiovanni, 1991; Rajagopalon, Rashed & Datta, 1993). Rajagopalon, Rashed and Datta, (1993) argue that munificent environment such as high growth industries significantly differ from less munificent environment thus low munificence levels tend to adversely affect firms by increasing competition for dwindling resources. Firms devote much attention not only to understanding and mastering threat in a less munificent (Kwandwalla, 1973). However, koberg (1987) revealed that changes in munificence result to frequent administration, personal and strategic changes in educational institution. Staw and Szwajkowski (1975) assert that business operations in a less munificent environment are more likely to commit illegal act.

H₃: The relationship between technological intelligence and firm profitability is moderated by resource munificence

H₄: The relationship between target intelligence and firm profitability is moderated by resource munificence

RESEARCH METHODOLOGY

The research work adopted a survey research design since the aim is to obtain information which can be analyzed, and patterns extracted. The study population consisted of (137) employees of the various Airtel outlets in Benue and Nasarawa States, A convenience sampling technique was used for the selection of outlets while a consensus sampling technique was used to select employees since the population was not large. The method of data collection used in the study was a questionnaire while a hierarchical regression was used to analyze data. Questionnaires administered contained the responses measured with a five-point Likert type rating scale thus using Strongly Agree (SA) =5; Agree (A) = 4; Undecided (UD) =3; Disagree (D) = 2; Strongly Disagree (SD) = 1. This

same type Likert scale was used for performance of Airtel telecommunication company, Makurdi Branch.

VALIDITY AND RELIABILITY

The instruments used for data collection were subjected to validity and reliability test. Validity was achieved using face validity to ensure the questions were appropriate in measuring the constructs as defined in the study while reliability was achieved using Cronbach's Alpha using a pilot study of a sample size of thirty-five (35) respondents. Besides using concise and unambiguous words in framing the language of the measurement scale, the reliability coefficient for the independent variables are as follows: technological intelligence, 0.717; and target intelligence, 0.707 while the overall score for competitive intelligence was calculated as 0.851 while resource munificence is 0.855

Model Specification

The model adopted in this study is based on the assumption that the profitability of selected Airtel outlets is dependent on the level of competitive intelligence in that organization, which led to the formulation of model as follows:

$$PROF = f(CI)………………………………………… (i)$$

$$PROF = a + tech\_intb1 + targ\_ intb2 + e……………… (1)$$

$$PROF = a + tech\_intb1 + (tech\_int* Rm) b2 + e………… (2)$$

$$PROF = a + targ\_intb1 + (targ\_int*RM) b2 + e…………… (3)$$

Where

PROF=Profitability

Tech= Technological

Targ= Target

Int =Intelligence

e= Error term

RESULTS

Regression was used as the data analytic tool to help analyze the relationship between competitive intelligence and profitability while hierarchical regression was used to test the moderating effect of resource munificence on the relationship between technological and target intelligence and profitability. Data preparation led to a final sample size of 117 (after elimination of questionnaires with incomplete data) while preliminary analysis was done to test the assumptions of regression analysis. The result of the preliminary analysis shows that the sample size is adequate going by the suggestion by Tabachnick and Fidell (2007).

Furthermore, the correlation between the independent variables and dependent variable is moderate (correlation between profitability and technological intelligence is 0.522 and between target intelligence is 0.332) while the correlation between technological and target intelligence is relatively low at 0.262 indicating absence of multicollinearity. This is confirmed by the Tolerance values (0.931) and VIF (1.074) for both technological and target intelligence which are within the acceptable limits of <0.1 and 10 respectively making the dataset appropriate for regression modeling. Furthermore, an assessment of the histograms, scatter plot normal P-P plots also indicate the absence of outliers, non-normality and non-linearity reasonably satisfying the assumptions of linearity and normality. This also confirms that the dataset is appropriate for regression analysis. The detailed result of the test of hypotheses is presented in Table 1.

Table 1: Result of Regression Analysis

	Model 1			Model 2		
	B	**T**	**P**	**B**	**T**	**P**
Independent Variables:						
Technological Intelligence (TechInt)	.445	5.805	.000	.458	6.035	.000
Target intelligence (TargInt)	.275	2.611	.010	.279	2.698	.008
Moderating Effect:						
TechInt × Resource munificence				-.273	-2.351	.020
TargInt × Resource munificence				.143	1.430	.155
F		26.008	.000		15.004	.000
FΔ					3.060	.051
R^2		.313			.349	
Adj. R^2		.301			.349	

DV: profitability

Source:

Two models were tested in this study using hierarchical regression analysis. In model one, the independent variables are entered to assess their impact on profitability while in model two, the moderator variable of resource munificence was included in the model to

assess its contribution on the relationship between competitive intelligence, proxied as technological intelligence and target intelligence and firm profitability. With technological intelligence and target intelligence as predictors, the model is

significant at F (2,114) = 26.008, p < 0.001, explaining 31.3% of the variation in firm profitability. Model two included resource munificence as a moderator variable; showing the interaction effect of resource munificence with technological intelligence and target intelligence on firm profitability. F-statistic improves marginally at 3.060 (p=.051) indicating that the inclusion of resource munificence was not significant in the model. However, the variation in firm profitability increases from 31.3% to 34.9% with the model two being significant at F (4,112) = 15.004, p < 0.001.

Based on the result of the regression analysis hypothesis one is rejected indicating that technological intelligence has a significant positive impact on firm profitability as indicated by the following: B = 0.445, t = 5.805, p < 0.001. Hypothesis two is also rejected indicating that target intelligence has a significant positive impact on firm profitability: B = 0.275, t = 2.611, p < 0.01. The moderating effect on the relationship between technological intelligence on profitability is significant (B = -0.273, t = -2.351, p < 0.01) while for target intelligence its influence on the target intelligence and profitability relationship is not significant (B = 0.143, t = 1.430, p = 0.155). However, both the contributions of technological intelligence and target intelligence to firm profitability improved. For technological intelligence the improvement was significant at p < 0.001 from 0.445 to 0.458 while for target intelligence the improvement was significant at p < 0.01 from 0.275 to 0.279.

Findings

a) Technological intelligence has significant effect on profitability
b) Target intelligence has significant effect on profitability
c) Resource munificence moderate the effect of technological intelligence on profitability
d) Resource munificence does not moderate the relationship between target intelligence and profitability.

Discussions of Findings

The objective of the study was to ascertain the predictive effect of technological intelligence on profitability, target intelligence on profitability and the moderating role resource munificence on the relationship between technological intelligence and profitability, the moderating role of resource munificence on the relationship between target intelligence and profitability of selected Airtel outlets in Benue and Nasarawa states, Nigeria.

The regression result shows that technological intelligence has a significant positive effect on profitability, implying that an increase in the rate of technological intelligence by one percent will result in 44.5 percent increase in profitability of Airtel outlets in Benue and Nasarawa states, Nigeria holding all other variables constant. Similar research findings have been reported by Hadi and Ebrahimpower (2014). This implies that if Airtel outlets increase the level of information gathering as regards to latest trends in innovation, equipments, Research and development; it will definitely improve their profitability. The study also revealed that target intelligence as a dimension of competitive intelligence explains the variance in the profitability of Airtel outlets in Benue and Nasarawa state, Nigeria by 27.5 percent increase. This research finding agrees with the study by Waithaka, Bula and Kimencu (2016) who also reported similar research conclusions. The low rate of contribution to target intelligence on profitability of Airtel outlets in Benue and Nasarawa states, Nigeria might indicate that other factors more relevant to explaining profitability exist, which are not

covered in this model. Airtel outlets should therefore, focus on other critical stake holders such as customers, government regulations and suppliers through which important information could be obtained and processed in a manner that will enhance profitability of the company.

Lastly, resource munificence positively moderated the relationship between technological intelligence and profitability of Airtel outlets in Benue and Nasarawa states, Nigeria, the result is consistent with the findings reported by (Castrogiovanni, 1991; Rajagopalon, Rashed & Datta, 1993) suggesting that munificent significantly affects the growth, survival, strategic choices and profitability. The implication of this finding is that the abundance of key resources necessary in the environment such as skills and technical component will positively influence technological intelligence towards increase in profitability of Airtel outlets in Benue and Nasarawa states, Nigeria. However, the moderating relationship of resource munificence on target intelligence and profitability was not significance; this implies that resource availability in terms of capital and skills available to Airtel outlets does not in any way affects the company's ability to acquire target intelligence towards enhanced profitability. This finding is consistent with the results from Irin et al (1998) who investigated the effect of technological adoption in hospital sector, including resource munificence as a moderator on the relationship between technology and performance, result revealed a negative relationship

Conclusion
The study was carried out to ascertain the effect of competitive intelligence on profitability of selected Airtel outlet in Benue and Nasarawa states, Nigeria. Specific objectives were to (i) determine the effect of technological intelligence on profitability; (ii) ascertain the extent to which target intelligence affect profitability; (iii) analyze the moderating effect of resource munificence on technological intelligence and profitability; (iv) determine the moderating effect of resource munificence and target intelligence on profitability. A survey research design was adopted for the study. Data was presented in tables and analyzed using hierarchical regression analysis. Study findings revealed that technological intelligence has significant effect on profitability; target intelligence has significant effect on profitability; resource munificent significantly moderate the effect of technological intelligence on profitability and while results revealed that resource munificence has no significant effect between target intelligence and profitability.

Recommendations
The study made the following recommendations:

a) Technological intelligence contributes effectively on profitability of Airtel outlets in Benue and Nasarawa state, hence the need for the company to retrain its employees on effective acquisition and processing of information that will enhance profitability of the company.

b) Because the effect of target intelligence on profitability is minimal, Airtel outlets can afford to invest less on information about the activities of competitors as it has marginal effect on profitability.

c) The study also recommended that since resource munificence moderates the effect between technological intelligence and profitability, Airtel outlets should identify effective and efficient ways through which resources can be acquired and utilized

that will give them an edge in terms of intelligence associated with technology to enhance their profitability.

d) Based on the study findings that resource munificent does not significantly moderate the effect of target intelligence on profitability, Airtel outlets needs not be skeptical of resources as it has no impact on the company's' ability to obtain relevant information about competitors that will affect its profitability.

Implications of the Study

The study was able to present a model of competitive intelligence showing that both technological and target intelligence has a significant effect on firm profitability, with technological intelligence having the most significant effect as compared to target intelligence. The study was able to establish that the abundance of resources does not contribute significantly in the relationship between target intelligence and firm profitability while at the same time, having a significant effect on the relationship between technological intelligence and firm profitability. Therefore, Airtel outlets Benue and Nasarawa states, should concentrate more on information gathering and processing especially as it pertains to innovations and skills so as to arrive at the required intelligence that will enhance profitability of the company.

Limitations and Suggestion for Further Study

The study is limited to the use of technological intelligence and target intelligence as proxies of competitive intelligence while profitability was used as a proxy of firm performance. Future studies could use other proxies for competitive intelligence and firm performance. Also, resource munificence was used as a moderator

of the study. Other studies could explore other moderators in assessing the relationship between competitive intelligence and firm performance. They study was also carried out in Telecommunications industry, others sector such as Health and nonprofit organizations could be explored.

Contribution to Knowledge

The study no doubt has contributed to the existing wealth of knowledge by adopting a modified model of MGonagh and Vella (2002) on competitive intelligence expanding it to include resource munificence as a moderator between competitive intelligence and firm profitability. Another contribution of the study includes testing the model developed in the telecommunications sector different from the normal sector studied in the Nigerian sectors. Therefore, the model conclusively indicates that technological intelligence and target intelligence are significant predictors of profitability. Thus, the study will enable telecommunication sector to concentrate more on information acquisition and processing of technological intelligence as ell as target intelligence to increase their profitability.

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IMPACT OF EMPLOYEE INVOLVEMENT ON ORGANIZATIONAL EFFECTIVENESS (A STUDY OF UNILEVER PLC AND NIGERIA BREWERIES COMPANY ABA, ABIA STATE)

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ABSRTACT

This study examined the impact of employee involvement on organizational effectiveness (A Study of Unilever Plc and Nigeria Breweries Company Aba Abia State). The study sought to determine the impact of employee recognition on organizational performance, assess the effect of employee empowerment on organizational growth, determine the relationship between employee involvement and organizational effectiveness and ascertain the challenges of employee involvement in organization. This research adopted a descriptive survey design. Primary and secondary data were used for data collection. The population constituted the entire staff of Unilever Plc and Nigeria Breweries Company Aba which is 190. Thus, the sample size of the study was 128 respondents which were administered and 122 were realized. This translates to a response rate of 95.3%, which constituted the basis of this study. The study employed Pearson correlation coefficient, ANOVA test, simple and multiple regression analysis to test the hypotheses of the study. The result of ANOVA test was between employee recognition on organizational performance. We accept the alternate hypothesis that the regressed equation is significant, the F-cal value was 344.632 while F tabulated value was 3.901. This means that F-cal was greater than F-Tab. which states that there is a significant impact on employee recognition on organizational performance. The result of correlation has the value of 0.682 with p-value 0.001< 0.05 which implies that there is 68% relationship between employee empowerment and organizational growth. Which states that employee empowerment does significantly affect organizational growth. The study concluded that there is a positive relationship between employee involvement and organizational effectiveness. The study recommended that since employees are the engine house of every organization Management should involve their employee when embarking on results in long-term benefits so as to enable them achieves organizational objectives and goals.

Keywords: Employee Involvement, Organizational Effectiveness and Organizational Performance

INTRODUCTION

1.1   Background of the Study

Organization effectiveness has been recognized globally as the engine of economy growth and development. Organizations contribute to improved living standards, bring about substantial local capital formation, and achieve high levels of productivity and capability. Organizations are recognized as the principal means of achieving equitable and sustainable industrial diversification and dispersal, organizations are the panacea for the problem of slow economic development among developing countries like Nigeria (Olowe, Moradeyo and Babalola, 2013). Today's business environment is rapidly changed with increasing turbulence and uncertainty. Such external circumstances do not allow reliable prediction of the future and creating long-term plans. Companies are under pressure to seek new strategies and to make quick decisions to overcome the changes. As the rate of change increases, so does the need for fast and immediate response, which implies higher organizational flexibility. Such conditions increase the importance of the involvement of talented employees and their input into the management process (Ofoegbu, Akanbi and Joseph, 2013).

Though involving employees in decision - making and problem solving, primarily is due to the need of the organization to develop cross-functional relationships and exploiting the total potential of employees towards enhancing organizational effectiveness. The issue of employee involvement is becoming important day by day in almost every organization. Employee involvement had become an important factor of organizational effectiveness. Employee involvement is through participation of employees to support an organization to fulfill it aims and missions and also achieve its objectives by providing

their efforts in problem solving and decision making (Bullock and Scontrino-Powell, 2002). Employee involvement is usually not an objective of any organization however it is a management style or culture of an organization which results in long-term benefits.

Employee involvement is all about making an enabling environment in which individuals have an impact on actions and decisions that influence their occupations. Thus the management team should be proactive in addressing the needs of employees who are considered the organization greatest asset. Applied management researchers have cited numerous beneficial outcomes of involving employees in organizational effectiveness which include: enhanced managerial decision-making ability, change in attitude about work, better welfare of workers, reduced expenses through reduction of waste, intent to stay, motivation, commitment, creativity, empowerment and job satisfaction (Apostolou, 2000; Freeman and Kleiner, 2005).

A sense of responsibility is created in employee involvement. It indicated the level of commitment of employee (Amah and Ahiauzu, 2013). Job satisfaction and intrinsic motivation impacts employee involvement and employee involvement focuses transferring decision making at lowest level of an organization (Lawler, 1994). Organizational effectiveness is positively affected by employee involvement. Employee involvement or participation in decision-making is a concept that has not been widely understood and accepted by many as forming a very important part of human relations in organizations (Vera, 2001).

Thus impression given by those who propose it is that it will eliminate conflicts and disagreements between the employees and

management body when it comes to implementation and compliance since decisions are taken both in the interest of the employee and the organization as a whole (Weiss, 2005). Employee participation if practiced would ensure a favorable atmosphere for implementation would be created as staff would have a feeling of trust and a sense of belongingness and therefore take ownership of decisions and see to its successful implementation.

Those against the concept of employee involvement in decision-making, view it as a waste of time, lowering of efficiency and weakening the effectiveness of management (Apostolou, 2000). To another group of managers, it could be a manipulative technique to get employees to do what has been decided by deluding them into thinking they have a say in the decision process when in actual fact they are only being told to do what has already been decided (Lin, 2006). It is the employees that make things happen. They put their shoulder to the wheel to get the organization's effectiveness and machinery moving. Without their contributions everything comes to a standstill and the effectiveness of the organization cannot be efficiently and effectively achieved. They should, therefore be given the recognition as the most important resource (asset) in the organization (Cotton, 1993).

When this is done employee involvement it is believed would lead to an increase in organizational effectiveness and also the achievement of the objectives of the organization. In these days of keen competition, to achieve growth and stability, eliciting employee's commitment towards achievement of organizations goals is very crucial. The greatest challenge facing management of organizations is how to effectively motivate and involve employees towards achieving organizational goals and effectiveness. It is on this premise that this study set out to examine the impact of employee involvement on organizational effectiveness (A Study of Unilever Plc and Nigeria Breweries Company Aba Abia State).

1.2 Statement of the Problem

In recent times, a number of organizations both local and international have witnessed a number of industrial conflicts and worker agitations which has led to confrontations between management and staff with some very dire consequences. Decision-making in organizations has been the perverse of top management without the involvement of those on the lower rung of the ladder of management, yet they are the very ones expected to see to the implementation of these decisions. The non-involvement of lower level management in decision-making also means that vital input from employees is often not factored into decisions made. This gives rise to the problems that are experienced in organizations when it comes to the acceptance of these decisions and its implementation because employees feel slighted and of no importance because their views were not sought.

They also do not feel as being part of the decision process but rather decisions are taken and 'pushed down their throats'. This leads to resistance to compliance or a lackadaisical attitude to implementation as this is detrimental to their welfare and the growth, sustainability and survival of the organizations. Non-involvement of employees in the decision-making process could lead job dissatisfaction and decrease in organizational effectiveness which eventually would lead to lost man hours, low productivity among others that would adversely affect the fortunes of organizations and eventually the gross domestic product of the nation at large. However, as organizations are grappling with the problem of involvement of employees in effective decision-making, against this

background, the topic under consideration would seek to research and identify the main causes and effects of low or non-participation/involvement of employees towards organization effectiveness and recommend appropriate measures to address them. Against this backdrop, this study intends to examine the impact of employee involvement on organizational effectiveness (A Study of Unilever Plc and Nigeria Breweries Company Aba Abia State).

1.3 Objectives of the Study

The broad objective of this study is to examine the impact of employee involvement on organizational effectiveness (A Study of Unilever Plc and Nigeria Breweries Company Aba Abia State). Other specific objectives are to:

i. determine the impact of employee recognition on organizational performance.
ii. assess the effect of employee empowerment on organizational growth.
iii. determine the relationship between employee involvement and organizational effectiveness.

1.4 Research Questions

i. What are the impacts of employee recognition on organizational performance?
ii. What are the effects of employee empowerment on organizational growth?
iii. What is the relationship between employee involvement and organizational effectiveness?

1.5 Research Hypotheses

Ho_1: There is no significant impact of employee recognition on organizational performance.
Ho_2: Employee empowerment does not significantly affect organisational growth.
Ho_3: There is no positive relationship between employee involvement and organizational effectiveness.

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework
2.1.1 Employee Involvement

Employee involvement is a process of participation and empowerment of employees in order to use their input towards achieving higher individual and organizational performance. Involvement refers to the employee participation in decision making and problem solving, and increased autonomy in work processes. As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work. Basic dimensions of involvement are: employee participation (as individuals or in teams), empowerment and self-managed teams. Employee participation is a management initiative and, as a concept means that the employees are given the opportunity to discuss issues relating to their work, to influence managerial decisions, but management reserves the right to govern (Sumukadas, 2006).

2.1.2 Definitions of Employee Involvement

Employee involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization.

Chartered Institute of Personnel and Development (CIPD, 2001): see employee involvement as 'a range of processes designed

to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives'. Employee participation is also defined as 'a process of employee involvement designed to provide employees with the opportunity to influence and where appropriate, take part in decision making on matters which affect them'. Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. It is not the goal nor is it a tool, as practiced in many organizations.

In organizations there are some forms of employee involvement. Formal participation is when employee is involved through recognized structure. Whereas informal participation arises when unplanned involvement is occurring (Amah and Ahiauzu, 2013).

2.1.3 Empowerment

Thus, various researches and studies have found that employee empowerment leads to a truly nurturing environment where the employees can learn, grow, improve and enhance their functioning or performance abilities. Employee empowerment also provides for creating an environment of trust, importance in the eyes of the employees and since it enhances the capability of the respective employees; the same also leads to the creation of a positive work environment within the organizational set up. Empowerment means that all employees feel that they have the responsibility and authority to participate in decision-making and problem solving in their appropriate operating levels. It is obvious that a whole company of skilled and capable problem solvers will have a distinct competitive advantage over an organization that only a few key distributors and an array of drones (Apostolou, 2002).

Team Orientation

Team orientation is functioning supportively for one common goal which usually all staff members feel mutually dependable. This company relies on group strengths to get function accomplishment (Denison, Janovics, Young, and Cho, 2006). A group of members they work together to accomplish a unified goal. They work for a joint reason, set of objectives and goals and they all are equally responsible (Katzenbach, Jon, Smith, Douglas, 1993).

Organizational Effectiveness

Organizational effectiveness is described as the efficiency through which organization is capable to completely achieve its objectives. Effectiveness is wide concept also it is hard to quantity in organizations (Daft, 2000). Effectiveness is particular organization's productive fulfilment of reasons via primary strategies (McCann, 2004). Organizational effectiveness is a firm's long-term capability to attain constantly its ideal and operative goals (Fallon and Brinkerhoff, 1996).

Decision-Making

Decision-making makes it possible to adopt the best course of action in carrying out a given task. It becomes necessary to find out the best way when there are different ways of performing a task and the action finally selected should produce the best results and should be acceptable to both the workers and management (Rastogi, 2013).

2.1.4 Methods of Employee Involvement

There are several keys to involvement among which are financial and job security. Share ownership and profit distribution plans can help to foster an interest in a company's affairs at the competitive level which is often hard to get across in the normal day-to-day routine of workplace activity. Apostolou (2000) stresses that regards to job security, having no doubts that one will still be with the

company for a long time to come are likely to encourage a sense of belonging. Methods of getting employees involved are many and varied and these include suggestion systems, teams, focus groups, surveys, self-directed work groups, incentive programmes among others. The aim is to determine the most effective option that will be linked to specific organizational goals. Certain key actions need to take place to be able to implement employee involvement. These, according to Apostolou are: Giving the employee the responsibility, training the employee to accept responsibility, communicating and giving feedback and giving rewards and recognition.

Workers are being asked by management to join employee involvement programmes in order to improve the quality of their work lives by making the case that the days of destructive adversary, labour management relations are over and that a ruthless competitive economic world requires that workers and management cooperate so that both survive.

Participation of workers in decision-making process has resulted in successful value creation in many organizations. Though the extent to which employees should participate in organizational decision making is still a matter of debate. Some say that workers' union should participate with management as equal partners while some believe in restricted or bounded participation, that is, participation of employees or workers to a limited extent. However, Prachi (2016) posited number of ways through which employees can participate in decision-making process of any organization

- **Participation at the Board Level:** Representation of employees at the board level is known as industrial democracy. This can play an important role in protecting the interests of employees.

The representative can put all the problems and issues of the employees in front of management and guide the board members to invest in employee benefit schemes.
- **Participation through Ownership:** The other way of ensuring workers' participation in organizational decision making is making them shareholders of the company. Inducing them to buy equity shares, advancing loans, giving financial assistance to enable them to buy equity shares are some of the ways to keep them involved in decision-making.
- **Participation through Collective Bargaining:** This refers to the participation of workers through collective agreements and by deciding and following certain rules and regulations. This is considered as an ideal way to ensure employee participation in managerial processes. It should be well controlled otherwise each party tries to take an advantage of the other.
- **Participation through Suggestion Schemes:** Encouraging your employees to come up with unique ideas can work wonders especially on matters such as cost cutting, waste management, safety measures, reward system, etc. Developing a full-fledged procedure can add value to the organizational functions and create a healthy environment and work culture. For instance, Satyam is known to have introduced an amazing country-wide suggestion scheme, the Idea Junction. It receives over 5,000 ideas per year from its employees and company accepts almost one-fifth of them.
- **Participation through Complete Control:** This is called the system of self-management where workers union acts as management. Through elected boards, they acquire full control of the management. In this style, workers directly deal with all aspects of management or industrial issues through their representatives.

2.1.5   Forms of Employee Involvement

Employee involvement programmes can take a variety of forms including job participation, consisting of permanent programmes in which employees take a formal, direct role in decisions relating to job issues; consultative participation, including long term interventions like quality circles and employee suggestion schemes, in which employees' opinions are sought as managers engage in decision-making. It could also use representative participation, in which employees elect councils or board members to represent their interests to management or downward communication, through newsletters and team briefings and various forms of financial participation via gain-sharing, profit-sharing and employee-ownership schemes (Lawler, 1996)

Mahmood (2008)postulated on three major forms of employee involvement:

- **Participative management** a process in which subordinates share a significant degree of decision-making power with their immediate superiors
- **Representative participation** a system in which workers participate in organizational decision making through a small group of representative employees. However, the two most common forms representative participation takes are works councils and board representatives.
- **Quality circles** a work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions and take corrective actions.

2.1.5   Benefits of Employee Involvement

It is to be noted that not everyone subscribes to this positive view of participatory democracy or to the benefits of direct participation in the workplace. As literature on participative management and employee involvement accumulated, a wide range of benefits was elaborated, and organizations were encouraged to adopt a variety of participation strategies, and to cultivate a culture of participation (Denison 1990). Kanter (2000), for example, pointed out that a participatory work environment is theoretically more effective at enhancing innovations than traditional bureaucratic structures because it promotes the sharing of product knowledge between managers and workers, who are closest to the products being made and work being done and therefore more likely to develop strategies and suggestions for better quality items.

2.2   Theoretical Framework

This research reviewed one theory linked to employee involvement, the Theory X and Y,.

2.2.1 Theory X and Y by McGregor

McGregor (1960) in his edition titled the human side of enterprise, pioneered Theory X and theory Y style of management. He introduced and discussed the pivotal concepts and varying assumptions regarding the nature of humans in organization on the tenets of Theory X and Theory Y management approaches. Thus, McGregor (1960) proposed that leaders guided by Theory Y operated under a set of suppositions which he identified as classical management and he postulated that ordinarily humans prefer to be controlled, shun responsibility and lack ambition. These presuppositions therefore, led managers to oppose to give employees control over their work environment. Theory X managers place priority on the chain of command, they promote motivational methods of punishment or reward and observe close control of employee behaviour. Thus, this assumptions led McGregor (1960) to conclude that classical management style was retrogressive and hindered achievement of organizations goals.

Based on this inference, Mcgregor (1960) advanced a differing set of managerial presumption referred to as Theory Y leadership style. Theory Y promotes a participative and involvement management style and advocates self-control, self-direction and commitment of employees to organization success. In addition, Theory Y leaders presume that individual are committed to work and that have the capacity to seek for solutions to work related challenges (Hindle, 2003). Leaders who practice Theory Y, also assume that employees are intrinsically motivated to work and thus managers prefer to delegate authority down the chain of command. Managers give individuals autonomy and also work is designed to provide enough opportunity to employees to enable them be creative and innovative. Also, managers who adopts Theory Y, design the organization environment so that individual goals are linked to the overall organizational goals, resulting in greater creativity and productivity. Thus Theory Y leadership places priority on the nature of relationships that promotes employer and employee relationships, creation of conducive environment that enhances commitment to organization and enables employees exercise initiative, ingenuity, and self-direction (McGregor, 1960).

Significant application of Theory Y to this research is that it supports employee involvement because managers who practice it tend to involve employees when making decisions, and value not only results but relationships (Sergiovanni, 1999). Thus, for employee involvement to work in organizations, priority has to be given to developing a positive, enabling and conducive work environment for the adaptation of a participatory style of management (Sergiovanni, 1999).

2.3   Empirical Review

Theodosia (2010) study focus on developing economies, Ghanaian industries are facing competitive pressures and rapidly changing market conditions. Decision-making and its implementation is therefore very crucial to the fortunes of any organization as it is through the successful implementation of policy decisions that the goals and objectives of an organization can be achieved to improve organizational performance. Employees are the fuel that runs the engine of the organization and it is believed that their non-involvement in the decision-making process creates tensions between management and staff. It leads to lost man hours among others which adversely affect the fortunes of the organization. This study, therefore, sought to determine the impact of employee involvement as a management tool in decision-making and its implementation in organizations by determining the causes of low employee involvement in decision-making and the consequences of such action on implementation of decisions. The type of research design for this study is exploratory and it relied on secondary information such as reviewing available literature and primary data. The research findings suggested that employee involvement in decision-making contributes to effective decision implementation and also creates an enabling environment for creativity and growth as employees see themselves as stakeholders and owners of the decision making implementation smooth. It was also revealed from the research that when employees see themselves as not being part of the decision-making process, they become discontented and apathetic which is likely to adversely affect organizational performance. It is recommended that employees' views are sought on matters that affect their lives and work and they should also be empowered to

take decisions through which they will have a sense of self-worth and a feeling of belonging that will make them give of their best in the organization.

Sofijanova1 and Zabijakin (2013) study explores the relationship between employee involvement in decision making and problem solving and perceived organizational performance. Simultaneously, the concept of employee involvement was analyzed by embedding it within a national culture context. The data were collected from a survey of 36 companies belonging to the Macedonian manufacturing industry. A hypothesis testing was carried out with a quantitative method and statistical analysis of data. The result shows that the effective use of employee involvement is positively related to perceived organizational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams have a direct and statistically significant correlation to the managerial perception of the organizational performance. Conclusions: According to the aforementioned results, the companies are encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness on the regional and global market.

Saeed (2016) study examine the impact of employee empowerment, team orientation and capability development on organizational effectiveness. Respondents were 130, quantitative research was conducted. Correlation, Multicollonearity and Regression were applied to analyze the data. The independent variable, "employee involvement" was measured by empowerment, team orientation, and capacity development. The dependent variable was "organizational effectiveness". Significant and positive relationships were observed in all hypotheses. The progress of employee empowerment, team orientation and capability development

would increase the organizational effectiveness.

Ojokuku (2014) study examined the effect of employee participation in decision making on performance of selected SMEs in Lagos, South Western Nigeria. Data was sourced from one hundred and twenty nine (129) employees and twenty seven (27) owner/managers of the randomly selected SMEs, with the aid of questionnaire. The data generated were statistically analyzed using descriptive and inferential statistical tools. Results showed that, overall, employee participation in decision making had significant positive impact on organizational performance in the SMEs, with ($\beta = 0.597$, t = 6.572,)

2.4 Summary of the Related Literature
The impact of employee involvement on organizational effectiveness cannot be overemphasized. This study dwell extensively on conceptual framework, employee involvement, definitions of employee involvement, forms of employee involvement, benefits of employee involvement, adverse effect of employee involvement, method of employee involvement and four key strategies of employee involvement and challenges of employee involvement. This research reviewed one theories linked to employee involvement, Theory X and Y,

2.5 Gap in Literature
Many researchers have written exhaustively on the employee involvement and participation. In this paper the researcher presented and discussed many ideas that are related to the employee involvement and participation in Abia State. Several authors has propounded on this study in different study areas, but most of them were conducted in the developed countries, but unfortunately there are limited studies in developing countries that attempted employee

involvement and organizational effectiveness to the best of my knowledge, there is no such study that has been made on employee involvement and organizational effectiveness in Abia State, so the researcher attempt to investigate the impact of employee recognition and employee empowerment on organizational performance for the first time, however the researcher filled the gap for the first time by examining the impact of employee involvement on organizational effectiveness in Unilever Plc and Nigeria Breweries Company Aba Abia State.

METHODOLOGY

3.1   Research Design
This research adopted a descriptive survey study design to accurately and systematically describe the effect of employee involvement on job performance at Unilever Plc and Nigeria Breweries Company Aba Abia State. This approach adopted an in depth exploration of data on the nature of the problem. Descriptive research design involves querying the selected population about a certain issue and allows the researcher to collect information on the actual state of the phenomenon at the time of the study.

3.2   Sources of Data
This study adopted two sources of data collection which are primary data and secondary data.
Primary Source
 The primary data obtained information through questionnaire and observation from the employees and management of Unilever Plc and Nigeria Breweries Company Aba Abia State **Secondary Source**
Secondary data got information from files, pamphlets, office manuals, circulars and policy papers. Besides, variety of books, published and/or unpublished government documents, websites, reports and newsletters were reviewed to make the study fruitful, Journals, textbooks and internet.

3.3   Population of the Study
The study targeted two manufacturing firms in Abia state, Unilever Plc and Nigeria Breweries Company Aba. The population constituted the entire staff of Unilever Plc and Nigeria Breweries Company Aba which is 190 in total. The target population was largely homogeneous and comprised of top level managers, middle level managers and lower level managers in the company.

Table 1.0 Population Table

Firm	Number of Employees
Unilever	89
NBC	101
Total	**190**

Source: Researchers Computation, 2021

3.4   Sample Size Determination
Sample refers to the selected members of the entire population selected in the course of the study; the proportional sample size determination formula at 95% level of confidence was used. To get the sample size, a formula propounded by Taro Yamane (1964) was used.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N   =   population of the study (190)
$(e)^2$ =   margin of error i.e 5% (0.05)
n   =   sample size
I   =   Constant

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{190}{1 + 190(0.0025)^2}$$

$$n = \frac{190}{1 + 0.475}$$

$$n = \frac{190}{1.475}$$

$n = 128$

Thus, the population of the study was 128 respondents.

3.5   Sampling Technique
The simple random sampling method was therefore used to gather information from the respondents. This method was used because it assigns equal probability to each unit of the population to be included in the sample. It is the simplest of the probability sampling techniques and its simplicity makes it relatively easy to interpret collected data. It is also free of classification error and it requires minimum knowledge of the population other than the frame. For completeness and consistency of responses, data coding and entry as well as tabulation techniques were used for easy analysis.

3.6   Description of the Research Instrument
As stated earlier, a sample of one hundred (128) respondents was used and data was collected by means of structured questions that were self-administered and personal interviews. Structured questionnaires were used to reduce cost, save time and avoid prejudice. The questionnaire centered on issues related to employee involvement and organizational effectiveness. The questions comprised closed and open-ended questions. The open-ended questions were used when it became necessary for respondents to provide additional information. The main instrument for data collection was a structured questionnaire designed in a 5-point Likert scale of strongly agree (5), agree (4), neutral (3) strongly disagree (2) and disagree (1).

3.7   Validity of the Instrument
The validity test used in this research work was content validity. Content validity is the extent to which the instrument measures the overall appearance and subject matter in line with the objectives of the study. In other words, the items or statements made should reflect the purpose of the envisage problem of the research study (objectives). And this was done by the supervisor and other lectures in the Department of Business Administration who are expert in the field.

3.8   Reliability of the Instrument
The reliability of the instrument was determined through test re-test method by distributing copies of the instrument to staff of the various firms and a repeat administration was done to same employee in the firm. The two set of scores were correlated using Pearson product moment correlation coefficient.

3.9   Method of Data Analysis
The data obtained was analyzed using descriptive analysis approach for the general information. Data collected was then categorized and analyzed to identify relationships and emerging themes. The data was cleaned, coded by assigning only one code to each category for clarity and keyed in for computer assisted analysis. The findings were presented using tables. Measurement for the variables was done using Pearson correlation coefficient, ANOVA test, simple and multiple regression analysis to establish the impact of employee involvement on organizational effectiveness.

3.10   Data Presentation of Results/Discussion
Table 3.1 Return of Questionnaire

Departments	Distributed Questionnaire	Returned Questionnaire	Percentage

Unilever Plc	57	54	42.2
NBC	71	68	53.1
Total	**128**	**122**	**95.3**

Source: Field Survey, 2021.

A total of 128 questionnaire was administered to Unilever Plc and NBC and 122 were realized. This translates to a response rate of 95.3%, which constituted the basis of this study.

Test of Hypotheses

Ho$_1$: **There is no Significant Impact on Employee Recognition on Organizational Performance.**

ANOVA test on Employee Recognition on Organizational Performance
Coefficient Table[a]

Model	Sum of square	df	Mean square	f. cal	f- tabs	Remark
Regression	5.1013	1	1.5058	344.632	3.901	Reject
Residual	8.5229	121	0.4611			Null hypothesis and accept alternate hypothesis
Total	13.6242	122				

Source: Field Survey, 2021

The table above show the ANOVA test between employee recognition on organizational performance. We accept the alternate hypothesis that the regressed equation is significant, the F-cal value was 344.632 while F tabulated value was 3.901. This means that F-cal was greater than F-Tab. So, the null hypothesis is rejected and the alternate accepted thus, states that there is a significant impact on employee recognition on organizational performance. Cotton (1993) stresses that employee should, therefore be given the recognition as the most important resource (asset) in the organization towards achieving organizational goals and objectives.

Ho$_2$: **Employee Empowerment does not significantly Affect Organisational Growth.**
Correlation coefficient on Employee Empowerment and Organizational Growth

	Organizational Growth	Employee Empowerment
Organizational Growth	1	0.682 (.001)
Employee Empowerment	0.682 (.001)	1

Source: Field Survey, 2021.

The analysis of the result shows that correlation has the value of 0.682with p-value 0.001< 0.05which implies that there is 68% relationship between employee empowerment and organizational growth. We therefore reject the null hypothesis and accept

otherwise, which states that employee empowerment does significantly affect organisational growth.This findings is related to the findings of Seed (2006) he posited that the progress of employee empowerment, team orientation and capability development would increase the organizational effectiveness.

Ho₃: **There is no positive relationship between employee involvement and organizational effectiveness.**
Correlation coefficient on employee involvement and organizational effectiveness.

	Organizational Effectiveness
Organizational Effectiveness	1
Employee Involvement	0.690 (.000)

Source: Field Survey, 2021.

The analysis of the result shows that correlation between employee involvement and organizational effectiveness has with r = 0.690 with p-value 0.000< 0.05 which implies that there is 69% relationship between employee involvement and organizational effectiveness. We therefore reject the null hypothesis and accept otherwise, which states that there is a positive relationship between employee involvement and organizational effectiveness. The progress of employee empowerment, team orientation and capability development would increase the organizational effectiveness. Saeed (2016)stated that there is Significant and positive relationships on employee empowerment, team orientation and capability development on organizational effectiveness.

Summary of Findings
The study examined the impact of employee involvement on organizational effectiveness (A Study of Unilever Plc and Nigeria

Breweries Company Aba Abia State). From the findings of the study, it was revealed that:
i. There is a significant impact on employee recognition on organizational performance
ii. Employee empowerment does significantly affect organisational growth
iii. There is a positive relationship between employee involvement and organizational effectiveness.

Conclusion
The outcomes of this study undoubtedly point out that there exists association among employee involvement and organizational effectiveness. From the findings of the study it revealed that employee empowerment does significantly affect organisational growth. Organizations that transfer authority and power to their employees do well as compared to the one who does not transfer. Organizations that follow team work structure perform well and are effective rather than non-team work structure. The study further revealed that there is a positive relationship between employee involvement and organizational effectiveness.The study finally concluded that there is a significant impact on employee recognition on organizational performance in Unilever Plc and Nigeria Breweries Company Aba Abia State.

Recommendations
i. Organization should give accolades to hard working employee, and as well know the right time and the type of recognition that motivates the employee which will encourage the employee to work well and increase productivity on the market.
ii. Employees' views are sought on matters that affect their lives and work and they should also be empowered to take decisions through which they will have a sense of self-worth and a

feeling of belonging that will make them give of their best in the organization.

iii.   Since employees are the engine house of every organization Management should involve their employee when embarking on results in long-term benefits so as to enable them achieves organizational objectives and goals.

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INNOVATION AND PERFORMANCE OF TELECOMMUNICATION FIRMS IN MAKURDI

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ABSTRACT

The study broadly examines innovation and performance of Telecommunication firms in Makurdi Metropolis. The study adopted descriptive survey research design method. A census sample size of 213 respondents was adopted from the population of 213 employees of four GSM Telecommunication firms in Makurdi Metropolis. Primary data was gathered from using questionnaire which is structured in five likert scale; (1= strongly disagree, to 5 = strongly agree) and it was self-administered to the respondents of the said firms. Multiple regression analysis technique was adopted with the aid of SPSS for analysis of the hypotheses in the study. The findings demonstrated product innovation is a critical driver for market performance, which also acts as a bridge carrying positive impacts of financial performance.

1.1 INTRODUCTION

Early studies claim that growth in many countries could be partly explained by business performance. The remainder is attributed to the 'Solow residual', which is interpreted as a measure of business performance after the seminal work of Solow (1957); since then, an extensive literature developed and attempted to explain this residual with technical changes (Fazlıoğlu, Dalgıç & Yereli, 2016). However, it was still unable to fully explain business performance. As the information on innovation was not employed and driven by these facts, complementary research emerged to explain the linkage between innovative activity and business performance. Innovation is the search for new way of doing things and commercialization of new processes and structures to enhance organizational performance (Fazlıoğlu, Dalgıç & Yereli, 2016). Innovation effect on business performance can be heterogeneous among firms; and thus, to examine the nexus between innovation and business performance, it is imperative that firms should be taken as the unit of observation.

Far from being a concern of advanced countries alone, benefits from innovative efforts in terms of the firm performance gains importance specially for developing regions of the world, as innovation activity is costly for such countries due to their scarce resources in terms of technology and human capital. Motivated by these facts, with the increasing competitive business environment, the need for organizations to put in place systems and processes that will guarantee appreciable business performance for the interest of her stakeholders became imperative. To this end, several solutions were developed to ensure that desired organizational outcomes were achieved despite the environmental dynamics (Fazlıoğlu, Dalgıç & Yereli, 2016).

1.2 Statement of the Problem

The world today has undergone massive changes. Both emerging and developed economies are focusing on innovation, competing globally for talent, resources, and market shares. Innovation in mobile service provision is becoming an everyday phenomenon in Nigeria and beyond. Stiff competition among existing players has left firms with no option but to find ways to attain a competitive advantage through innovation. The telecommunication sector is going through re-packaging of mobile service to satisfy the ever-increasing needs of customers and ward-off competition from the industry. More service providers are increasingly offering new products and services that are meant to keep existing customers to their brands and heighten the switching cost of abandoning their network/services. This does not seem to be paying off as more and more customers are switching freely on daily basis between networks without recourse to the huge investment in pioneering new features of the existing products that is meant to keep them to the brand. This has made telecommunication firms to diversify into other unrelated businesses as a way of differentiating themselves from other firms in the market.

1.3 Objective of the Study

i. To examine the effect of product innovation on the financial performance of telecommunication firms in Makurdi.

ii. To ascertain the effect of product innovation on the market

performance of telecommunication firms in Makurdi.

1.4 Research Questions

1. To what extent does product innovation affects the financial performance of telecommunication firms in Makurdi?
2. To what extent does product innovation affect the market performance of telecommunication firms in Makurdi?

1.5 Research Hypotheses

$H_{0.1}$ Product innovation does not have significant effect on financial performance of telecommunication firms in Makurdi.

$H_{0.2}$ Product innovation does not have significant effect on market performance of telecommunication firms in Makurdi.

2.0 Review of Related Literature

2.1 Product Innovation

Product innovation is the improvement of original goods, modification in design of recognized goods, or exercise of fresh supplies in the construct of recognized goods (Alegre, Lapiedra, & Chiva, 2016). Peters (2009) argue that product innovation is defined as the new product which is totally diverse from the old product and there is an idea that phrase of product innovation goes hand in hand with phrase of newness (Herrmann, Tomczak, & Befurt, 2016). According Elsenbach (2007) product innovation is a process which involves the practical design, research and development, administration and marketable actions that concerns promotion of novel goods. The product innovation is the main factor for business development and performance of the firm's product. It can be used to measure

components of new product development mostly the companies that earn profit in future with the help of product innovation (Moustaghfir, 2013). In business perspective, product innovation includes a new products invention, quality improvements and technical specification given to a product, or the addition of new materials, components or valuable functions into an existing product. It covers the enhancement of goods and services or the development of the new categories (Rennings, Andreas, Kathrine, & Esther, 2016). According to Alegre, Lapiedra, & Chiva (2016) in recent times there is highly aggressive and forceful atmosphere, the product innovation is highly explored and its highly important to survive, product innovation is mostly the outcome of the three major inclinations; high worldwide competition split, challenging marketplace and third one is the difference and quickly changing in the technologies. Product innovation can engage a new or significantly improved product, whose distinctiveness may be significantly different due to use of knowledge, new technologies or materials (Rogers, 2018)

2.1.1 Process Innovation

Process innovation is explained as new or enhanced tools, equipment, materials, and other technologies that directly affect the firms that are practicing innovations; those firms' produces the goods that are further sold in the market. Process innovation means the implementation of a fresh or partially enhanced manufacturing/production or deliverance system. It enables the production of a given amount of output that is goods and services with less input. The later can be interpreted in terms of the eco-efficiency (Raymond, Aaron, & Bertha, 2016). A type of innovation which has received minor attention in the literature but it has become pretty important in current years. A process

innovation is the adoption of new or considerably better production methods, having methods of final product delivery (Rogers, 2018).

Process innovation ranges from incremental changes to more radical change. Process innovation brings important amendments in equipment, techniques or software. Process innovations strive to reduce unit cost of manufacturing or delivery, to increase value and worth, or to manufacture or deliver new or more improved products (Brown & Frame, 2014). Process innovation can play a very important strategic role. It enables fast and efficient manufacturing of goods and services, or it formulates ways to produce goods and services better than other competitor firms. With process innovation companies can create a very helpful competitive advantage even mass production and special services (Hall & Andriani, 2012).

2.1.2   Organization Innovation

An organizational innovation is the execution of the novel organizational procedure in the industry organization practices, workplace business, or outside relations (Angel, Meroño-Cerdan, & López-Nicolas, 2013). Oslo Manual (OECD, 2005) defines an organizational innovation as "the implementation of a new organizational method in the firm's business practices, workplace organization or external relations." Organizational innovation is like outsourcing, partnership, subcontract and organization work practices such as quality management, reengineering, and lean management. Organizational innovation is serious outcome for the business and a foundation to create value (Thakur, Hsu, & Fontenot, 2012). The organizational innovation is wide theory or thought that include many concepts such as strategic, structural and behavioral scope

(Mothe & Nguyen-Van, 2015, Haneda, Motheb, & Thic, 2014).

Those firms which are engaged in creativity or organizational innovation has many objectives behind it such as to enhance the value of the business, to earn more profit, enhance the performance of the organization and minimize the organizational cost. They also strive to enhance the place of work satisfaction and also labour productivity and get the access to non-tradable assets like non-codified information and lower the cost of the goods (Jurado, Gracia, & Fernández-de-Lucio, 2009). Other factors may be reasons of the organizational innovation related with the marketplace, goods, quality and capability to learn the execution of changes in the organization (Tejada & Moreno, 2013).

2.2   Organizational Performance
Organizational Performance:

Tsou, Cheng & Hsu (2015) regarded organizational performance as a concept, rather than an idea, which could explain organizational performance by the abstract deduction with a system model and theoretical concept accurately collecting data or the establishment of performance indicators. Bahramnejad, Sharafi & Nabiollahi (2015) considered that "performance" as the measurement of the attainment of organizational objectives and the attainment of the mission, objective, and purpose of a plan presented with indicators and measuring methods. Murtedjo and Suharningsih (2016) concluded that the achievement of objectives could be judged from outputs, the effective acquisition of systematic resources for high performance could be judged from sustainable development, and the internal process of effectiveness could be evaluated from internal activity. Cyfert and Krzakiewicz (2016) started that there is no definition of

organizational performance, which is generally accepted as the concentration of financial and functions performance reflecting the fulfillment of organizational objectives. It also realized that organizational performance is a comprehensive indicator. Tran and Pham (2016) argued that the point of research on business management was business performance that it was a major objective of business research to find out the notable factors in business performance for the reference of manager making strategies (Halim, Ahmad, Ramayah, Hanifah, Taghizadeh, Mohamad, 2015).

2.2.1 Financial Performance

Despite the general consensus among scholars that a firm's performance is a multidimensional construct, one of the most extensively used measures is the financial component – the fulfillment of the economic goal of the organization (Gentry & Shen 2010). This is in line with Davidson's (2003) argument that the primary goal (aim) of management is to generate profit and to maximize shareholder value. Important to note is that scholars who embark on empirical studies employ a number of different measures to evaluate financial performance (Berger & Bonaccorsi di Patti 2003; Davidson 2003).

Positive financial data of the business, profitability of its actives with the business' financial performance increase the organizational performance. Measures that indicate growth rates are the most commonly used methods of financial performance (Yavuz, 2010). Altuntaş and Dönmez (2010), investigated the relationship between hotel innovation and customer performance, employee performance and financial performance, and found a statistically positive relationship between innovativeness and employee performance only. Yavuz (2010)

also pointed out that in his study, organizational innovation acted on other types of innovation, creating an integrated effect and positively affecting organizational performance.

2.2.2 Market Performance

It is somewhat surprising that a review of the literature has failed to unearth a clear and explicit definition of the term 'marketing performance', even though research on marketing performance is well established (Chesbrough 2013). Homburg (2017) noted that perhaps no other concept in marketing's short history has proven as stubbornly resistant to conceptualization, definition, or application as that of marketing performance.

The only consensus that has been reached in both the strategic (Morgan & Strong 2003) and marketing literature (Clark 2011; Clark & Ambler 2011) is that marketing performance is multidimensional in nature. However, that which constitutes a superior business performance may differ between businesses (Vorhies & Morgan 2003). Because the effectiveness and efficiency dimensions of performance may be inversely related to one business or the other (Bhargava, Dubelaar, & Ramaswami 2014) firms tend to make important decisions that reflect a trade-off between emphasizing either effectiveness or efficiency in the setting of their business goals and allocation of resources. Following on the approach used by Homburg (2017), marketing performance is herein defined as: "…the effectiveness and efficiency of an organization's marketing activities with regard to market-related goals, such as revenues, growth, and market share.

2.3 Empirical Review

So many studies have been piloted by scholars in relation to innovation and

organizational performance. The following works are reviewed in reverence to this research study.

Zhang, Khan, Lee and Salik (2019) study examines the influence of management innovation and technological innovation on organization performance with the mediating role of sustainability in Beijing China. To test the model, we applied structural equation modeling in the analysis of a moment structures (AMOS) on the empirical evidence collected from 304 Pakistani CEOs and top managers. The results indicate that management innovation and technological innovation significantly positively contribute to sustainability and organization performance. Sustainability plays a partial mediating role between management innovation and organization performance and also a partial mediating role between technological innovation and organization performance. The study recommends that CEOs and top managers to give due attention to management innovation and technological innovation to enhance sustainability and survive the long run. The survey considers only the CEOs and top managers from the investigated firms but management innovation and technological innovation performance also need the total effort and commitment of organizational lower employees because management gets things done through others, therefore was need for contribution from employees in the research work.

Abdul, Shafique, Raja-Sohail, Muhammad and Altaf, (2017) study investigates the relationship of innovation with organizational performance of the telecommunication sector in Karachi Pakistan. The independent variables were process innovation, product innovation and organizational innovation and organizational culture was a moderating variable. The research survey adopted questionnaire instrument and was self-administered to 200 employees that were concerned with innovation in telecom industry present in Islamabad and Rawalpindi to ensure reasonable response. Descriptive approach was used in this research to test the hypothesis and the data was analyzed through the SPSS v.20 software. Results showed that product innovation, process innovation and organizational innovation has a positive impact on organization performance. The study was limited to focus on telecommunication sector in Karachi Pakistan, and in particular, large industrial firms. This rather narrow sample likely has implications for the success factors and barriers that are identified since they may be different for small firms.

Beyene, Shi and Wu (2016) investigate the extent innovation strategy impact on organizational learning and product innovation performance. The total population of the study includes 127 manufacturing firms each with more than 10 employees. 432 out of 1502 usable questionnaires and 286 employees were from textile and 146 employees were from leather manufacturing firms. Ten questionnaires along with a cover letter stating the objective of the study and a prepaid envelop was sent to the human resource department of each organization to be distributed among the management members A structural equation modeling analysis was performed on the survey data collected from Ethiopian textile and leather product manufacturing firms. The result reveals that innovation strategy is positively related to product innovation performance. Further, firm size and ownership type moderate the effect of innovation strategy on product innovation performance. The study considers the technology push and market pull innovation strategies as separate constructs without giving space for the possibility of

coexistence; and that the survey data considers only the middle and top management members of each firm and since product innovation performance needs total effort and commitment of organizational members, there was need for input from employees from the research work.

3.0 Research Method

The research method adopted here is descriptive research approach where quantitative technique was employed using face to face self-administered questionnaire in order to establish relationship from the studied variables. The rationale behind the use of this approach is that it does not usually follow a rigid and tightly woven plan, but it rather sanctions inquiry into selected issues in great depth, and also allows for flexibility in terms of data collection and analysis (Erikson & Kovalainen, 2008).

3.1 Research Design

This study shall adopt a quantitative research design due its suitable to address the issues under investigation. According to Denison (1996) quantitative approaches are most common and useful when descriptive research design is adopted. Since this study shall be relaying largely on the descriptive statistics,

adopting quantitative research design becomes appropriate for the study.

3.2 Population of the Study

The population for the study consists of two-Hundred and Thirteen (213) employees of MTN Nigeria, Airtel Nigeria, Etisalat Nigeria and Global-Com Nigeria, including managers and agents of the companies under investigation in Makurdi

3.3 Sampling Technique

To avoid the challenge of response biases and to increase the possibility of generalization of the findings, the entire population size is adopted as the census population sample size for the study. Thus, the population of the study comprises 213 employees and agents of the three networks providers or GSM firms in Makurdi.

4.0 Data Presentation and Analyses

This chapter deals with the data presentation after field survey. This includes analysis and interpretation of results from 213 copies of questionnaire that was administered and the respondents filled and returned for further analysis

Table 4.1: The Descriptive Statistics for Process Innovation, Product Innovation, Market Performance and Financial Performance.

	Mean	Std. Deviation	N
FinPerf	13.9812	2.72300	213
PrD	15.5540	3.69384	213
PrC	9.9014	1.80530	213

Source: SSPS Output (2021)

The descriptive statistics show that we had no missing data since the recorded sample size, *N* = 213 which is the same as the number of participants that took part in the study. We

can also see that the mean value of the dependent variable, FinPerf is 13.98 (with the standard deviation of 2.72); whilst the mean value of the independent variables is PrD is 15.55 and PrC is 9.90 (with a standard deviation of 3.69 and 1.81 respectively). This suggests that the sample of participants was slightly on the product innovation side rather than process innovation as a whole, which is useful to know when discussing the generalizability of the findings in the report.

5.0 Discussion of Findings

Considering the discussion of findings, we first of all stated the threshold for accepting or rejecting this result that, if the P value calculated is > 0.05, the finding is said to be insignificant but otherwise (≤ 0.05) is considered being significant. Also, when the t-test value is ≥ 1.78 is said to be significant. Based on the above threshold, the study revealed that product innovation has the t-value = 5.153, β-value = 0.335 and p-value = 0.000 < 0.05; whereas process innovation had the t-value = -1.650 and β-value = -0.107 and p-value = 0.100 > 0.05. The reveal from product innovation is consistent with findings by Baversad and Delavaripour (2014), Jafari (2014) surveyed the impact of product innovation and innovative performance and market performance of the company. The findings indicated that product innovation has significant impact on market performance and innovative performance of the company. The findings from process innovation also revealed by Elahi (2014) was consistent with the investigated process capabilities, knowledge management on market performance through the mediating effect of process of innovation in high-tech market performance of the organizations. Innovation process and market performance indirectly effect process capabilities of knowledge management on market performance could

not approve. According to these perspectives, changes in management systems and processes may affect the organization as a whole and could have consequences for organizational outcomes; however, their effect is more indirect and takes more time to occur than changes in products or services (Richard, Damanpour & Carlos, 2010). In public service organizations for example, the introduction of new services to assist elderly people to remain in their homes rather than move into residential or hospital care is likely to see a very immediate and positive effect on effectiveness of these services to this constituency.

5.1 Summary

The core objective is to examine innovation on the performance of telecommunication firms in makurdi. The specific objectives are: To examine the effect of product innovation on the financial performance of telecommunication firms in Makurdi, to ascertain the effect of product innovation on the market performance of telecommunication firms in Makurdi.

5.2 Conclusion

Firms compete successfully when they offer new, better and /or cheaper products and services, which their customers can use to their advantage, and which their competitors cannot provide. Competitive advantage therefore derives from the ability to make and do things cheaper and better, or to make and do new things. It has a relative dimension: advantage is found in the activities of firms compared to their competitors. It also has an absolute dimension: there must be a market for what the firm does. Here in GSM telecommunication firms, innovation plays a central role in providing comparative and

absolute advantages in product innovation type.

The study therefore concluded that, product innovation strategies will help GSM telecommunication firms to earn more profit, have faster business growth and improve in market performance. Thus, product innovativeness is one of the fundamental instruments of growth strategies to enter new markets, to increase the existing market share and to provide the company with a competitive edge. Since product innovation is appropriately managed and applied in telecommunication firms than process innovation. The adoption of superior strategies relating to products or services innovation, the need to integrate human resources to lead superior organization performance since the result demonstrate that a large proportion of GSM telecommunication firms performance could be accounted product innovation.

5.3 Recommendations

Research has shown that one of the most important factors in installing an innovative culture within any company is having leaders and teams with ability and commitment. Thus, the following recommendations are made:
Based on the finding from the first objective, telecommunication firms should invest more in research and development of new products, values added services, and integrate customers' needs to satisfy them better so as to be more relevant in the market. And that, human resource strategies should be adopted those that will make the employees feel as a part of the management. Employees should also be involved in all levels of strategy development and innovation encouraged and rewarded. Channels should be put in place to ensure that information can flow freely for employee's opinions to be captured.

There need for GSM telecommunication firms to minimize the impact of hierarchies so that a seamless flow of ideas is possible. At this, the introduction of new management practices will be important for the positive effect to facilitate the development of product innovation, since this effect is directly affecting financial and market performance.

In order to enhance the process innovation for the GSM telecommunication firms more timely introduction of new technologies into the company portfolio is needed The general proposition is that these areas of informal activity need to be managed within research and development by strengthening and protecting them from the pressures of the "productive" organization in order to increase the organizations willingness and ability to deal with the many advancements that come along, especially with respect to process innovation.

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THE RAILWAY SYSTEM: A JUXTAPOSITION OF NIGERIA AND JAPAN

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ABSTRACT

The main purpose of this studyis to find out where a significant difference exists between Nigeria and Japan in railway system. Correlational design was used for the study. Population of the study included the 255 Nigerian railway staff and 145 Japanese Nationale in Nigeria. Railway system in Nigeria and Japan. Questionnaire "(RSNJQ)'' was the instrument for the study. The instrument was validated by two experts: one from the Federal Ministry of Transport, Abuja and two Japanese Embassy, Abuja. A reliability coefficient of .77 to .81 was attained using Cronbach Alpha Reliability Estimate. The data obtained from the field were analyzed using Independent sample t-test with the help of statistical package for social sciences (SPSS) version 23. Findings of the study showed that there is no significant difference between Nigeria and Japan in funding of railway system and Nigeria and Japan do not differ significantly in competitive operation of railway system. Based on the results of this study, it was concluded that Nigeria and Japan differ significantly in funding and competitive operation of railway system. With Nigeria paying lip service to the subsector without any viable economic blueprint. This abysmal attention has relegated the railway sector to the back drop. Based on the conclusion, it was recommended among others that the Nigerian government should adequately fund the railway sector in order to ensure its functionality.

Keywords: Japan, Juxtaposition, Nigeria, Railway system

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Introduction

Transportation is a derived demand. The demand from a given location depends on the existence of demand of passengers and goods in the distant location. Transportation plays an important role in helping to bridge the demand and supply gap inherent in production approach between the geo-political zones of the economy. Transportation affects every individual directly or indirectly. The place we go to, the goods we consume and the entertainment are impacted by transportation. The growth of the Nigerian economy is attributable in part to the transportation system of the economy (Siyan, 2017).

Railway transport is a means of transferring passengers and goods on wheeled vehicles running on rails, also known as tracks. It is commonly referred to as train transport. In contrast to road transport where vehicles run on a prepared surface, rail vehicles (rolling stock) are directionally guided by the tracks on which they run. Tracks usually consist of steel rails, installed on ties (sleepers) and ballast on which the rolling stock, usually fitted with metal wheels, moves. According to Martin (2010), railways constitute an essential component of the inter-modal supply chain. The railways have played a critical role in catalyzing the pace of economic development and continue to bean integral part of the growth engine of countries like India. A good and reliable transport system can contribute and improve the economy of a particular country (Rodrigue & Notteboom, 2013).

Adegoriola, Siyan and Wafure (2020) pointed out that in many countries, rail transportation has and continues to play a catalytic role in bringing about socioeconomic development. It contributes substantially to the movement of passengers and freight. Indeed, railways can provide the most cost-effective, affordable, energy saving and environmentally friendly form of transport, when traffic densities are high. When properly integrated with other modes of transport, economic levels of traffic can be consolidated to enable the railway provide efficient services for high density flows of homogenous traffic carried over relatively long distances, including high volumes of containerized cargo or bulk freight such as oil, coal, steel or agricultural produce. Rail transport could be energy flexible and energy efficient, when electric traction is used.

Nigerian rail transport infrastructure investment still remains primary in Nigeria's transport system and continues to be bogged down by systemic neglect While that of Japan has been developed in terms of capacity and fair country-wide spread (Akwara, Udaw & Ezirim, 2014). Adegoriola, Siyan and Wafure (2020) regretted that the effects of the poor performance of the Nigerian railway sub sector is already being felt seriously in the form of the undue pressure being mounted on the road transport across the country and the attendant huge damage to roads and loss of lives among other things.

Collaborating, Mizutani and Nakamura (2004) stated that in order to stabilize the management situation for smaller Japanese Railways, a lump-sum subsidy scheme was implemented through the Management Stabilization Fund (MSF), with interest revenues from the fund to coverthese subsidies. Since the three-islands JRs were handicapped by geographic allocations with relatively small populations and the rapid development in their regions of highway networks, lump-sum funds (1,278 billion yen) were channeled to these JRs.The reverse is the case in Nigeria where financial provisions for the sub-sector are only witnessed on papers during budget presentation without disbursements.

Terada (2001) revealed that Municipal subways have become the main recipient of subsidies for urban railways. The national municipal governments bear 70% of the total cost for subways, monorails and bus ways, whereas in Nigeria, less than 10% is appropriated for railway operation by the Federal government.

Kurosaki and Alexandersson (2018) stressed that since the introduction of vertical separation in 1987, the Japanese government took the responsibility of the management of infrastructure through its authority. This reform improved the transparency of the usage of the state grant since it was channeled to a national authority rather than to a specific operator. As one could now be certain that the subsidy went directly to the infrastructure, it became much more difficult to argue that state grants form a source of unfair competition. Accordingly, the government and Parliament started to support the railway sector actively by means of increased spending on infrastructure, and now spend 2 to 3 times more in real terms on railway infrastructure than in the late 1980s while in Nigeria priority is given to the funding of white elephant projects.

Ojekunle (2015) assessed the commercial viability of rail transport operations in Nigeria. The data collected were analyzed using both descriptive statistics and regression analysis (SPSS Version 20). The results of data analysis showed that rail transport operations presently are not commercially viable. The results of the regression analysis further showed that operating cost, number of trips made, the capacity of train service and volume of freight carried were major determinants of estimating revenue generated from passenger operation. The variables account for 90.2% of the factors that determine the amount of revenue generated

from freight operations of rail transportation in Nigeria. The findings also revealed that the Nigerian Railway Corporation ran its operation at an average annual loss of 58.3% for passenger operation and 32.8% for freight operation. However, it is revealed that increase in the operational capacity of NRC will enhance the commercial viability of rail services in the country. It is therefore suggested that rail operational capacity should be increased by providing more locomotives, wagons, coaches and improving its operational efficiency.

Also, Mizutani and Nakamura (2004) maintained that a yardstick competition scheme was introduced in Japan. Under this scheme, rail operators compete with other sectors to improve performance, and the regulator assesses the operators' performance by using common measures. In Nigeria, there is no economic competition among the different sector and no performance evaluation among the sectors.

Kato (2016) stated that currently, many suburban rail services feed directly into the metro network in the CBD of Tokyo. This so-called ''direct-through operation'' enables passengers to change from a suburban rail line to a metro line while remaining on their original railcars without physical transfers between connecting stations. The alternative would be for suburban and metro services to operate independently, with each actor operating services on their own tracks. By avoiding the time and inconvenience of transferring between services, direct-through operation delivers large benefits to travelers. "In addition, it is in line with the government policy that aims to reduce in-station congestion and realize an efficient and convenient urban rail network, which improves economic productivity in Japan's capital city''. This is a night mare in Nigeria.

Ajayi (2005) wondered that the railway system in Nigeria has not been able to live up to its expectation. It is evident when one visits one of the stations that the railway is at the brink of collapse. Despite various efforts by successive governments of Nigeria to revive the corporation, up till date, there seem not to no meaningful improvement. The government of Nigeria did not help issues rather, as the railway is seen as irrelevant in today economy. This wrong in notion by the political class has made the corporation to be abandoned to die a natural death.

Kato (2014) revealed that Investments in direct-through operation in Japan benefit both suburban rail and metro operators because the improved convenience for commuters leads to greater housing demand along the rail lines in neighbourhood suburban areas, increasing rail ridership, and hence additional profits for suburban rail operators. In addition, rail depots that used to be located in urbanized areas are removed or relocated to rural areas, which could reduce their maintenance costs, or even give them another opportunity to redevelop the former depots into more profitable businesses, as these are never thought of in Nigeria.

Statement of the Research Problem
A viable rail transport system plays a significant role in the sectoral development and overall growth of any economy. It opens up regions, hinterlands and rural areas by facilitating agricultural development as well as the growth of cottage/large scale industries. Also, it attracts residential, commercial, educational and recreational activities and development around its axis. Unfortunately for the railway system in Nigeria, there has been a continuous decline in its performance over the years with attendant operating deficits in its accounts. After about seven decades after independence, the railway

system in Nigeria has remained static in structure and is highly unresponsive to the emerging socioeconomic and political challenges. This transport sub-sector no longer exerts a strong influence nor plays a competitive role in present day Nigeria. The dilapidated nature of the present-day railway infrastructure was caused by years of neglect by successive governments which accorded the transport system a very low position in their programmes. It is on this basis that the researcher was spurred to juxtapose the railway system in Nigeria and Japan with a poser: is there any significant difference in railway system between Nigeria and Japan?

Purpose of the study
The main purpose of the study was to find out where a significant difference exists between Nigeria and Japan in railway system. Specifically, the study aimed at ascertaining:

◆ Significant difference between Nigeria and Japan in funding of railway system.
◆ Significant difference between Nigeria and Japan in competitive operation of railway system

Research Questions
To what extent does Nigeria and Japan differ in funding of railway system?
To what extent does Nigeria and Japan differ in competitive operation of railway system?

Null Hypotheses
There is no significant difference between Nigeria and Japan in funding of railway system. Nigeria and Japan do not differ significantly in competitive operation of railway system.

Methodology
Correlational design was used for the study. The design was considered suitable for this

study because this research was intended to explore the nature of the statistical and pure relationship between Nigeria and Japan in terms of funding and competitive operation of railway system. Population of the study include all the Nigerian railway staff and some Japanese Nationale in Nigeria. Data obtained from the Ministry of Transport, Abuja as at 10th June, 2021disclosed that there are 255 staff and 145Japanese Nationale, making a total of 400 respondents.

Railway system in Nigeria and Japan Questionnaire (RSNJQ) was the instrument for the study. The instrument was designed with the items built on a four-point rating scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The questionnaire contained sections A and B which concentrated on respondents' demographic variables (4 items) and 12 items

(6 items each) on funding and competitive operation of railway system in Nigeria and Japan respectively. The instrument was validated by two experts: one from the Federal Ministry of Transport, Abuja and two Japanese Embassy, Abuja. A reliability coefficient of .77 to .81 was attained using Cronbach Alpha Reliability Estimate. The data obtained from the field were analyzed using Independent sample t-test with the help of statistical package for social sciences (SPSS) version 23.

Results
Hypothesis one
There is no significant difference between Nigeria and Japan in funding of railway system. ''To test this hypothesis, independent sample t-test was adopted''. The result is presented in Table 1.

TABLE 1
Independent t-test analysis of significant difference between Nigeria and Japan in funding of railway system

Group	N	Mean	Std. dev.	t – value	P – value
Nigeria	255	15.5600	3.47731	.482*	.010
Japan	145	21.9127	1.74839		

*Significant at .05 level, P < .05

From Table 1, the results showed that Japanese mean is higher than that of Nigeria (21.9127 > 15.5600), denoting that the funding of railway system by Japan is higher than that of Nigeria. The p-value (.010) associated with the computed t-value (.482) isless than .05. Thus, the null hypothesis was rejected.This means that there is significant difference between Nigeria and Japan in funding of railway system.

Hypothesis Two
Nigeria and Japan do not differ significantly in competitive operation of railway system. To test this hypothesis, independent sample t-test was adopted. The result is presented in Table 2.

TABLE 2
Independent t-test analysis of significant difference between Nigeria and Japan in competitive operation of railway system

Group	N	Mean	Std. dev.	t – value	P – value

| Nigeria | 255 | 14.3811 | 3.35218 | .447* | .000 |
| Japan | 145 | 21.6027 | 1.92201 | | |

*Significant at .05 level, P < .05

The results in Table 2 disclosed that Nigerian mean is lesser than that of Japan "(14.35218 < 21.6027)'', signifying that the competitive operation of railway system in Nigeria is lesser than that of Japan. The p-value (.000) associated with the computed t-value (.447) isless than .05. Thus, the null hypothesis was not retained.This means Nigeria and Japan differ significantly in competitive operation of railway system.

Discussion of Findings
The result of hypothesis one revealed that there is significant difference between Nigeria and Japan in funding of railway system.This finding supported the opinion of Mizutani and Nakamura (2004) who stated that in order to stabilize the management situation for smaller Japanese Railways, a lump-sum subsidy scheme was implemented through the Management Stabilization Fund (MSF), with interest revenues from the fund to cover these subsidies. Since the three-islands JRs were handicapped by geographical locations with relatively small populations and the rapid development in their regions of highway networks, lump-sum funds (1,278 billion yen) were channeled to these JRs. The reverse is the case in Nigeria where financial provisions for the sub-sector are only witnessed on papers during budget presentation without disbursements.

The study also collaborated with Terada (2001) who revealed that Municipal subways have become the main recipient of subsidies for urban railways. The national municipal governments bear 70% of the total cost for subways, monorails and busways, whereas in Nigeria, less than 10% is appropriated for railway operation by the Federal government.

The result aligned with Kurosaki and Alexandersson (2018) who stressed that since the introduction of vertical separation in 1987, the Japanese government took the responsibility of the management of infrastructure through its authority. This reform improved the transparency of the usage of the state grant since it was channelled to a national authority rather than to a specific operator. As one could now be certain that the subsidy went directly to the infrastructure, it became much more difficult to argue that state grants form a source of unfair competition. Accordingly, the government and Parliament started to support the railway sector actively by means of increased spending on infrastructure, and now spend 2 to 3 times more in real terms on railway infrastructure than in the late 1980s while in Nigeria priority is given to the funding of white elephant projects.

The result agreed with Ojekunle (2015) who assessed the commercial viability of rail transport operations in Nigeria and found out that the Nigerian Railway Corporation ran its operation at an average annual loss of 58.3% for passenger operation and 32.8% for freight operation. However, it is revealed that increase in the operational capacity of NRC will enhance the commercial viability of rail services in the country. It is therefore suggested that rail operational capacity should be increased by providing more locomotives, wagons, coaches and improving its operational efficiency.

The result of hypothesis one revealed that Nigeria and Japan differ significantly in competitive operation of railway system.This result collaborated with Mizutani and Nakamura (2004) who maintained that a yardstick competition scheme was introduced in Japan. Under this scheme, rail operators compete with other sectors to improve performance, and the regulator assesses the operators' performance by using common measures. In Nigeria, there is no economic competition among the different sector and no performance evaluation among the sectors.

The finding supported the view of Kato (2016) who stated that currently, many suburban rails services feed directly into the metro network in the CBD of Tokyo. This so-called ''direct-through operation'' enables passengers to change from a suburban rail line to a metro line while remaining on their original railcars without physical transfers between connecting stations. The alternative would be for suburban and metro services to operate independently, with each actor operating services on their own tracks. "By avoiding the time and inconvenience of transferring between services, direct-through operation delivers large benefits to travelers''. In addition, it is in line with the government policy that aims to reduce in-station congestion and realize an efficient and convenient urban rail network, which improves economic productivity in Japan's capital city. This is a night mare in Nigeria.

The finding also braced the submission of Ajayi (2005) who wondered that the railway system in Nigeria has not been able to live up to its expectation. It is evident when one visits one of the stations that the railway is at the brink of collapse. Despite various efforts by successive governments of Nigeria to revive the corporation, up till date, there seem not to be no meaningful improvement. The government of Nigeria did not help issues rather, as the railway is seen as irrelevant in today's economy. ''This wrong in notion by the political class has made the corporation to be abandoned to die a natural death''.

The result was in congruent with Kato (2014) who revealed that Investments in direct-through operation in Japan benefit both suburban rail and metro operators because the improved convenience for commuters leads to greater housing demand along the rail lines in neighbourhood suburban areas, increasing rail ridership, and hence additional profits for suburban rail operators. In addition, rail depots that used to be located in urbanized areas are removed or relocated to rural areas, which could reduce their maintenance costs, or even give them another opportunity to redevelop the former depots into more profitable businesses, as these are never thought of in Nigeria.

Conclusion

Based on the results of this study, it was concluded that Nigeria and Japan differ significantly in funding and competitive operation of railway system. With Nigeria paying lip service to the subsector without any viable economic blueprint. This abysmal attention has relegated the railway sector to the back drop.

Recommendations

Based on the conclusion, the following recommendations were made:
The Nigerian government should adequately fund the railway sector in order to ensure its functionality.

The railway sector should be resuscitated in order to compete with other subsector in terms of service delivery.

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EFFECT OF ALTRUISM AND COURTESY ON THE GROWTH OF LISTED DEPOSIT MONEY BANKS (DMBS) IN NIGERIA

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ABSTRACT

The study investigated the effect of altruism and courtesy behaviour on the growth of listed Deposit Money Banks (DMBs) in Nigeria. The population of the study included 62,253 staff of thirteen listed deposit money banks in Nigeria. A sample size of 438 was determined using Taro Yamane's formula for sample size determination. The study adopted a cross-sectional survey design and a five-point Likert type scale close-ended questionnaire was used for data collection. Mean, standard deviation, correlation and regression were used for data analysis and test of hypotheses with the aid of the Statistical Package for Social Sciences (SPSS version 23). Findings of the study indicated that altruism has a positive and significant effect on the growth of Benue listed Deposit Money Banks (DMBs) in Nigeria (β=.249; t=5.585; p=.000) and courtesy has a positive and significant effect on the growth of listed Deposit Money Banks (DMBs) in Nigeria (β=.182; t=4.711; p=.0000). The study concluded that citizenship behaviours exhibited by employees of banks have greatly enhanced the growth of deposit money banks in Nigeria. The study recommended amongst others that management of deposit money banks in Nigeria should sensitize employees to exhibit courteous behaviors by instituting relevant policies, trainings and group discussions.

Keywords: Organizational Citizenship Behaviour, Altruism, Courtesy, Growth.

1. Introduction

Organisations operating in today's competitive and turbulent business environment are expected to adapt to changes occasioned by rapid technological advancements, high expectations of customers, and ever changing market situations. These developments have obligated organizations to incessantly adopt strategies that will improve the productivity of employees and ensure continuous growth (Banahene, Ahudey & Asamoah, 2017; Hanh & Choi, 2019; Tamunomiebi & Onah, 2019). Employees are considered as one of the valuable assets of an organization that must be retained for the achievement of the organization's goals (Chib, 2016). Organizations need employees who can display or exhibit positive behaviours or dispositions towards their work (Al-Rwajfeh, 2019; Ghosh & Shum, 2019), and are willing to freely give up their time and energy to complete tasks assigned to them without complain (Miao, Humphrey & Qian, 2020).

Organizational citizenship behaviour (OCB) includes activities that are extra and above an employee's formal job requirements (Ozyilmaz, Erdogan & Karaeminogullari, 2018), and such behaviours include understanding and cooperating with colleagues, mentoring, orienting new employees, offering to help others accomplish their work (Yildiz & Amin, 2020), voluntarily doing more than the job requires, performing extra duties without delay and complaint, punctuality, efficient use of organizational resources, volunteering for additional tasks (Abel, 2018), sharing ideas and positively representing the organization to achieve stated goals (Khaled & Tarik, 2020; Okpu & Igbedion, 2021). OCB is a discretionary individual behaviour that promotes the effective functioning of an organization, which is not explicitly recognized by the formal reward system. It is the willingness to exert energy for the success of the organization (Organ, 2018).

Scholastic postulations indicate that behavioral dimension of OCB are inconsistent to a large extent. OCB was originally organized into two dimensions: altruism and compliance (Bateman & Organ, 1983). Bateman and Organ (1983) identified altruism (behaviour targeted specifically at helping individuals) and generalized compliance (behaviour reflecting compliance with general rules, norms and expectations). Other scholars looked at OCB as a latent variable consisting of five constructs namely, altruism, conscientiousness, civic virtue, courtesy and sportsmanship (Velickovska, 2017; Igor, Daniel & Mari, 2019).

A five-factor model of OCB proposed by Organ (2018) consists of altruism, courtesy, conscientiousness, civic virtue and sportsmanship and these dimensions are most frequently cited in previous studies (Chelagat, Chepkwony & Kemboi, 2015; Chen, 2016; Banahene, Ahudey & Asamoah, 2017; Fernández-Salinero & Topa, 2019). The current study however adopted the first two constructs which are regarded as helping beahviours. The validity of these dimensions has also been tested in previous studies on organizational citizenship behaviour in the banking industry (Chelagat, Kiprop & Kembi, 2015; Njage, 2017; Abiante, 2018).

Altruism is a helping behaviour that involves voluntary assistance to others with work related task (Organ, 2018; Khaled & Tarik, 2020). Courtesy refers to discretionary behaviours that aim at preventing work-related conflicts with others (Alkahtani, 2015). The growth of an organization is thus affected when employees exhibit citizenship behavious (Ezeh & Onodugo, 2020). Growth is an organizational outcome resulting from the

combination of firm-specific resources, capabilities and routines (Rauf, 2016). Change in sales (revenue), number of employees, assets growth, market share and profit are determinants of growth in found different organizations (Chelagat, Chepkwony & Kemboi, 2015; Ezeh & Onodugo, 2020).

However, the extent to which OCB can influence the working relations in a group and/or contribute to organizational growth is still not clear. Banki (2010) suggests that, in the presence of self-serving motivators, OCB has a detrimental effect on group cohesion and thus the performance of a group. Employees may react negatively to coworkers who display OCB in order to impress the supervisor, causing others to become defensive. Such behaviors can also cause others to avoid interpersonal communication. When employees voluntarily helped members of a group who are withholding efforts, OCB decreases organizational growth and effectiveness. Employees of deposit money banks in Nigeria exhibit citizenship behaviour by working for long hours beyond their work schedules, carrying heavy workloads and assisting other colleagues in achieving set targets to help accomplish organizational goals. This study is therefore carried out to examine the effect of altruism and courtesy behaviour on the growth of listed deposit money banks in Nigeria. To achieve this objective, the study posed the following questions: To what extent is the effect of altruism bevaiour on the growth of listed deposit money banks in Nigeria? To what extent is the effect of courtesy behaviour on the growth of listed deposit money banks in Nigeria?

2. Literature Review
2.1 Organizational Citizenship Behaviour (OCB)
Organizational Citizenship Behaviour (OCB) was first conceptualized by Bateman and Organ (1983) to mean behaviours that an employee voluntarily engages in that promote the effectiveness of the organization but are not explicitly rewarded by the organization. Organizational citizenship behaviour is conceptualized as positive behavior and willingness to exert energy for success of the organization (Ahmodu-Tijani & Adnan, 2020). Organizational citizenship behaviour is a type of employee behaviour which encourage them to go beyond the expected work level from the organization, which benefit both the employees and organization (Deery, Rayton, Walsh & Kinnie, 2016). This implies that organizational citizenship behaviour enables employees to go beyond their expected roles in the organization thereby increasing their productivity and performance of the organization.

Organizational citizenship behaviour is an individual behaviour that is discretionary, not explicitly or directly acknowledged by a formal reward system, and which ultimately promotes the efficient and effective functioning of an organization (Njega, 2017). This implies that citizenship behaviour is not defined by any formal regulation and is not related to any formal reward as employees engage in it only because they want to and not because it is a question of obligation. OCB has been decomposed into helping behaviour and compliance behaviour. This study dwells on the first aspect which considers altruism and courtesy dimensions.

Altruism is one of the dimensions of organizational citizenship behaviour which describes a behaviour aimed at helping a co-worker, usually new employees' such providing orientation and helping them when confronted with weighty workload that can lead to citizenship fatigue (Ibukunoluwa, Anuoluwapo & Agbude, 2015). Usually, helping behaviours are actions that are designed to assist another person with a

problem or to relieve them of their stress in the work place. This type of behaviour involves discretionary actions to assist a colleague with a work-related issue like assisting a co-worker complete an uncompleted task. It is the desire to help or assist another individual with no expectation of a reward for the assistance provided (Dinka, 2018).

Courtesy is another form of organisational citizenship behaviour dimension. It gives the prospect of gestures which aid others to prevent interpersonal issues from occurring in the organisation. This concept involves giving early information on department time table or meeting and seeking the consent of colleague(s) prior decisions on their behalf (Organ, 2018). This attitude entails respecting colleagues' views and perception in order to prevent the creation of problems for others, keeping the office tidy or suitable to customers and co-staff, drinking moderate water from water dispenser in the office for other co-workers to benefit when they resume at work (Udin, Mahmood & Fan, 2019).

2.2 Organizational Growth

Growth is an important stage of lifecycle for all organizations. Growth refers to change in size or magnitude from one period of time to another. The growth of firm can be represented by the change of some variable over time. Growth may be defined as increase in size, number of employees, asset, capital, sales and profit of an organization (Ubesi & Okeke, 2013). Firm growth also refers to the expansion of size of firm over time. It involves growth of assets, or capital employed, turnover, and number of employees (James, Newton, Main & Stephen, 2016). Similarly, Kumari and Thapliyal (2017) defined firm growth as an increase in sales of the company, increase in assets size, increase in volume of production, increase in the

number of employees, improvement of profits, expansion of business through acquisition or merger, product development and business expansion and diversification.

Measurement of business organization's growth is very important to the owners, managers, employees and creditors (Skalik, 2016). Indices such as changes in sales, employment and profit are important determinants of firm growth (Ubesie & Okeke, 2013). It is therefore clear that growth occurs when firms increase their size, usually measured in terms of sales, employment, assets, profits or market share. The growth of firm can be measured using number of employees (labour), annual sales turnover, capital, loan size and fixed assets (Nyarieko, 2018). Mmakwe and Ojiabo (2018) asserted that the number of employees and sales turnover are two variables mostly used to measure the growth of business organizations. Silva and Ranasinghe (2017) used both sales growth and number of employees to measure company growth. Typical measures of firm growth according to James, Newton, Main and Stephen (2016) include growth of assets or capital employed, turnover and number of employees. In this study, assets growth and employee growth are used as measures of organizational growth in line with previous studies.

2.3 Relationship between Altruism Behaviour and Organizational Growth

Altruism behaviour is important in enhancing the growth of organizations because it involves voluntarily helping or assisting other employees with their work or with other tasks, and volunteering to do additional work in order to help other employees reduce their own work load (Gulluce & Erkilic, 2015). In their submission, Ghosh and Shun (2019) reported that altruism behaviour makes the work system more efficient because it enables

workers to utilize their slack time to assist others in carrying out their tasks. Amah (2017) also affirmed that altruistic behaviours include helping a colleague who has been absent from work, helping others who have heavy workloads, being mindful of how one's own behaviour affects others' jobs, and providing help and support to new employees for overall growth of the organization.

Previous studies showed that people with altruistic values help others selflessly and may incur personal cost in the process since it involves sacrifices (Alt & Spitzeck, 2016). Employees who exhibit altruistic behaviours by voluntarily helping others assist in preventing the occurrence of work-related problems (Ngugi, 2017). Altruism encourages teamwork and cooperation, allowing employees to increase the pool of available knowledge (Niveditha & Sujatha, 2020). It is also argued that employees who exhibit altruism (helping behaviour) encourage teamwork among coworkers (Somech & Khotaba, 2017). The above studies demonstrated that this type of behaviour makes work efficient because employees are willing to complement the weaknesses of others.

2.4 Relationship between Courtesy Behaviour and Organizational Growth

Courteous behaviour enables co-workers to efficiently order and distribute their efforts thereby reducing the chances of wasting resources and experiencing anger or frustration (Ali & Ikik, 2021). A courtesy helping behaviour is a potent panacea for the prevention of interpersonal and intergroup disagreements (Azam & Kumaru, 2016). Also, Kumari and Thapliyal (2017) stated that courtesy is a helping behaviour that helps in reducing and preventing work-related issues that involve individual problems through positive attitude.

Liaquat and Mehmood (2017) in their study also found significant relationship between altruism and growth of organizations. In support of this, Lee and Ha-Brookshire (2018) averred that courtesy behaviours are aimed at preventing work-related conflicts with others. Courtesy enable employees to treat others with respect thereby increasing working relationships and making it easier for employees to work in teams (Khalili, 2017). Mohamed (2016) argued that a courteous employee prevents managers from falling into the pattern of crisis management by making sincere effort to avoid creating problems for co-workers. Courtesy improves employee performance and organizational growth; it reduces intergroup conflict, hence abating the time which is spent on conflict management issues.

2.5 Research Hypotheses

The following hypotheses have been formulated in line with the above literature:

$H0_1$: Altruism bevaiour has no significant effect on the growth of listed deposit money banks in Nigeria.

$H0_2$: Courtesy bevaiour has no significant effect on the growth of listed deposit money banks in Nigeria.

S fit describes the correspondence between the needs and values of the individual and the reinforcers that the job can supply (Dawis, 2005). Abilities-demands fit is determined by the organization, and it predicts how satisfactory the organization finds the employee. In contrast, N-S fit is determined by the individual employee, and it predicts the level of satisfaction that the employee feels toward his or her job. Employee satisfaction and satisfactoriness, in turn, predict tenure because satisfied employees choose to stay and satisfactory employees

3. Methodology

The study adopted a cross-sectional survey research design. This approach is suitable for

the study because the data collected from the respondents provided quantitative data that were analyzed to achieve objectives of the study. The population of the study consists of all employees (62,253) of thirteen (13) Deposit Money Banks (DMBs) listed on the Nigerian Exchange Group Plc as 31st March, 2021. The thirteen DMBs listed on the Nigerian Exchange Group Plc used in this study include: Access Bank Plc, Fidelity Bank Plc, First Bank of Nigeria Plc, Guaranty Trust Bank Plc, United Bank for Africa Plc, Union Bank of Nigeria Plc, Unity Bank Plc, Wema Bank Plc, First City Monument Bank Plc, Eco Bank Plc, Sterling Bank Plc, Stanbic IBTC Bank Plc and Zenith Bank Plc. A sample size of 438 was determined using Taro Yamane's formula for sample size determination. A simple random sampling technique was used in the selection of the respondents from individual listed Deposit Money Banks in Nigeria.

This study used self-administered questionnaire for data collection. Organizational Citizenship Behaviour (OCB) was measured with a 10-item scale, containing five factors- altruism (five items), courtesy (five items) based on Shaad (2019) proposed instrument for measuring OCB dimensions. Organizational Growth (ORG) was measured using ten (10) items adapted from Ubesie and Okeke (2013) with modifications. Items on the questionnaire were designed on a five (5) point likert type scale rated as follows: 5 strongly agree, 4 agree, 3 undecided, 2 disagree and 1 strongly disagree. Content and construct validity of the instrument were carried out by the researchers. The result of the construct validity shows that KMO = 0.763; Bartlett test results $\chi2$= 1342.628; df=10 (p=0.000), and the data set is considered excellent for factor analysis. Reliability of the instrument was measured to ensure internal consistence using Cronbach's alpha coefficient. The result showed that all the constructs have values above 0.70 threshold as follows; altruism (a =0.864, courtesy (a =0.807) and organizational growth (a =0.841). Data collected from respondents were analyzed using descriptive statistics including means and standard deviations. Inferential data analysis was done using correlation coefficient and regression analysis. Multiple regression analysis was used to establish the effect of organizational citizenship behaviour dimensions on organizational growth with the aid of the Statistical Package for Social Sciences (SPSS) version 23.

4. Data Analysis and Findings

Numerical descriptive measures were used to summarise the data. The descriptive measures used in this study included the mean, standard deviation, and tests of skewness and kurtosis. The results of the descriptive statistics of the variables are provided in Table 1.

Table 1: Descriptive Statistics

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Altruism	417	3.60	.608	-1.587	.120	2.888	.238
Courtesy	417	3.53	.703	-1.478	.120	1.736	.238
Growth	417	3.57	.687	-1.735	.120	2.075	.238

Source: SPSS Output, 2021.

Table 1 indicates that growth is the dependent variable and other variables, altruism and courtesy are the predictor variables. The overall growth mean scores is (M=3.57, SD=0.687), altruism (M=3.60, SD=0.608) and courtesy (M=3.53, SD=0.703). The mean scores and standard deviation indicate the level of agreement of respondents with the questions. To check the level of skewness and kurtosis for the variables, if skewness is less than -1 or greater than 1, the distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric. In Table 1 the skewness value for growth is 1.735; for altruism = 1.587 and for courtesy =1.478. The results of kurtosis values for the variables are also follows: growth (2.075), altruism (2.888) and courtesy (1.587).

Table 2: Bivariate Correlations

	Altruism	Courtesy	Growth
Altruism	1		
Courtesy	.682**	1	
Growth	.657**	.631**	1

** Correlation is significant at the 0.01 level (2-tailed)
Source: SPSS Output, 2021.

Table 2 shows the correlation between OCB dimensions and growth. The result showed that organizational citizenship behaviour dimensions had high correlation with organizational growth. The result found a positive correlation between altruism and growth (r=.682; $p<.01$) and a positive correlation between courtesy and growth (r=.657; $p<.01$).

4.1 Hypotheses Testing
Table 3: Model Summary

R	R-Square (R²)	Adjusted R-Square	Durbin-Watson
.715	.572	.568	1.458

a. Predictors: (Constant), Courtesy, Altruism
b. Dependent Variable: Growth

The study found that organizational citizenship behaviour explained a significant proportion of variance in growth, R^2= .572. This implies that 57.2% of the proportion in growth is explained by changes in citizenship behaviours. Other factors not covered by this study therefore contribute to 42.8%. Durbin-Watson Test is used to test for autocorrelation (a relationship between values separated from each other by a given time lag) in the residuals (prediction error) from the statistical regression analysis and ranges from zero to four. The value of Durbin Watson (1.458) in table 3 shows the absence of auto correlation.

Table 4: Analysis of Variance

Model	Sum of Squares	df	F	Sig.
Regression	39.794	2	43.026	0.000
Residual	191.449	414		
Total	231.242	416		

a. Dependent Variable: Growth
b. Predictors: (Constant), Courtesy, Altruism

From Table 4, the significant value in testing the reliability of the model for the relationship between organizational citizenship behaviour and growth was obtained as 0.000 which is less than 0.05 the critical value at 95% significance level. Therefore, the model is statistically significant in predicting the relationship between organizational citizenship behaviour and growth of listed deposit money banks in Nigeria [F (2, 414) = 43.026, p=0.00].

Table 5: Regression Coefficients

	Std. Error	Beta	t	Sig.
Constant	0.193		12.202	0.000
Altruism	0.045	0.270	5.585	0.000
Courtesy	0.039	0.228	4.711	0.000

a. Dependent Variable: Growth

From table 5 the estimated regression coefficient are given under the heading "Unstandardized Coefficients B", this implies that for each of the explanatory variables, the predicted change in the dependent variable when the explanatory variable is increased by one unit condition on all other variables in the model remaining constant. Altruism had a coefficient (β = 0.249, t = 5.585, p < .05) while courtesy showed a significant effect with the coefficient (β = 0.182, t = 4.711, p < .05) indicting a positive effect on organizational growth.

Hypothesis one stated that altruism has no significant effect on the growth of listed deposit money banks in Nigeria. Table 5 shows that the critical value of t-statistics is ±1.96 at 95% and the calculated value of β =0.245, t=5.585, p = 0.000<0.05 hence, the null hypothesis was rejected. This shows that altruism has significant effect on the growth of listed deposit money banks in Nigeria.

Hypothesis two stated that courtesy has no significant effect on the growth of listed deposit money banks in Nigeria. Table 5 shows that the critical value of t-statistics is ±1.96 at 95% and the calculated value of β =0.182, t=4.711, p = 0.000 < 0.05. Therefore, the null hypothesis is rejected. This shows that altruism has a significant effect on the growth of listed deposit money banks in Nigeria.

4.2 Findings
The test of hypothesis one revealed that altruism has a significant and positive effect on the growth of deposit money banks in Nigeria. Responses collected from participants showed that most employees are always willing to help other employees in solving work-related problem, by sharing their knowledge and expertise with other employees and assisting new employees in the work place. This finding is in agreement with Ibukunoluwa, Anuoluwapo and Agbude (2015) and Cross (2018) whose studies reported that altruism behaviour positively affects the performance of banks in Nigeria. Gulluce and Erkilic (2015) affirmed that employees who exhibit altruistic behaviours are always willing to assist other employees in reducing heavy workload. Ghosh and Shun (2019) reported that altruism behaviour makes the work system more efficient because it enables workers to utilize their slack time to assist others in carrying out their tasks. This is corroborated by Amah (2017) and Ngugi (2017) who asserted that altruistic behaviours help in preventing the occurrence of work-related problems. The implication of the finding is that altruism is a helping behaviour that has effect on both employees and the organization. Apparently, altruistic behaviours create friendship, empathy and sympathy among colleagues which directly or indirectly help to solve their working problems. Employees' helping behaviour with work-related tasks which by extension leads to knowledge sharing in Nigerian deposit money banks brings about organisations' ability to adapt to environmental changes, which improves their growth.

The study also found that, courtesy has a significant and positive effect on the growth of listed deposit money banks in Nigeria. The result shows that courtesy behaviour stimulates cordial working relationship among employees in the work place. The result is supported by Kumari and Thapliyal (2017) who found a positive and significant effect of courtesy on organizational growth. They stated that courtesy behaviour helps in reducing and preventing work-related issues that involve individual problems through positive attitude. In their study, Liaquat and Mehmood (2017) found significant relationship between altruism and growth of organizations. In line with the finding, Lee and Ha-Brookshire (2018) averred those courtesy behaviours are aimed at preventing work-related conflicts with others. The implication of the finding stems from the fact that, employees who exhibit courteous behaviours turn to respect their colleagues and continuously encourage other employees by avoiding conflict; hence a positive effect on organizational growth.

5. Conclusion and Implications for Practice
The study investigated the effect of organizational citizenship helping behaviours (altruism and courtesy) on the growth of listed deposit money banks in Nigeria. The study therefore concludes that altruistic employees help banks to growth faster since employees help others in carrying out work-related problems. The study also concludes that courtesy behaviour stimulates friendship, trust and cordiality among employees of listed deposit money banks in Nigeria. Employees of deposit money banks in Nigeria should be periodically made to realize that when they perform altruistic acts, the organization gains and by extension the individuals also gain from the long run effects of the organization. Deposit money banks in Nigeria should sensitize employees to exhibit courteous behaviors by instituting relevant policies, trainings and group discussions. This would create the opportunity for employees to socialize, interact and acquire interpersonal skills at the workplace as well as learn to collaborate with colleagues as regards role expectations. The study provides theoretical

implications that have illuminated the real values of organizational citizenship behaviour as a predictor of organizational growth. This will enable managers of organizations, particularly deposit money banks to recognize the place of organizational citizenship behaviour in the growth and survival of banks in Nigeria.

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WOMEN SELF-DEVELOPMENT AND ORGANIZATIONAL EFFECTIVENESS: NIGERIAN BANKING INDUSTRY IN PERSPECTIVE

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ABSTRACT

The study examined the effect of women self-development on organizational effectiveness in the Nigerian banking industry and sought to establish the relationship between women self-development and organizational effectiveness variables. Cross-sectional survey design was adopted for the study with target population being women employees of the 21 deposit money banks in Nigerian. However, a sample size of 476 was drawn from seven selected Money deposit banks using Taro Yamane's formula. Primary data was collected through closed-ended questionnaire and analyzed using SPSS to ascertain the extent of the relationship. Findings revealed that there is a positive relationship between women self-development and organizational effectiveness in the Nigerian banking industry. The study concluded that women self-development variables are predictors of organizational effectiveness in the Nigerian banking industry and recommended management to establish and sustain leadership development programme for women to facilitate their self-development.

Keywords: Women self-development, Organizational effectiveness

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1. INTRODUCTION

The desire for self-development is present in human nature as the desire to grow and fulfill potentials (Masarosova, 2010). Self-development is one of the most important functions of Human Resource Management (Hameed & Waheed, 2011) and there exists a direct relationship between employee self-development and employee performance (Champthes, 2006); increase in employee performance has a direct impact on organizational effectiveness. Women self-development concept indicates that women employee development must be recognized by women who must be learned or willing to learn (Waheed & Hameed, 2011). The willingness to learn shows interest in the developmental activities, resulting in more satisfaction on the job and increased performance. (Antoncopoulou, 2010). This study aims to determine the extent to which women self-development impacts the effectiveness of organization using the banking industry.

1.3. Objectives: The study seeks to determine the effect of women self-development on organizational effectiveness in the Nigerian Banking industry. Specifically, (i) to investigate the effect of women aspirations on productivity of the Nigerian banking industry; (ii) to ascertain the effect of organizational culture on productivity of the Nigerian banking industry.

1.4. Study Questions: (i)To what extent does women aspirations affect productivity of the Nigerian banking industry? (ii) To what extent does organizational culture affect productivity of the Nigerian industry?

1.5. Hypotheses: To achieve the objectives of this study, the following hypotheses shall be tested.

Ho$_1$: Women aspirations has no significant effect on productivity of the Nigerian banking industry.

Ho$_2$: Organizational culture has no significant effect on productivity of the Nigerian industry.

2. Review of Related Literature

2.1 **Women Self-development:** Self-development refers to the willingness or interest of the individual to improve oneself through formal or informal education (Antonacopoulon, 2010). It measures how knowledge and skills acquired through training influence employee's output (Syed, 2018). Women employees at all levels are involved in the developmental activities in organizations whether at the upper, middle or lower management levels (Collins & Holton, 2004) and their self-development depends upon aspiration to learn and develop themselves. The aspiration to learn propels the employee to participate in many other activities such as attending seminars, workshops and other training programs either on or off the job (Antonacopoulou, 2010) which indeed has a positive impact on organizational effectiveness.

2.2

Women employee self-development depends on organizational culture, attitude of top management and limited opportunities of promotions (Waheed & Hameed, 2011). An organization culture that supports women employees encourages them to participate in decision making that would more develop capabilities and increase individual performance and organization effectiveness. The sincerity and commitment of top management to employee self-development influences employee developmental activities (Chay & Norman 2013). Leadership development programs aimed solely at women facilitate their self-development and career advancement abilities (Elmuti, Jia & Davis, 2009). Chay and Norman (2013)

maintained that if organizations focus on employee developmental activities, it would enhance the skills of employees, leading to developed career and realistic career plan and thus, increase organizational effectiveness.

When women self-development is core, their skills are developed for active participation in all aspects of life in the society. Okoyeuzu, Obiamaka and Onwumere (2012) affirmed that the impact of women labour activity on the economy is achieved through the possession of the right skills and knowledge in the profession. Previous studies point to the fact that women self-development is influenced by aspirations and organizational culture. This study therefore adapts women aspiration and organizational culture as proxies for women self-development,

2.2.1 **Women Aspiration:** Aspiration refer to goals or objectives that are strongly desired, longed for or aimed at. The goals individuals set for themselves are referred to as aspirations (Dubey & Tiwari, 2014). Aspiration is a major driving force in women's self-development. Knowledge of aspiration paves way to gain a better understanding of women's self-development and their progress in making appropriate career decisions. Career Aspiration refers to an individual's desire for future employment (Powell & Butterfield, 2013). It represents dreams that an individual has about what an ideal occupation would be for them (Farmer & Chung, 2005), and can influence a person's achievement and persistence in self-development (Baruch, 2004).

2.2.2 **Organizational Culture:** Walkins (2013), writing on organizational culture noted that organizational culture exists and it plays a crucial role in shaping behavior in organizations. According to Olynick (2016), organizational culture can be viewed as an organization's personality, the glue that holds a workplace together, which can either lead to organizational success or ineffective work practices. Deal and Kennedy (2008), and Schein (2010) summed organizational culture as a set of shared informal rules, assumptions, and values that provide cues on how members of an organization should behave. It acts as a medium that influences how goals are set, tasks are performed, resources are administered, employees think, act and feel (Lok and Crawford, 2014). The managers of a workplace play an important role in the development and maintenance of organizational culture, such that the values, leadership styles routines and goals of an organization are a reflection of those held by management (De.Joy, 2005; Kane-Urrabanzo, 2006).

A variety of external, internal and interpersonal factors that can hinder women self-development has been identified by Ely and Rhode (2010) as factors related to organizational culture. They stated that women aspiring to leadership face a litany of behavioral and attitudinal barriers in many organizational settings. That "women leaders clearly navigate a different societal and organizational terrain from their male counterparts, a terrain deeply rooted in cultural ambivalence" (Ely & Rhode 2010 : 379).

The dominant organizational culture of an organization influences the way its members behave with each other, the relationship set between superior and subordinates, the atmosphere surrounding the organization, all will be finally transferred over to the individual is behavior in their relationship with clients or customers (Macarie, Hintea & Mora, 2018). Values which define organizational culture based on gender include self-assertion, control, competition,

rationality (for male) and interdependence, cooperation, receptivity, emotional onus (for female). Organizational culture where male values predominates, it imposes in organization an autocratic and direct style, while female values are characteristic of democratic and participative style (Cole, 2004), implying an effect on career advancement of women in such an organization depending on the nature.

Cameron and Quinn (2012) proposed four types of organizational culture: Clan, adhocracy, market and hierarchy. **The clan culture** operates on cooperation and group morale and is identified as a pleasant environment to work. It takes employee loyalty and customer satisfaction into consideration. It fosters trust, teamwork, a sense of belonging, achievement of potentials, and group maintenance (Sherman, Leahy, Del Velle, Anderson, Tansey & Lui, 2014) **The adhocracy culture** is a creative and dynamic workplace where risk-being and innovation are key. It emphasizes change, flexibility and employee individuality. **The market culture** is goal oriented and defined by achievement, competition and success. **The hierarchy culture** is viewed as a structured, policy and procedure-governed environment, in which coordination between employees management exist and values such as stability, security, conformity and efficiency are emphasized (OCAI Online; 2012; Sherman, Leahy, Del Velle, Anderson, Tansey & Lui, 2014) Organizational culture that is pleasant to work, consider employee loyalty and customer satisfaction, trust and achievement of portents, women employees tend to be more efficient and progress faster (Kane-Urrabanzo, 2006).

Organizational Effectiveness: Effectiveness is a broad concept and is difficult to measure in organizations. (Amah, Weje & Dosunmu, 2013). It takes into consideration a range of variables at both the organizational and departmental levels It is inherently tied to the definition of what an organization is and describes how effective an organization is in achieving the outcome it intends to produce (Oladimeje & Akingbade, 2012). To measure organizational effectiveness, the organization determines proxy measures which are used to represent effectiveness. These include efficiency of management, performance of employees, core competencies, number of people served, types and sizes of population segments served and so on. Glenn (2012) stated that organizational effectiveness is the capacity of an organization to increase satisfaction, reduce turnover and maximize productivity and profitability through providing outstanding customer services. Selecting an appropriate criterion for effectiveness depends entirely on the type and nature of the organization under review; implying there is no particular criteria that can be considered as best for all organizations. Again, different organization functions must be evaluated using different characteristics (Vinitwatanakhun, 2013). This study has established productivity and service quality as measures of organizational effectiveness, as affirmed by Oladimeji and Akingbade (2012). The banking industry under investigation is service oriented and its productivity runs pari-passu with service quality.

Productivity: Productivity to Knootz and Weihrich (2008) is the output-input time period with due consideration for quality. Productivity of an organization according to Nongo (2011) is the measure of how efficiently and effectively resources inputs are brought together and utilized for the production of goods and services (outputs) of the quality needed by society in the long term. Productivity measures the efficiency of a company's productive process. The banking sector focuses on operational efficiency to achieve productivity gains. Productivity as an economic measure of output per unit of input

is more easily applied to industrial settings than in the context of the service sector, particularly the banking industry (Saini, 2014). Unlike the manufacturing industry in which productivity can be measured by the number of items produced, the service industry measures how the service is delivered, as well as the degree to which the service impacted the customer experience (Wright, 2018). Prescott, (2009) and Wright, (2018) suggested that instead of focusing on the number of customers or hours worked, an effective strategy for measuring employee productivity in the service industry takes into account a range of factors that will vary depending on the sector, company or employee role. Deposit Money Banks' productivity is its ability to generate, create, enhance or bring about quality services rendered to customers. (Olokoyo, 2016). This can be ascertained in the roles they play which include financial inter-mediation role and creative role. According to Olokoyo (2016), deposit money banks serve as engines of growth to greatly assist the promotion of rapid economic transformation of nations.

Profitability: The primary objective of business organizations is to make profit. Profit is an excess of revenues over associated expenses for an activity over a period of time. Profit is the engine that drives the business enterprise and every business strives to earn sufficient profits to survive and grow over a period of time. It is therefore a yardstick for measuring the efficiency of an enterprise (Martz, 2013). Profitability is the ability of an organization or firm to make and maintain profit from business activity year after year (Fisseha, 2015, Hayward & Upton, 2012). Profitability in the banking industry is a significant success/growth indicator because profits assures depository/stakeholders of the safety of their investments (Goyit & Nmadu, 2016).

Bank profitability is impacted by both external and internal factors. Capital adequacy, Asset quality, Earning quality, Bank size, liquidity, Loan Performance, technology, managerial efficiency and Human capital. The people in a bank are the most valuable resources and the major driving force for successes or failures and the quality of human resources employed by a bank greatly affects its profitability. The human capital in the banking industry is valuable because of the capabilities that employees bring to service. The competencies that the women employee in the organization have determine to a large extent its growth and profitability (Ayele, 2012).

3.0 METHODOLOGY

The methodology adopted was cross sectional survey design to collect data through the administration of questionnaire to population elements from the Nigerian banking industry. The accessible population of this study comprised 15,886 women staff of the selected seven (7) registered deposit money banks operating in Nigeria. The sample size of 476 was determined using the Taro Yamen's formula (Baridam, 2001). Data was collected from both primary and secondary sources. Close ended questionnaires was employed as a source for gathering first-hand data from respondents who are women employees of selected commercial banks while published works of other research and annual reports of money deposit banks constituted secondary data source. The research instrument was subjected to both validity and reliability tests.

3.1 Techniques of Data Analysis: Descriptive statistics was employed in presentation of demographic and other related research data using percentages, tables, frequencies, mean, standard deviation and charts. These helps in bringing out the

characteristics of respondents, proper analysis and interpretation of their behavioural trends and pattern (Dewua, 2019). The inferential statistics used to empirically evaluate the variables in this study to ascertain their relationship was correlation coefficient analysis technique. Regression analysis was also conducted to ascertain the effect of women self-development on organizational effectiveness in the Nigerian banking industry using Statistical Package for Social Sciences (SPSS) to measure or ascertain the relationship between women self-development and organizational effectiveness. The Decision Rule: If the β - value is smaller than the significant level **α,** we reject the null

hypothesis in favour of the alternative and conclude that there is sufficient evidence at the **α** level to conclude that there is a linear relationship between the predictor (X) and response (Y). If the β - value is larger than the significant level **α,** the null hypothesis is accepted, implying there is no enough evidence at the **α** level to conclude that there is a linear relationship between women career advancement and organizational effectiveness.

4.0 DATA ANALYSIS AND DISCUSSION OF FINDINGS

Table 4.5. Model Summary (Drawn from appendix D1, D2, D3)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.539[a]	.291	.284	.4155	1.742
2	.732[a]	.186	.179	.4231	1.585

a. Predictors: (Constant), Women aspirations, Organizational culture.
1. Dependent Variable: Productivity
2. Dependent Variable: Profitability
Source: SPSS output (2021)

R-Square (called the coefficient of determination) from table 4.1 indicates the proportion of the variance of organizational effectiveness. This is explained by variation in the predictor variables (women aspirations, organizational culture). The first measure of organizational effectiveness that was employed in this study is productivity. The multiple correlation coefficient of the model one (productivity) is 0.539. This indicate that there is a strong correlation between the measure of organizational effectiveness (productivity) and the predictor variables used in the model. There is 0.539 (53.9 %) correlation coefficient, using the predictors simultaneously for the model with productivity as the dependent variable. To interpret the variability in organizational

effectiveness accounted for by the fitted model, the R-square and adjusted R- square are used. The Model Summary (Table 4.1) gives the R-squared ($R^2 = 0.291$) and adjusted R- squared (adjusted $R^2 = 0.284$). Thus, the first model (model 1) is predicting about 29 % of the variance productivity. The model summary table also gives the R-squared ($R^2 = 0.186$) and adjusted R- squared (adjusted $R^2 = 0.179$) for the second model.
S-
The adjusted R^2 are used because R^2 will increase when further terms are added to the model even if the additional terms do not explain variability in the population. Thus, the *adjusted* R^2 is an attempt at improved estimation of R^2 in the population. Using the adjusted R^2 the study concludes that 28 % and

18% in the variability in productivity, and profitability can be explained by the two dimension of women career advancement (women aspirations and organizational culture) The model summary table reports the strength of the relationship between the independent and the dependent variable.

Test of Hypotheses: Two hypotheses were stated for empirical testing. The The

predictors (independent variables) were empirically tested using the t-statistics and the p–values that is associated to each variable. The decision rule is that if the computed t-statistic falls within the limit of two critical values (±1.96) accept the null hypothesis (Ho) otherwise, reject the null hypothesis. Alternatively, accept the null hypotheses if p – value is greater than 0.05.

Table 4.2. Regression Coefficients

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Intercept	1.600	.224		7.143	.000	.234	.738
Women Aspirations	.401	.055	.438	7.363	.000	.142	.301
Organizational Culture	-.173	.054	-.156	-3.184	.002	.357	.514

a. Dependent Variable: Productivity
Source: SPSS output (2021)

Hypothesis one: Women aspirations has no significant effect on productivity of the Nigerian banking industry.
Table 4.1 presents the necessary statistics to enable the researcher test hypothesis one. According to the table, the calculated value of β = *0.438, t*(425) = 7.363, *p* < 0.05. The t-statistic value is more than the critical value (1.96) which implies that women aspirations have significant relationship with productivity of the Nigerian banking industry. The null hypothesis is, therefore, rejected. The implication of this result also is that deposit money banks with high women aspirations have high productivity, a measure of organizational effectiveness.

Hypothesis two: Organizational culture has no significant effect on productivity of the Nigerian industry.

Results from Table 4.2 were used to test this hypothesis. The critical value of *t* - statistics is ±1.96 and the critical *p*-value is 0.05. Table 4.3 indicates that the calculated value of β = -0.156, (*t*(425) = -3.185, *p* < 0.05) with the t-statistic value less than the critical value (1.96) . The null hypothesis is, therefore, rejected. This means that, statistically, organizational culture has a significant relationship with productivity of the Nigerian banking industry.

Conclusion: Based on the findings of this study, it was concluded that independent variables of women self-development (women aspiration, and organizational culture) are predictors of organizational effectiveness (productivity and profitability) in the Nigerian banking industry. Managing women self-development brings about women employee commitment and satisfaction that

results in attainment of organizational set objectives and goals.

Recommendations: Based on the findings of the research and the conclusion drawn, this study recommends the followings:

i.   The Nigerian government maintain a sustained focus on the education of the girl child and capacity building for women, leadership training and development of women, and gender sensitivity in the organization.

ii. Management of Nigerian banking industry should establish and sustain leadership development programs aimed solely at women to facilitate their self-development, enhance managerial skills that lead to increase in organizational effectiveness.

iii. Women employees in the Nigerian banking industry should make self-development a necessity to help them surmount the challenges of limited opportunities of promotions

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ELECTRONIC FUNDS TRANSFER DISPUTE RESOLUTION AND BANK-CUSTOMERS' RELATIONSHIP IN SELECTED BANKS IN AKURE, ONDO STATE

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ABSTRACT

This paper assessed the effect of Electronic Funds Transfer (EFT) dispute resolution on bank-customer relationship in selected banks, in Akure, Ondo State, by identifying the sources where dispute occurs mostly in EFT, and assessing the effect of EFT dispute resolution on bank-customers' relationship in the study area. Survey design, purposive and random sampling techniques, and a sample size of 384 bank customers were used in the study. Data were gathered with Structured questionnaire, and analysed with descriptive and multiple regression analysis. Analysis of Variance was used to test hypothesis at 5% significant level. The study concluded that ETF dispute resolution has a significant effect on bank-customer relationship in the study area, with a significant level of 0.000, which is less than 0.05, and recommends that, there should be improvement in ICT infrastructure necessary to enhance EFT and dispute handling process in order to achieve a near error-free e-banking/e-payment system.

Keywords: *Electronic Funds Transfer; Dispute resolution; Bank-Customers' Relationship*

Introduction

The upturn in technological innovations in the banking industry has changed the ways in which customers are now executing transactions (Minjoon & Sergio Palacios, 2016), and also transformed the ways in which banks carry out their operations and the banks' competitiveness all over the world. However, while the effectiveness and efficiency of these technological devices help the banks to attract and retain a large number of customers (Tadic, Aleksic, Mimovic, Puskaric & Misita, 2018), the devices also serve as vital apparatus to attaining optimum level of operational efficiency (Ndungu, 2014).

These devices include: Point-of-sale, Automated Teller Machine (ATM), Credit card, Debit card, Wire transfer, Check truncation, Automated clearing house, Electronic payroll systems, Telephone bill payment, e-commerce payment systems, direct credits, electronic funds transfers, direct debits, direct transfers, internet banking Electronic cheques, among others (Office of Technology Assessment (OTA), 1982; Okifo & Igbunu, 2015; Olowokere, 2019). EFT makes modes of payment available to customers via public access terminals, among others (Olowokere, 2019), and it is enabled through connectivity, using Wide Area Network (WAN) and Local Area Network (LAN) (Ekwueme, Egbunike & Okoye, 2012). These payment devices revealed the tendency of moving away from the confidence on physical currency (Mahsa & Ali, 2018; Ndlovu, 2020), reduce operating costs, maintain customer satisfaction (Iftikhar, Ghouri, Sajid, Siddiqui and Uddin (2021), and make available timely, accurate and safe services to banks' customers, and also reduces operation costs, gives convenience to customers, improves customers' services and experience (Asante-Gyabaah, Oppong &

Dun-Baidoo, 2015; Ayo, Obi, Adewoye & Eweoya, 2016; Iftikhar *et al.,* 2021), while upholding customers' satisfaction (Iftikhar *et al.,* 2021).

In addition, electronic payment system comprises rules, institutions, procedures, instruments, standards, and technical means initiated to effect monetary value transfer between parties performing mutual obligations (Okifo & Igbunu, 2015). With the drive to uphold sound and safe business practice, electronic payment system is of utmost importance. However, customers need to be protected against losses due to inadequate remedies available to them, because, banking as a result of its nature, is a high-risk business, and the major risks related to banking are legal risks, credit, interest rates and liquidity (Mthembu, 2010). Other risks include: uncertainty and jurisdiction about legal requirements in some countries which makes customers and banks to be exposed to legal risks related with non-compliance with varied regulations and national laws including consumer protection laws.

Therefore, rules and regulations are put in place to guide money transfer between parties involved in money exchange. However, the capability of regulatory frameworks to move around change, is vital in order to make sure that novel commercial solutions are obtainable for customers or consumers particularly to address disputes that result from their interactions (World Economic Forum, 2018), and attain sustained bank-customer relationship. Therefore, in Nigeria, there are some regulatory and legal framework put in place to settle disputes that result from electronic banking transactions, including the Electronic Fund Transfer Banking System. However, Nofal, Alida, Hasanuddin, Patwayati and Hayat (2015) opined that, low attention of banks in handling and solving its customers'

complaints has led customers to be unsatisfied with banks' service delivery.

Despite these rules, laws, regulations, steps and procedure taken, and the quest to protect customers, Hadid *et al*. (2020) stated that customers still suffer losses as a result of insufficient remedies available to them, and fraudulent activities still occur as a result of banks' fraudsters. Abu-Shanab and Matalqa (2015) asserted that apart from fraudulent activities, errors, threats and other problems still take place during Electronic Funds Transfer and e-banking services. Customers still complain about unnecessary delay, errors, among others, while using banks' services. Also, Hadid *et al*. (2020) affirmed that, these problems prevent banks' customers in Nigeria and perhaps other African countries from carrying out timely bank transactions. These technological devices have resulted to customers' fear of banks' fraudsters and bankers' fraudulent activities. While World Economic Forum (2018) stated that this situation is occasioned by institutional weaknesses related to poor enforcement of contract which can inhibit the development of a robust payment system. This can lead to dispute which can further affect the relationship between the banks and their customers.

Several studies (Ling, Fern, Boon & Huat, 2016; Amin, Onyeukwu, & Osuagwu, 2018; Sunith, 2019 among others) have been carried out on the effect of e-banking services on customers satisfaction). Also, studies (Nofal *et al*., 2015; Kulet, 2017; Salim, Setiawan, Rofiaty & Rohman, 2018) were on the effect of complaint handling towards bank customers satisfaction. There is, however, a dearth of literature on the legal aspect of issues emanating from interactions between banks and their customers, which lead to disputes while using Electronic Funds Transfer services. Also, empirical studies seem not to have been conducted on e-payment dispute resolution in Nigeria and its effect on bank-customer relationship. Hence, the need for this study. This study on electronic funds transfer dispute resolution and bank-customers' relationship in selected banks in Akure, Ondo State, will close this identified gap in past literature and contribute to the existing literature, especially on the legal aspect of dispute resolution between bank customers and banks.

Electronic funds transfer (EFT) is an instruction by a client to his bank to transfer funds from the client's account to a bank account a beneficiary (Mthembu, 2010). It is founded on technology which by its nature is designed to extend the geographical reach of customers and banks (Meiring, 1996). Dispute is a controversy or conflict or particularly one that has given rise to a particular lawsuit (Black's Law Dictionary). It involves a disagreement or an argument between two countries, groups or people (Hornby, 2006). It enables groups or persons maintain co-operation. Dispute resolution is the procedure of settling disputes between parties (Burton, 1990). A bank is a financial intermediary and institution that receives deposits and channels them into borrowing activities directly by lending or indirectly via capital market (Olaewe & Abanikanda, 2017).

A bank and its customer have contractual agreement that imposes certain duties and rights on both parties, with bank's duty to comply with existing regulatory laws and directives. This relationship can be referred to as a relationship between the bank (agent) and the customer (the principal). Hence, this relationship give rise to a duty of care, which makes banks to ensure that they obey the instructions of the bank and use reasonable

skills and to carry instructions with the view of protecting the customer and his money. Bank customer relationship in e-banking is based on contractual and statutory relationship such as offer and acceptance and other basic rules like law of agency, bailor and bailee relationship, right of appropriation, rights of lien, trusteeship and executorships, debtor and creditor relationship, rights of set-off, mortgage, among others (Ojo & Lawal, 2014 as cited in Lawal *et al.*, 2018). Nevertheless, such contracts are now carried out electronically, with parties millions of kilometres apart, without papers, with physical signatures endorsed on them and the contract is initiated, concluded and sometimes performed within minutes.

2. Theoretical Framework

The related theory to this study is agency theory. Agency theory was founded by Stephen Ross and Barry Mitnick in the 1970s (Gichuki & Jagongo, 2018). explains that there is a contract between a firm and the owners of economic resources that are invested in the firm (business entity), therefore, the managers have the responsibility to control such resources (Kanyore, 2017). In this relationship, the principal (shareholders) employs the services of an agent to perform work, and the goals of the agent and principal must be in agreement, and their varied tolerances for risk must be reconciled (Mwende, Bichanga & Mosoti, 2013). This theory is related to the study because, it explicates the relationship between the agent (banks) and principal (bank customers). While the Customers withdraw, deposit, transfer their money from banks, the banks' managers are expected to manage the customers' money with ultimate fairness and trust, in a way that the bank would pay dividend and interest to its shareholders, make profit, in a way that all parties will be contented and the business would thrive.

3. Literature Review

3.1 Sources of Dispute in the Banking Industry in Nigeria

According to the Central Bank of Nigeria (2016)'s Guidelines on instant (inter-bank) electronic funds transfer services in Nigeria, and Consumer Protection guideline in Nigeria, Electronic Funds Transfer Services and e-payment dispute framework in Nigeria, arises from the following sources: (i) Untreated complaints: A complaint involving a Cardholder making a complaint to the issuer which has not been treated after 14 days from the date of receipt of the complaint; (ii) Payment card used contrary to the mandate of the cardholder; (iii) Wrong transfer due to fraud; (iv) Payment card is counterfeit; (v) Transfer recall due to customer error (customer claims to have made a transfer in error; (iv) Wrong transfer due to bank error (sending entity erroneously sends value contrary to customer's instructions due to wrong account number, wrong amount, duplication, etc.); (vii) Unresolved dispensed error; (viii) Unsatisfied responses: Any fraud or dispense error involving a payment card that a cardholder has reported to the issuer and is not satisfied with the issuer response; and (ix) The cardholder never requested a payment card.

3.2 Empirical Review on the Effect of E-banking and Dispute Resolution Relating to Electronic Banking Services on Customers' Satisfaction and relationship

There is dearth of literature on the effect of e-banking and dispute resolution relating to electronic banking services on customers' relationship. However, there are literature on the effect of e-banking and dispute resolution relating to electronic banking services on customers' satisfaction, which can enhance customers' relationship.

Iftikhar *et al.* (2021)'s study on examining the role of consumer satisfaction within mobile eco-systems: Evidence from mobile banking services in Pakistan, Used survey design for the study. The study had two hundred and fifty respondents. The research hypothesis and model were tested with PLS-SEM. The study revealed that, task characteristics, system quality, information quality, structural assurance, and service quality had positive effect on consumer satisfaction, while, trust mediates the relationship.

Also, Uwalaka and Eze (2020)'s study on the effect of mobile banking on customers satisfaction in commercial banks in Anambra State, used survey design and structured questionnaire for the study. Sample size of 384 was determined by Cochran's formula. Multiple regression and descriptive statistics were used to analyse data. The study disclosed that security of mobile banking, ease of product use, mobile banking technology proficiency, and responsiveness of mobile making application had significant effect on customer's satisfaction. This can influence customers' satisfaction.

Salim *et al*. (2018)'s study on the effect of customer complaints handling and quality of bank services on customer loyalty to public sector banks owned by the government in Jakarta, Indonesia, used a sample size of 275 respondents from four state-owned commercial banks. The result disclosed that the customer complaints' handling has no effect on customer loyalty. However, the result of the mediation path hypothesis testing revealed that the influence of service quality on customer loyalty can be mediated by customer satisfaction showing a positive relationship.

Nofal, Alida, Hasanuddin, Patwayati and Hayat (2015)'s study examined the effect of complaint handling towards customers' satisfaction, trust and loyalty to Bank Rakyat Indonesia (BRI) Southeast Sulawesi, used a sample size of 168 respondents. Data were analysed using path analysis. The study revealed that better customers' complaint handling will increase customers' satisfaction; customers' trust and customers' loyalty. This can enhance banks-customers' relationship

Islam and Niaz (2014)'s study on analysis of service quality (which includes grievance handling) and satisfaction levels of customers in the banking sector of Bangladesh, used copies of questionnaire as research instrument to collect data from 300 (sample size) banks' customers. Data were analysed with correlation and multiple regression. The result of the correlation analysis revealed that, there is a positive correlation between the dimensions of service quality and customer satisfaction, while the result of the multiple regression disclosed that offering quality service has a positive effect on the total customer satisfaction.

4. Methodology
4.1. Study Area
The study was carried out in Akure metropolis, the capital city of Ondo State. The city was selected because, all the banks' headquarters, a lot of private establishments and government agencies and institutions are situated in the Metropolis, and e-banking services are highly used by the banks within the metropolis in comparison with neighbouring towns. Also, a lot of commercial activities take place within the Metropolis. The population of Akure Metropolis is 484,798, its geographical area is 331km^2, while the Metropolis lies within $7^0 07`N$-$7^0 37`N$ and $5^0 06`E$- $5^0 38`E$ (National Population Census, 2006).

4.2 Methods

Descriptive research design was utilized for the study. Four banks (WEMA Bank Plc. (customers' population = 52,805; 0.137% = 53); Guaranty Trust Bank (customers' population = 137,000;0 .354% = 136), First Bank Plc, (customers' population = 106,175; 0.274% = 105) and Polaris Bank (customers' population = 90,685; 0.235% = 90), in Akure Metropolis were first of all selected, based on their dominance rate of patronage and dominance in comparison with other banks. These banks had a total population of 386, 665 customers. Krejcie and Morgan (1970) sample size formular (S = X^2 NP(1+P) $\pm$ d^2(N-1)+ X^{2}P(1-P). [Where: S = Sample size; X = S = the table value of Chi-Square for 1 degree of freedom at the desired confidence level (3.841); N = Population size; P = the population proportion (assumed to be .50, since this would provide the maximum sample size); d = degree of accuracy expressed as a proportion .05.) was used to select a sample size of 384 customers of the bank. Since the population of each of the banks were not equal, the sample size was selected based on the proportion of customers in each bank to the population. The Banks' customers in the sample size were selected randomly. Nevertheless, 282 (73.4%) copies of structured questionnaire were retrieved.

Cronbach Alpha was used to test for the reliability of the research instrument, and the result of the reliability test had a Cronbach Alpha coefficient of 0.891 which is over 0.7., meaning that the instrument was suitable to carry out social research. While validation of the research instrument was carried out with pilot test, by giving questionnaire to Fifteen (15) respondents of customers of United Bank of Africa (UBA) and Zenith and in the center of Ile-Ife, two weeks before the distribution of the copies of questionnaire to the respondents of this study. The reason for selecting banks in Ile-Ife was due to the city's similar topography with Akure. Two experts in the field of banking and finance also helped to validate the research instruments before the copies of questionnaire were distributed. Ordinal scale, 5-points Likert scale was used to measure the research variables, while data was analysed with descriptive statistic (percentage, mean ranking, and mean average). Statistical Package for Social Science (SPSS) (version 25) was used for the analysis.

5. Results and Discussion
5.1 Socio-demographic Characteristics of Customers

Table 1 disclosed that the age group of the banks' customers between 21 – 30 years was 38.3 %, the percentage of the customers within this age group was higher than those within the other age groups. The next highest age group were those within the ages of 18 – 20 years and 31 – 40 years, with 23.8% respectively. The percentages of those customers within the age groups of 41 – 50 years, 51 – 60 years and above 60 years were 8.5 %, 3.9 % and 0.7 % respectively. This implies that, more youths participated in the study in comparison with the elderly customers. This result is good for this study because youths are highly involved in the use of ICT compared to the older generation. Hence, they are likely to be able to provide answers to disputes related to the use of Electronic Funds Transfer.

Table 1 also revealed that the highest level of education attained by the customers, was postgraduate level with 56.0 %, followed by Bachelor / HND with 23.4 %. Those that had Certification/ OND level was 11.3 %. Also, a few of the respondents had SSCE qualification, while very few had other certificates outside the ones listed in the questionnaire. This implies that a lot of the respondents had the ability to comprehend and provide answers to the questions that

were asked on copies of the questionnaire that were distributed to them.

Furthermore, table 1 also showed that a lot of the respondents, 35.8% had been operating their bank accounts for 1 to 5 years, 32.3% had been operating their accounts for 6 to 10 years, 13.5 % had been operating their accounts for less than 1 year. Moreover, 14.2 % and 3.5 % had been operating their bank accounts from 11 to 20 years and over 20 years. Respectively. This implies that, about 50.0 % of the respondents had been operating their bank accounts for over five years, meaning that majority of the respondents were experienced enough to comprehend and provide answers to the questions that were presented to them in the copies of questionnaire. In addition, table 1, revealed that, 41.1% of the banks' customers were females, while 56.0 % were males.

Table 1. Distribution of Socio-economic Characteristics of the Customers

Socio-economic Characteristics	Frequency	%
Age		
18-20	67	23.8
21-30	108	38.3
31-40	67	23.8
41-50	24	8.5
51-60	11	3.9
Above 60	2	.7
No response	3	1.1
Total	282	100.0
Highest academic qualification		
Basic level of education	18	6.4
Certification / OND	32	11.3
Bachelor / HND	66	23.4
Postgraduate	158	56.0
Others	1	.4
Total	275	97.5
No response	7	2.5
Total	282	100.0
How long have you been operating your bank account		
Less than 1 yr.	38	13.5
1-5 yrs.	101	35.8
6-10 yrs.	91	32.3
11-20 yrs.	40	14.2

Over 20 yrs.	10	3.5
Total	280	99.3
No response	2	0.7
Total	282	100.0
Gender		
Male	158	56.0
Female	116	41.1
Total	274	97.2
No response	8	2.8
Total	282	100.0

Source: Field Work, 2020

5.2 Sources of Disputes Associated with Electronic Funds Transfer in the Selected Banks in Akure, Ondo State, Nigeria

Table 2. reveals the sources of disputes associated with electronic funds transfer in the selected banks in Akure, Ondo State, Nigeria. The result disclosed that ATM / PIN / POS disputes, credit card limit and wrong transfer due to customers' error with mean values of 2.67, 2.05 and 2.01 respectively were the first three most common disputes associated with First Bank Plc. These were followed by multiple payments for online transactions and unauthorized charges on the debit cards or credit cards in the fourth and fifth positions with mean values 1.96 and 1.92 respectively. The least occurring disputes in the bank are failed transactions without refund, wrong transfer due to bank error and unauthorized transfer from account with mean value of 1.65, 1.63 and 1.58 in descending order of occurrences respectively.

Also, Guarantee Trust Bank (GTB)'s customers ranked ATM / PIN / POS disputes with mean average of 2.32 as first on the list, while unauthorized charges on debit card or credit card with mean of 2.14, multiple payments for online transaction, 1.75, credit card limit, 1.74 and wrong transfer due to customers error, 1.68 were second, third,

fourth and fifth most occurring disputes areas respectively. However, fraudulent/mistaken payment had a mean average of 1.43, wrong transfer due to fraud, 1.43 and wrong transfer due to bank error, 1.41, were identified as the last three common disputes areas in GTB.

Furthermore, Polaris bank ranked ATM / PIN / POS's disputes mean average of 2.77, and wrong transfer due to customers error with mean average of 2.21, as the first and second common disputes based on the perception of its customers. While counterfeit or skimmed cards with mean average of 2.13, credit card limit, 2.01, and unauthorized charges on debit card or credit card, 1.92, were ranked as third, fourth and fifth positions. Also, unauthorized transfer from account with mean average of 1.76, wrong transfer due to fraud, 1.73, and wrong transfer due to bank error, 1.67, were the last three EFT disputes areas associated with Polaris bank, in descending order of mean average.

In addition, WEMA bank Plc.'s disputes associated areas with EFT, were similar in position with those identified by First Bank Plc customers. The bank had its associated dispute area as ranked below: ATM / PIN / POS disputes had a mean average of 2.50, credit card limit, 2.18, and wrong transfer due to customers' error, 2.15, in the first, second and third positions. Counterfeit or skimmed cards with mean average of 1.86 and multiple

payments for online transaction with mean average of 1.84, were in the fourth and fifth positions respectively, while unauthorized transfer from account with mean average of 1.76, wrong transfer due to fraud, 1.61 and fraudulent/mistaken payment, 1.60, were the least ranked disputes in ninth, tenth and eleventh positions respectively.

There are some similarities in the ranking of the first five EFT disputes in all the banks. All the banks ranked ATM / PIN / POS disputes first. While credit card limit was ranked second by the customers of both First bank Plc and WEMA bank Plc. Also, both First Bank Plc. and WEMA Bank Plc.'s customers, ranked wrong transfer due to customers' error third, however, this dispute area was placed in the fourth position by customers of both GTB and Polaris. Therefore, considering the overall ranking of the EFT disputes, ATM / PIN / POS disputes with mean average of 2.53, wrong transfer due to customers error, 1.99, credit card limit, 1.98, unauthorized charges on debit card or credit card, 1.97 and counterfeit or skimmed cards, 1.87, in a decreasing order of mean values were the first five disputes relating to EFT in all the

selected banks in the study area. This shows that ATM / PIN / POS disputes are the topmost areas of ETF's disputes between the banks and their customers. The remaining four highest areas of disputes occurrence were in the use of ATM cards, since electronic funds transaction are carried out using the tool. On the other hand, unauthorized transfer from account, with mean average of 1.59, wrong transfer due to bank error, 1.59, and wrong transfer due to fraud, 1.59, had the same mean average and occupied the last position. The United Nations Conference on Trade and Development (UNCTAD) (2017) identified related challenges in the use of EFT such as data security and online scams, identity theft and frauds, irreversibility of electronic payments, unclear information on chargebacks and withdrawals, long and tedious refund process in situations of online transactions among others to be peculiar to using e-banking channels for e-commerce in developing world. This implies that banks need to provide a lasting solution to enjoy customers' patronage, otherwise, these disputes can cause strains in banks-customers' relationship.

Table 2: Distribution of Disputes Associated with Electronic Fund Transfer

Disputes	First Mean	Rank	GTB Mean	Rank	Polaris Mean	Rank	WEMA Mean	Rank	All Mean	Rank
ATM / PIN / POS disputes	2.67	1	2.32	1	2.77	1	2.50	1	2.56	1
Wrong transfer due to customers error	2.01	3	1.68	5	2.21	2	2.15	3	1.99	2
Credit card limit	2.05	2	1.74	4	2.01	4	2.18	2	1.98	3
Unauthorized charges on debit card or credit card	1.92	5	2.14	2	1.92	5	1.81	7	1.97	4
Counterfeit or skimmed cards	1.91	6	1.66	6	2.13	3	1.86	4	1.87	5
Multiple payments for online transaction	1.96	4	1.75	3	1.90	6	1.84	5	1.85	6
Failed transaction without refund	1.65	9	1.65	7	1.84	7	1.84	6	1.70	7
Fraudulent / mistaken payment	1.79	7	1.43	9	1.82	8	1.60	11	1.64	8
Wrong transfer due to bank error	1.63	10	1.41	11	1.67	11	1.77	8	1.59	9
Unauthorized transfer from account	1.58	11	1.46	8	1.76	9	1.76	9	1.59	9
Wrong transfer due to fraud	1.70	8	1.43	9	1.73	10	1.61	10	1.59	9

Source: Field Work, 2020

5.3 Effect of Electronic Funds Transfer Dispute Resolution on bank-customers' relationship

In order to find out the effect of electronic funds transfer dispute resolution on bank-customers' relationship, dispute resolution was regressed against each of the measurement variables of bank-customers relationship. Firstly, from Model 1 in Table 3, with Dispute Resolution as a predictor of Customer Focus, the R-value was 0.416. This shows a moderate and positive relationship between Dispute Resolution and Customer Focus in selected banks in the study area. The coefficient of determination, R^2 (0.173 or 17.3 %) indicates that Dispute Resolution could account for 17.3 % of the changes in Customer Focus. Table 4 (coefficients table) shows that Dispute Resolution has a significant and positive effect on Customer Focus in selected banks in the study area, with (β = .416, p (0.00) < .05).

Secondly, in Model 2 on table 3, with Dispute Resolution as predictor of Visibility, the R-value was 0.351. This shows a fairly positive relationship between Dispute Resolution and Visibility in selected banks in the study area. The R^2 (0.123 or 12.3 %) implies that Dispute Resolution could account for 12.3 % of the changes in Visibility. Table 4 (coefficients table) shows that Dispute Resolution has a significant and positive effect on Visibility in selected banks in the study area (β = .351, p (0.00) < .05).

Thirdly, in Model 3 on table 3, with Dispute Resolution as predictor of Accessibility), the R-value was 0.318. This shows a fairly positive relationship between Dispute Resolution and Accessibility in selected banks in the study area. The R^2 (0.101 or 10.1 %) on table 4, means that Dispute Resolution could account for 10.1 % of the changes in Accessibility. Table 4 (coefficients table) shows that Dispute Resolution has a significant and positive effect on Accessibility in selected banks in the study area (β = .318, p (0.00) < .05).

Fourthly, in Model 3 on table 3, with Dispute Resolution as a predictor of Responsiveness in Model 4, the R-value was 0.553. This shows a moderate and positive relationship between Dispute Resolution and Responsiveness in the selected banks in the study area. The R^2 (0.306 or 30.6 %) implies that Dispute Resolution could account for 30.6 % of the changes in Responsiveness. Table 4 (coefficients table) shows that Dispute Resolution has a significant positive effect on Responsiveness in selected banks in the study area (β = .553, p (0.00) < .05).

Generally, with Dispute Resolution as predictors of Bank-Customer Relationship in Table 3, the R-value was 0.553. This shows a moderate and positive relationship between Dispute Resolution and Bank-Customer Relationship in selected banks in the study area. The R^2 (0.306 or 30.6 %) implies that Dispute Resolution could account for 30.6 % of the changes in Bank-Customer Relationship. Table 4 (coefficients table) also shows that Dispute Resolution has a significant and positive effect on Bank-Customer Relationship in selected banks in the study area (β = 0.553, p (0.00) < 0.05). At a 95% level of confidence, Electronic Funds Transfer Dispute Resolution made a significant contribution to Bank-Customer Relationship in the study area. Taking Dispute Resolution constant at zero Bank-Customer Relationship will be 6.335. A unit increase in Dispute Resolution will lead to a 0.311 increase in bank-Customer Relationship. Thus, the best fitting model is:

$$Bc = 6.335 \quad + .311D_r + .1.005$$

$$Dr = \text{Dispute Resolution}$$

Where:

$$Bc = \text{Bank} - \text{Customer Relationship}$$

Table 3: Model Summary for the Effect of Dispute Resolution on Bank-Customers Relationship

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416[a]	.173	.170	3.50448
2	.351[a]	.123	.120	1.75940
3	.318[a]	.101	.098	2.34700
4	.553[a]	.306	.303	3.78346
5	.553[a]	.306	.303	3.78346

a. Predictors: (Constant), Dispute Resolution
Source: Field Work, 2020

Table 4: Coefficients for the Effect of Dispute Resolution on Bank-Customers Relationship

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.194	.931		12.019	.000
	Dispute Resolution	.198	.027	.416	7.342	.000
	a. Dependent Variable: Customer Focus					
2	(Constant)	4.457	.468		9.532	.000
	Dispute Resolution	.082	.014	.351	6.025	.000
	a. Dependent Variable: Visibility					
3	(Constant)	7.611	.624		12.202	.000
	Dispute Resolution	.098	.018	.318	5.392	.000
	a. Dependent Variable: Accessibility					
4	(Constant)	6.335	1.005		6.300	.000
	Dispute Resolution	.311	.029	.553	10.665	.000

a. Dependent Variable: Responsiveness							
5	(Constant)	6.335	1.005			6.300	.000
	Dispute Resolution	.311	.029	.553		10.665	.000

a. Dependent Variable: Bank Customer Relationship

Source: Field Work, 2020

5.4 Analysis of Variance (ANOVA) on the Effect of Dispute Resolution on Bank-Customers Relationship

H_0: Electronic Funds Transfer dispute resolution has no significant effect on bank-customers' relationship in the study area

The ANOVA result generated from the regression analysis used to test this hypothesis. As shown on table 5, revealed that, Dispute resolution has an effect on bank-customers relationship, with level of significant of 0.000, which is less than 0.05. Hence, the null hypothesis was rejected, while the alternate hypothesis was accepted. This finding is in agreement with Islam and Niaz (2014)'s study on analysis of service quality and satisfaction levels of customers in the banking sector of Bangladesh, which disclosed that offering quality service which includes grievance handling has a positive impact on overall customer satisfaction. Also, in agreement is Nofal, *et al.* (2015)'s study on examined the effect of complaint handling towards customers' satisfaction, trust and loyalty to Bank Rakyat Indonesia (BRI) Southeast Sulawesi, which revealed that better customers' complaint handling will increase customers' satisfaction; customers' trust and customers' loyalty. This can also enhance banks-customers' relationship. On the contrary, Salim, *et al.* (2018) reported that though customer complaints have a positive effect on satisfaction, it has no major effect on customer loyalty, which leads to a long-lasting bank-customers' relationship.

Table 5. Result of ANOVA on the Effect of Dispute Resolution on Bank-Customers Relationship

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1628.048	1	1628.048	113.733	.000[b]
	Residual	3693.167	258	14.315		
	Total	5321.215	259			

a. Dependent Variable: Bank Customer Relationship

b. Predictors: (Constant), Dispute Resolution

Source: Field Work, 2020

6. Conclusion

It can be concluded from the findings above that, ATM / PIN / POS disputes with a mean average of 2.56, are the topmost areas of ETF's disputes experienced by all the selected banks' customers, followed by wrong transfer due to customers error, with mean average of 1.99, and credit card limit, with mean average of 1.98. While the least areas of ETF's disputes experienced by the customers are: unauthorized transfer from account, wrong transfer due to bank error, and wrong transfer due to fraud, with a mean average of 1.59 respectively. In addition, the result of the findings also revealed that, dispute resolution

procedure had an effect on bank-customers relationship, with level of significant of 0.000, which is less than 0.05. The study therefore recommends that a fair dispute resolution procedure should be put in place for customers in order to attract customers' loyalty and therefore enhance the relationship between the banks and their customers.

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THE MODERATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN MONETARY REWARDS AND EMPLOYEE PERFORMANCE OF SELECTED DEPOSIT MONEY BANKS IN MAKURDI METROPOLIS

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ABSTRACT

This study dealt with the moderating role of job satisfaction in the relationship between monetary rewards and employee performance of selected Deposit Money Banks in Makurdi Metropolis. The study employed a descriptive survey research design method. A sample size of 290 respondents was selected from a total population of 772 employees of nine deposit money banks in Benue State. Primary data was gather using questionnaire which was structured in five likert scale; (1=strongly disagree, to 5 =strongly agree) and was self-administered to the respondents of the said Banks. Bivariate regression and multiple regression analysis technique were adopted with the aid of SPSS for analysis of the hypotheses in the study. It was found out that monetary reward had significant effect on employee performance of deposit money banks. The results established that the employees' job satisfaction was influenced by the monetary rewards, bonus pay, salaries, incentive are demonstrated through compensation trends in the market. It is therefore recommended that the management of deposit money banks should work to ensure that monetary rewards of deposit money banks is fair and equitable, there should be fairness and equity in the deposit money banks monetary rewards practices.

INTRODUCTION

Employees are the most important resource of organization because the success of organization is dependent upon the performance of employees, therefore, it is important for an organization to attract and retain their talented employees. Bateman and Strasser (2014) aver that talented employees influence the performance of the organization in a positive manner. Thus, organizations need to invest on them and enhance their performance through higher level of motivation and satisfaction. Today employees want appropriate rewards for their performance and their satisfaction with the organization depends upon the fulfillment of their desires. Organizations must need to include monetary incentives and rewards such as profit sharing, bonus, fringe benefit, retirement benefit and salaries in their strategy to maintain the relationship and increase their performance (Saleem, 2011).

In any organization, the monetary reward and employee satisfaction are interrelated components, organizational monetary reward boosts the employee's job satisfaction and employee performance level. The organization uses monetary reward system to achieve its desired objectives. According to Danish and Usman (2010) monetary reward contributes to keep employee's satisfaction and increases employee performance. Bowenard (2014) stated that passionate and happy employees could create happy client. Ali and Ahmed (2019) conducted a study in Unilever companies. The result of this study revealed that there was a positive and strong association between monetary rewards and employee's performance and satisfaction. Snyder, Osland and Hunter (2019) examined that private sector employees are more satisfied than public sectors employees on the basis of performance-based rewards.

The organization that gives rewards on personal and individual basis instead of group basis, this act leads to dissatisfying employee's behavior. Though, poor monetary rewards in an organization creates dissatisfaction in employees and dissatisfaction decreases task performance and contextual performance rate. Shafiq and Naseem (2011) also state that poorly designed monetary reward and poor compensation in organization mitigate the employee satisfaction and disrupt the employee performance. Fringe benefits, salaries, retirement benefits and bonuses play essential role to encourage the employee performance. Uppal (2015) describes in his study that fringe benefits like insurance, allowances, positively correlate with employee satisfaction. In spite of numerous monetary reward packages, this research study considered bonuses, fringe benefit, retirement benefit and salaries because banks employees are not well remunerated as compared to their counterpart

in other parts of the world appear to be diminishing (Oyeniyi, Afolabi & Olayanju, 2014).

A salary is a form of payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour, or other unit is paid separately, rather than on a periodic basis (Saleem, 2011). Fringe benefits are additions to compensation that companies give their employees. Some fringe benefits are given universally to all employees of a company while others may be offered only to those at executive levels (Clifford, 2015). Retirement benefits are benefits payable to the member of the pension scheme on retirement or earlier withdrawal from service, including retirement pensions; retirement lump sums or gratuities (Clifford, 2015). A bonus is a financial compensation that is above and beyond the normal payment expectations of its recipient. Companies may award bonuses to both entry-level employees and to senior-level executives. While bonuses are traditionally given to exceptional workers, employers sometimes dole out bonuses company-wide to stave off Employee satisfaction is an important variable that is able to give an opinion about general emotion and thinking forms of employees about their job and workplace. Thus, employee satisfaction refers to expectations of the employee about the workplace and his attitudes toward his job. Thus, job satisfaction is a function of the extent to which one's needs are satisfied in a job (Togia, Koustelios & Tsigilis, 2014).

Statement of the problem
The banking sector, as categorized under the service sector, contributes majorly to the gross domestic product of Nigeria's non-oil sector. This gives more prominence to the service sector and particularly the banking sector.

Surprisingly, none has been done in the banking setting in Nigeria, especially in Benue State. Job satisfaction has various facets and one of the key facets is employees' reward (Akinloye & Adesola, 2015, Viko, Nnorom & Oyedokun, 2018).
Employee rewards is among the factors that cause job dissatisfaction and poor level of employee performance among Nigerian bank employees. This is because bank employees are offered reward packages that do not commensurate with the lengthily time, loyalty, and effort the employees invested in their jobs (Akinloye & Adesola, 2015). The banks employees are not well remunerated with attractive salaries, fringe benefit, retirement benefit bonuses and allowances are dwindling, and career development and opportunities such as training and job security within the banks compared to their counterpart in other parts of the world appears to be diminishing (Oyeniyi, Afolabi & Olayanju, 2014).

The bank consolidation era by Soludo (2004) addressed strategic measure to reduce their staff strength, compensation packages and led to a situation where one person carries out the responsibility of more than one person (Iwu & Ukpere, 2012). It also led to reduction in income paid to bankers, low level of commitment, high turnover rate, poor altruism relationship among bank employee, job dissatisfaction and substantial amounts of some allowances were converted to variable pay which most employees no longer earn (Iwu & Ukpere, 2012, Viko, Nnorom & Oyedokun, 2018). Thus this study therefore evaluated the moderating effect of job satisfaction on the relationship between monetary rewards and employee performance of deposit money banks in the Nigerian.

Objective of the Study
The broad objective of this study shall be to examine the moderating role of job

satisfaction on the relationship between monetary reward and employee performance of selected deposits money banks in makurdi metropolis. The study shall specifically:

i. Evaluate the effect of monetary reward on task performance of selected deposits money banks in makurdi metropolis.
ii. To ascertain the moderating effect of job satisfaction on the relationship between monetary reward and employee performance of selected deposits money banks in makurdi metropolis

Research Questions
This study is guided through the following research questions these are:-
1 To what extent does monetary reward affect task performance of selected deposits money banks in makurdi metropolis?
2 To what extent does job satisfaction has a moderating effect on the relationship between monetary reward and employee performance of selected deposits money banks in makurdi metropolis

Research Hypotheses
To achieve the objective of this study, the following hypotheses formulated in a null form will be tested. These are:-

H0$_1$: Monetary reward has no significant effect on task performance of selected deposits money banks in makurdi metropolis?

H0$_2$: Job satisfaction has no significant moderating effect on the relationship between monetary reward and employee performance of selected deposits money banks in makurdi metropolis

Scope of the study
The study has covered the period of 2010 to 2019. All departments of the organization were involved and both management and staff of the organization were sampled in the collection of data for the study. The study covered a fair balance of male and female employees of the employee performance of deposit money banks in Nigeria and cut across the entire staff of the organization, thus from junior staff to management staff.

2. REVIEW OF RELATED LITERATURE
Concept of Monetary Rewards

The most important resource any organization possesses is its human resource. Therefore, it is also very important for organization to seek for ways to encourage positive attitude in order to strengthen themselves and their profit margin. Organization needs human beings and because human nature though very simple can be very complex too; this makes it a task for organizations to know how to motivate its employees. An understanding, appreciation of human nature is a pre-requisite to effectively motivate employees. Financial incentives involve granting of reward in terms of money such as commissions, bonuses etc. Examples of financial rewards include base pay, cost of living adjustments, short term incentives, and long term incentives (Aguinis, 2013). The available empirical evidence documents that monetary rewards are among the most powerful factors affecting employee motivation and performance Herman (2012) found that an employee's productivity increased by an average of 30% after the introduction of individual monetary incentives. Other types of rewards and interventions do not seem to have such a powerful effect (Stajkovic & Luthans, 2011).

However, what employees say is the value of monetary rewards does not always reflect what they think or what they actually do (Rynes, Gerhart, & Minette, 2014). The

reason why monetary rewards can be a powerful motivator of employee performance and also help attract and retain top performers is that they help meet a variety of basic needs (e.g. food, shelter) and also higher-level needs (e.g., belonging to a group, receiving respect from others, achieving mastery in ones work) (Long & Shields, 2010). For example, monetary rewards provide employees with the means to enhance the well-being of their families, as well as pay for leisure activities with friends and colleagues, thereby helping satisfy the higher-level need to belong in groups. Employees can also use monetary rewards to purchase status symbols such as bigger houses (satisfying the higher level need for respect from others) and pursue training, development, or higher education (satisfying the higher-level need for achieving mastery). Further, monetary rewards in and of themselves are often valued as a symbol of one's social status and acknowledgment of one's personal accomplishment (Trank, Rynes, &Bretz, 2012). In sum, monetary rewards can improve employee motivation and performance because they can satisfy a wide range of low-and high-level needs (Long& Shields, 2010)

Job Satisfaction
Hoppock (2015) defined job satisfaction as any combination of psychological, physiological, and environmental circumstances that causes a person to truthfully say: I'm satisfied with my job. Locke (2016) stated that "Job satisfaction is actually an enjoyable and exciting emotional condition which someone derives from his/her work. Job satisfaction is important for reducing turnover rate and increasing motivation." Consequently, job satisfaction is considered to be the most important element in the organization. In order to succeed, organization must keep their employees satisfied (Wubuli, 2019). According to the study of Heath field (2012), pay is a settled

measure of cash or compensation paid to employees by a business in return for a beneficial work performed. Compensation framework assumes a vital part in deciding employee's level of employment satisfaction. Furthermore, the developing needs of families with higher standard of living have driven workers into looking for higher pay that can ensure their future and life satisfaction. A condition of passionate disappointment occurs when employees observe that they are not repaid well. Thus, this passionate error will develop an aggregate over circumstances along these lines which make employees become unsatisfied working for the association. Pouliakas (2010) found that there is a huge negative relationship between bonus payments and the satisfaction of workers with the actual job itself. Financial motivators positively affect worker's utility and performance.

Millán, Hessels, Thurik, and Aguado (2011) in their study reported that for both workers and the self-employed, having higher work wages helps to improve the probability of being happy with the sort of work. As indicated by Bozeman and Gaughan (2011) the view of being paid what one is worth predicts work satisfaction. Individuals who agree that they are paid "what they are worth" in the market have a tendency to have more elevated amounts of job satisfaction than the individuals who do not agree. Noordin and Jusoff (2019) concentrated on the levels of job satisfaction among Malaysian scholarly staff; argued that the pay seems to speak to one of the precursor states based on general satisfaction. Moreover, in Lebanon the work of Zaraket and Halawi (2017) covered the effect of Human resource practices on employee performance in the Lebanese banking sector; where within the practices is compensation and benefits that reflect high significant impact on the employees' performance.

Herzrberg (1966) specified that workers would not be satisfied just by meeting their lower-level needs. Without any doubt, increasing fundamental advantages and pay rates, and having a fitting workplace, would not basically make the staffs become pleased or contented with their employments. Along these lines, by concentrating on his hypothesis, employees attempt to discover higher needs and various level of satisfaction alluding to their mental personalities like gratefulness, change, and greater responsibility. This additionally the impact of financial reward on job satisfaction and performance 372 suggests to occupational change and makes an attempt to arrange the assignments to create open doors for individual achievement, singular development, and acknowledgment (Herzberg, 1966). Subsequently, Herzberg's dual factor hypothesis incorporates cleanliness and inspiration elements which have appeared to be successful as a result of the change of employee's performance. As indicated by the scholar, inspiration elements are required to propel the specialists to carry out their employments and conceivable with their most astounding capacity levels. On the opposite side, cleanliness elements are important to guarantee that the staff is not miserable and disappointed. As such, the creator examined that the elements prompting occupation satisfaction (and inspiration) were not at all like those prompting employment disappointment. Through this way, he upgraded the inspiration cleanliness hypothesis to elucidate these outcomes. In addition, he regarded the satisfier as a motivator and called dissatisfy the hygiene ones. The reason behind the application of the "hygiene" name is that these components are upkeep ones which are important to be separated from disappointment. Also, they don't give satisfaction themselves.

Employees Performance

Performance of employees plays a major role in increasing the performance of organization and achieving competitive advantage. According to Mello (2014), there are number of factors that contribute in the success of organization however, human resource is the most crucial one. Today organizations are improving the performance of their employees by employing different Human Resource practices because Human resource practices are the major source of achieving competitive advantage (Çalişkan, 2010). Job performance can be defined in number of ways. Nayyar (2014) it is about the execution of the role by keeping in view the standards set by the organization. As per Romanoff (2019), it as an outcome produces during a particular period of time. Some other researchers defined performance as a behavior that is efficient for achieving the goals of organization. High job performance is not only important for achieving the competitive advantage of firm but it is also very important for the individuals because it became a source of satisfaction for them. According to Motowildo, Borman, and Schmit (2017) judgmental and evaluative process are required to define performance it is not only defined by the actions.

Nowadays employee's performance is a vital issue for the employee's development as well as organizational development. Job performance cannot be defined from any specific way. It depends on the size, policy and strategy of an organization. It is also concerns with day-to-day or routine operations relevant with one's duties and responsibilities. There are number of authors who define performance from different ways. Hellriegel, Jackson, and Slocum (2019) define performance as the level of an individual's work achievement after having exerted effort. Whetten, Cameron and Woods (2000) believe

that performance is an individual phenomenon with environmental variables. Laitinen (2012) suggests that performance "can be defined as the ability of an object to produce results in a dimension determined a priori, in relation to a target. For identifying employees" job performance (Becker, Billings, Eveleth, & Gilbert, 2016), some necessary elements or factors (Liao & Chuang, 2014)must be needed to consider, such as; communication, job knowledge, creativity/innovation, technology skills, problem solving, attitude, sense of accountability, and culture fit etc. It is the part of HRM (Borman, 2014) commonly refers to whether a person performs his/her jobs well, relates to organizational outcomes and success. From a psychological perspective (Tsui, Pearce, Porter& Tripoli, 2017), describes job performance as an individual level variable.

That is, demand of job effect the job performance (Jones, Chonko, Rangarajan, & Roberts, 2017) which is most important dependent variable in industrial and organizational psychology. A number of studies (e.g., Tsui, Pearce, Porter, & Tripoli, 2017; Heilman, Block, & Lucas, 2012; Pearce & Porter, 1986; Welbourne, Johnson, &Erez, 2018) have suggested several factors to measure job performance. The aforementioned discussion shows that job performance can be measured by quantity, quality, accuracy of work, employees efficiency and standard of work, employees striving for higher quality of work, achievement of work goals, and also organizational policy and strategy. Hence, this research work has considered task performance, contextual as measures of employee performance and employee turnover.

Task Performance

The definition of task performance emphasizes the instrumentality of performance for organizational goals. It refers to those required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 2019). It includes meeting company objectives, effective sales presentations and it varies between jobs within the same organization. In role performance behaviors also contribute directly or indirectly to individual and organizational performance (Behrman & Perreault, 1982). Task performance emphasizes the effectiveness with job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman & Motowidlo, 1993). Examples of task performance dimensions for a sales job might include Product Knowledge, Closing the Sale, and Organization and Time Management. For a firefighter job, Performing Rescue Operations, Conducting Salvage Operations, and Applying Ventilation Procedures are good examples of task dimensions.

Monetary Rewards and Employee Performance

A study by Veling and Arts (2010) aimed at examining 'whether monetary rewards can reduce failures to act on cued task goal' (2010). With a research sample comprising of thirty-six (36) undergraduates, the authors experimented to see how quick their respondents reacted to specific tasks when given a range of monetary rewards ranging from low to high rewards. The studies found out that giving relatively high monetary rewards, led to 'overall faster responses' to the specific tasks given to respondents. The authors noted that respondents overall fast response to task was positively correlated to the high rewards given them. Conversely, the

authors also noted that when rewards were on the low side, respondents either slacked or showed little in the task at hand. Their finding is consistent with other studies which noted that relatively high monetary rewards may function as a catalyst for enhanced effort or determination by employees to perform well (Locke & Braver 2018, Waugh & Gotlib 2018).

In a meta-analysis of seventy-two field studies, Stajkovic and Luthans (2013) found that the use of monetary rewards by organizations led to a 23% improved performance while social recognition and the giving of feedback improved task performance by 17% and 10% respectively. The authors however noted that when all three forms of incentives were combined, it led to a 45% improvement in task performance. They thus concluded that financial incentives or rewards only improve task performance moderately to a significant level. The effectiveness of the use of monetary rewards is thus contingent on the conditions which pertain in the organization in question.

Stajkovic and Luthans (2013) again focused only on manufacturing and service industries. The authors noted that the use of financial incentives or rewards generally led to improved performance in manufacturing industries than the service ones. Significantly, their findings suggest that a combination of financial, nonfinancial, and social rewards produced the greatest effect in task performance.

Another meta-analysis of 39 studies done by Jenkins, Jnr., Atul, Nina, and Jason (2018) focused specifically on college students. Here, the authors were interested in the effect of the use of financial rewards on the quality and quantity of performance. The study noted that the use of financial rewards is positively related to the quantity of performance but not its quality.

Ermias (2017) did his study to investigation whether reward system has an impact on performance of employees at National Bank of Ethiopia. His multiple regression analysis showed there is a positive relationship between monetary and non-monetary rewards with the perceive employee performance in the bank. But the study lacked qualitatively analyzed result though he argued his study is triangulated based on mixed research approach. This indicates he did not keep his research approach to be integrated with his data analysis methods. In line with Ermias (2017) finding, Nigatu (2015) recommended the mix of financial and non-financial reward methods is more important to increase the employee's performance based on his study in public financial institution. Significant relationship between performance of employees and salary have been well established in studies by Heneman, Kochan & Locke (1995).They indicated that financial reward is one of the most significant variables in determining better employee performance.

Ibrar (2015) explained how employee performance is influenced through reward in private school with special reference of Malak and private school. His study indicated that there are significant relationship between compensation and employee's job performance. The study of Waruni and Ayesha (2014) identified different reward packages on perceived performance of employee with special reference of Electrico. It was a quantitative research with only regression analysis. This study proved that there is significant relation between salary payment and employee performance. Additionally, this study indicated from the non-financial reward variables recognition has the highest correlation coefficient with performance. The two authors recommended

appreciation of staffs and employees are an important element of reward to enhance employee's performance.

Theoretical Frameworks

This is anchored on Herzberg's two factor theory and supported by Expectancy Theory and Equity Theory. The relevance of Herzberg's two factor theories in this current study is that, Herzberg explained about money and motivation that make an individual satisfied. According to of Herzberg's two factor theory, money provides carrot that most people want. It is argued that it has something in it especially for the employees with fixed salaries or rates of pay who do not benefit directly from an incentive scheme. They will feel good when they experience an increase of it. It is highly tangible form of recognition and an effective means of helping people to feel that they are valued (Welbourne, Johnson & Erez, 2018). Therefore, Herzberg's two factor theory is more relevant to be considered for a study of money reward; since this reward build up job satisfaction.

Empirical Review

Various studies have been done to see the effect of the use of monetary rewards leading to employee performance through job satisfaction. While some of the studies indicate that the use of monetary rewards enhances employee performance, others note that monetary rewards do not lead to job satisfaction. We describe some of these research findings in this section.

Nnubia(2020) study examined the effect of monetary incentives on employee's performance in manufacturing firms in Anambra State. The study adopted survey research design. Primary and the secondary sources of data were employed. The sample size of 287 was obtained from the population of 1,019 staff of selected manufacturing firms using Taro Yamane's formula. The sampling technique was a stratified sampling technique while the research instrument used for data collection was questionnaire. Pearson product moment correlation coefficient formula was used for test of hypotheses. The study revealed among others that there is a significant positive relationship between salary and wages and workers performance and there is a significant positive relationship between commission and workers performance. The study concludes that monetary incentive stigma is seen as one of the most important strategies in the human resource management function as it influences the productivity and growth of an organization. Based on thefindings, the study recommends among others that monetary incentives like bonuses, performance based rewards, should be provided to attract, retain and motivate employees for better performance and commission to employees should be considered in the distribution of reward types to deserving employees for maximum employee performance.The study of reward system must involve every employee irrespective of their cadre and should be directly related to the hierarchy of every employee to ascertain effect of satisfaction to such level of employment but the survey consider only monetary reward to all employee. What satisfied another person may not have actually satisfied another.

Nwamuo (2019) evaluated the effect of reward on employee performance in Nigeria Breweries Company South-East, Nigeria. The study aimed at investigating the effect of salary increase, cash bonus and promotion on employee performance. This study was anchored on equity theory. It adopted survey research design. The population of the study was 1752 and Borg and Gall was used to determine a sample size of 337. Instruments used for the study was structured questionnaire. Test-retest and multiple

regression analysis were used data analyses. Findings showed that; salary increase has a positively significant relationship with employee performance. Cash bonus and promotion had a significant positive effect on employee performance. The study concluded that reward has a significant positive effect on employee performance in the sampled Nigeria breweries in South-East. The study recommended that a balance should be created by Nigeria breweries authorities in adopting which motivational measures to use since the study indicated that both extrinsic and intrinsic reward are capable of influencing one aspect of employee behavior or the other. Managers should employ the two in order to get the best performance from the employees. Nigeria breweries should carry out a survey to determine what appeals most to the employee in order to know the right reward for their employees. Nigeria breweries should ensure constant review of their reward policy in order to ensure that they are in line with the current realities so as to motivate their employee to be committed to improved performance. There are diverse dimensions of employee performance, but the study fails to provide clear explanation on variables that were used as indicators of employee performance.

Ndubisi and Nwankwo (2019) appraised customer satisfaction and employee performance in Nigerian Banking sub-sector. This study examined customer satisfaction and employee performance of the banking sub-sector in South-East, Nigeria. The objective of the study was to evaluate the relationship between customer satisfaction and banks' performance. The study adopted survey design, with bank customers and staff as the population of the study. Questionnaire designed on five (5) point likert-scales were used to collect the respondent's opinions and interests respectively. The study used inferential statistical techniques which comprised of kolmogrovsmirvov test and Kendalls co-efficient of concordance to test the hypotheses. The result revealed that there were positive significant relationships between customer satisfaction and employee performance in all the variables tested. The study therefore, recommended that banks should increase customer satisfaction through improving their financial service quality and meeting their expectations. The analysis carried out in this study with limited statistical tools and with only 5 variables which is not enough for a descriptive study. The study would have been conducted in broad areas with more sample size in longer time period and more variables by applying some other statistical tools to gain more insights.

Okwudili (2015) studied Effect of Non-Monetary Rewards on Productivity of Employees among Selected Government Parastatals in Abia State, Nigeria. The study analyzed the effect of non-monetary rewards on the productivity of employees among selected Government Parastatals in Abia State, Nigeria. A total of 78 civil servants were selected across the parastatal in Abia State using simple random sampling technique from which data and information were elicited from the questionnaire. Analytically, the study employed descriptive statistics, multiple regressions and the Pearson's correlation coefficient. The analysis of factors affecting productivity of employees in Government Parastatals in the study area using the multiple regression analysis indicated that Sex of the respondents, Age of respondents, monthly income, days of work in a month, type of non-monetary reward received and responses of respondents with respect to their judgment on effect of non-monetary reward on their productivity all revealed a negative significant contribution to the productivity of the sampled Government parastatal in the study

area respectively. More so, marital status of the respondents, Educational qualification of the respondents, position/rank, and number of non-monetary reward received revealed a positive significant contribution all at 1-percent level of probability respectively to the productivity of the employees of sampled government parastatals in the study area. The Pearson"s correlation coefficient values indicated that nonmonetary rewards and productivity of employees have a positive relationship which is significant at 5% level of probability (2-tailed). The study concludes that higher productivity and efficiency of employees in government Parastatals is possible with the effective exploitation of human resources through nonmonetary rewards and recommends amongst others that Government should motivate their staff more by involving them in self-developmental programs with good remuneration payment, incentive packages that will signify that the organization needs their personal outputs.

Met Ibrahim and Juhary (2015) Studied monetary reward and job satisfaction and its influence on employee performance from Malaysia**.** This quantitative study investigated the direct effect of monetary motivation on employees" job performance and mediating effect of job satisfaction on the relationship between monetary motivation and employees" job performance at oil and gas offshore production facilities in Malaysia. Data were collected using self-administered survey questionnaire from convenience-sampled 341 employees of selected oil and gas companies in Malaysia. Data analyses were performed using the Statistical Product and Service Solution 21. The results of regression analysis and Sobels calculation showed that, at the .05 level, there was a significant direct effect of monetary motivation on employees" job performance, and job satisfaction partially mediated the relationship between monetary motivation and employees" job performance.

The results of this study could assist employers and human resource managers in the development and implementation of their remuneration policy and strategy. The study identified that previous researchers have used Spearman Ranking correlation coefficient to test the data but still went ahead to use same Spearman Ranking correlation coefficient for data analysis instead of different analytical tool.

Research Methodology
In order to investigate the hypotheses, this research took a quantitative (deductive) approach in collecting and analyzing the information from the target respondents. The research design (strategies) includes a number of essential logical decisions.

The unit of analysis in this study includes all the employee of Access Bank Plc, Eco Bank Plc, Fidelity Bank Plc, First Bank Plc, Guaranty Trust Bank Plc, and United Bank for Africa Plc, Zenith Bank of Nigeria Plc, FCMB and Stanbic. There were total of nine banks under investigation with their branches and had 772 employees all together.

Therefore, this study used Taro Yamane's formula to obtain the sample size were selected by chance from the huge population to achieve the desired number of 290 which was the sample size. Subsequently, the researcher filed theses questionnaires into an envelope with written name of each person selected during the process and administered to them for participation. Primary data was collected with the use of questionnaires.

Pilot Testing
Prior to the analysis, the researcher first does some testing of instrument. Reliability and validity test of the questionnaire instrument is carried out to determine the consistency of this instrument used for the study. The researcher first considered 25% (31) of the

questionnaire which was administered to employees of Sterling Bank Plc, Key Stone Plc and Polaris Bank Plcand ran a pilot test. When these questionnaires were returned, it was coded in SPSS and imported in Smart PLS for reliability and validity analyses of the proposed instrument for the study. This aspect of reliability and validity considered here in this study were: Content Validity Ratio formula by Lawsha, Cronbach alpha reliability and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy are considered.

Validity of the Instrument

Content Validity Ratio by Lawsha (1975) was also considered in this research. This is a method of validity that consider all the items by calculating them individually; then eliminating items that their significant level are not up to 0.5 in the CVR values. The items were range from 0.5 to -1 which was perfect disagreed and +1 which was perfect agreed with CRV values above zero indicating that the over half of panel members agree and the item is essential. The CVR proposed by Lawsha (1975) is a linear transformation of proportional level of agreement on how many experts within a panel rate an item essential. This can be calculated as follows:

$$CVR = \frac{ne - \frac{N}{2}}{\frac{N}{2}} \quad \text{Where:}$$

CVR = Content Validity Ratio
n_e = number of panel indicating an item essential
N = total number of panel members

This calculation is presented on the table below:

Table 3.3 Content Validity Ratio

Variables	Questionnaire items	N	n_e	CRV Values
Salary	6	10	8	0.78
Job Satisfaction	6	9	8	0.77
Employee Performance	5	11	10	0.82

Source: (Survey 2021)

Reliability of the Instrument

According to Kerlinger (1973) reliability is a measure of degree to which a research instrument yields consistent results or data after repeated trials. The reliability of the instruments was tested through Crombach's alpha scale which the values above 0.7 where obtained. Exploratory factor analysis was also applied to monetary variable so identify components underlying the variables. The analysis is preceded by Kaiser-Meyer-Olkin (KMO) and Bartlett's test for sphericity in order to establish the sampling adequacy for satisfactory factor analysis. The KMO measure greater than 0.5 and significant Bartlett's test was acceptable for factor analysis (Field, 2000). The Bartlett's test of sphericity is significant (p<0.05) and KMO (0.630) is greater than 0.5.The result of the test the Bartlett's test of sphericity is significant (p<0.05) and KMO (.821) was also greater than 0.5.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Bartlett's Test of Sphericity	Approx. Chi-Square	1245.968

Df	630	
Sig.	.000	
Reliability Statistics: Crombach Alpha	**.831**	

Source: (Survey 2021)

Techniques of Data Analysis

The data was tabulated, and then analyzed using descriptive statistical technique. The descriptive statistics involved the measure of Central Tendency (weighted mean) and Measures of Dispersion. The researcher employed STATA 13.0 which is statistical software that stands for analysis of a multivariate structure. These data was organized with the help of the software into figures and tables to present and discuss the results of the study.

Model specification

Two models were developed for this study. The first model is to estimate the effect of monetary rewards on employee performance while the second model is to estimate the moderating effect of job satisfaction on the relationship between the explanatory variable of monetary reward on the proxy of employee's performance.

Model without moderating variable

Employee performance (EP) = F Monetary reward (MR)

$$TP = \beta o + \beta_1 S + \varepsilon \ldots\ldots\ldots(1)$$

Model with moderating variable (Job satisfaction)

$$TP(js) = \beta o + \beta_1 S*JS + \varepsilon \ldots\ldots\ldots(2)$$

where:

TP = represents task performance.

S = Salaries

TP (js) = represents moderated effect of job satisfaction on task performance.

S*JS = Moderated salaries.

$_E$ = is error term.

βo = the regression constant

$\beta_1,$ = coefficient for the independent variable

4. Data Presentation

This section presents the data that were collected from the respondents based on the 290 questionnaires administered. It is important to state that all the 290 questionnaires administered were duly completed and returned. This was due to the small sample size as well as repeated visits by the researcher to the study organizations to remind the respondents to complete and submit the questionnaire issued to them. This cooperative attitude on the part of the respondents indicates the confidence they had in the research process.

Descriptive statistics

Table 1 presents the descriptive statistics of the dependent and independent variables. The statistics reported in the table are, the mean, standard deviation, minimum and maximum values of the data for the variables used in the study.

Summary of Descriptive Statistics

Variables	Mean	SD	Max	Min N
TP	3.451	0.302	5.000	1.100 290
S	3.541	0.436	5.000	1.292 290
JS	3.447	0.592	5.000	1.344 290

Source: STATA output

Results on the above table Indicates that, task performance (TP) ranges from a minimum of 1.100 to maximum of 5.000, the overall task performance mean scores is (M=3.451, SD=0.302), salaries (M=3.541, SD=0.436) and Job satisfaction (M=3.447, SD=0.592).

The descriptive statistics in table were computed from the five- points likert scale. Thus the mean value of the variable more than 3 depicts that the respondents agree that, monetary rewards influences employee performance. On the other hand, mean value less than 3 depicts that respondents refute the claim that monetary rewards increases employee performance, while a mean value of 3 suggest that respondents are indifferent. With respect to the employee performance variable (Task performance) with the mean value of 3.451, it approximate to 4 suggesting that, respondents agreed with employee performance in deposit money banks in makurdi metropolis.

With regards to the monetary reward variable (Salaries) with the mean values of 3.541, the value approximate to 4 also suggesting that the respondents agreed that there is monetary reward in deposit money banks in makurdi metropolis.

Regression Assumptions

Regression is a parametric test and as a result it is restrictive in nature. It fails to deliver good results with data sets that do not fulfill its assumptions. It is therefore critical to first validate these basic regression assumptions for a successful regression analysis.

Normality test

One of the basic assumptions of a parametric test is that data must be normally distributed. In statistics, the normality test is used in order to determine whether a given set of data is well-defined by a normal distribution. If the error terms are non- normally distributed, confidence intervals may become too wide or narrow. Once confidence intervals become unstable, it leads to difficulty in estimating coefficients based on minimization of least squares. The result obtained from the joint probability of skewness and kurtosis for all the variables of interest in table which is presented as appendix shows that the data collected from the sampled firms during the period of study all have p-values of between 0.000 and 0.003 at 0.05 alpha level of significance. This is a clear indication that the data used in this study is normally distributed at 5% level of significance.

Normality test table

Variables	Obs	Pr(Skewness)	Pr(Kurtosis)	P.value
TP	290	0.0003	0.0002	0.0001
S	290	0.0001	0.0001	0.0000
JS	290	0.0001	0.0000	0.0000

Source: STATA Output

Multicollinearity

An important assumption of multiple regressions is that independent variable is not perfectly multicollinearity. When collinearity exists, it becomes difficult to determine to certainty which of the variable is actually contributing to predict the response variable. Another problem with collinearity is that the error terms tend to increase. With large standard errors, the confidence interval becomes widens leading to less precise estimates. The presence of multicollinearity amongst predictors ends up with incorrect

conclusions that a variable either strongly or weakly affects target outcome.

Multicollinearity test was done using variance inflation factor (VIF) and tolerance value. The result in Table shows that all the VIF values for all independent variable was consistently below the benchmark of '10' which is considered not harmful for regression. This is supported by a mean VIF of 1.01 which is above the benchmark of '1' considered suitable for regression analysis. This is an indication of the absence of the problem of multicollinearity.

Multicollinearity test table

Variables	VIF	1/VIF
S	1.01	0.980311
MEAN VIF	1.01	

Source: STATA Output

Correlation
Correlation coefficient measures the direction and degree of association between two or more variables. Correlation measures association not causality. This means that correlation cannot be used to test for cause-effect relationship. Correlation can be positive (>0) or negative (<0). A positive correlation means two variables moves in the same direction while a negative correlation means they move in opposite direction. Pearson Correlation Test is best used to test for the direction and strength of association among a set of variables that are normally distributed. The coefficient is computed based on raw data and is therefore adopted in this study.
Presents correlation value between dependent and independent variable, these values are generated from Pearson correlation output. The table contains correlation matrix showing the Pearson correlation coefficients between the dependent and independent variables and among the independent variables of the study.

Correlation Matrix of Dependent and Independent variables

	TP	S	JS
TP	1.0000		
S	0.1388	1.0000	
JS	0.1007	0.0135	1.0000

Source: STATA Output

Heteroskedasticity Test:
Heteroskedasticity means the absence of homoskedasticity, the constant variance assumption of the Ordinary Least Square estimator. It implies the absence of non-constant variance leading to the breakdown of the properties in which the efficiency and consistency property are lost.
The table above shows the result obtained from the test for heteroskedasticity using Breuch- pagan / Cook Weisberg test. The probability values of 0.2022 and 0.3551 resulting from the test for heteroskedasticity in models 1 to 2 respectively were insignificant at 0.05% level of significance. This implies that the models are free from the presence of unequal variance. This means that our probability values for drawing inference on the level of significance are reliable and valid. The absence of heteroskedasticity validate the regression results, which means there is no need for robust or weighted least square regression.

Heteroskedasticity Test:

Models	P-values
1	0.2022
2	0.3551

Source: STATA Output

Regression Results

Multiple regression method of analysis is used in this study for assessing the strength of the relationship between each set of explanatory variables and a single response variable. The analysis of the multiple regressions gives rise to what is known as the regression coefficients. The regression coefficients estimate the change in the response variable that is associated with a unit change in the corresponding explanatory variables constant.

With respect to the objectives, two models were formulated. Each model corresponds with a particular dimension of employee performance and the moderating effect of job satisfaction.

Summary of regression result for model 1(Task performance)

Variables Std.Er.	Coef.	t.value	P.value	95% Conf.lnt	
Cons 0.0187	2.1381	4.03	0.000	1.0057	3.5992
S 0.0228	0 .0457	2.51	0.000	0.0294	0.4511
F -Stat.					0.000
R. Sq.					0.690

Source: STATA Output
Estimated model equation 1
TP= 2.1381 + 0.0457(S)

The summary of regression result in table shows F statistic value of 0.000. This is an indication that the model is fit. The R Square value of 0.690 indicates that 69% of the response variable is explained by the explanatory variables in the study. The standard error in multi regression measures the difference between a respondent assessment of employee performance in the underlying population. The more the error the larger the absolute differences between observed dependent variable and those expected. In this model, the standard error is 0.0187. As a further measure of the strength of the model fit, the standard error in the model 1 summary is compared with the standard deviation in the descriptive statistics table for Task performance (SD=0.3020). The standard error term is lower, implying that, the model is fit and the result is valid and reliable.

From the estimated model equation 1, the coefficient of salaries is 0.0457 which depicts that, a unit increase in salaries will lead to 0.0457 increase in task performance in deposit money banks in makurdi metropolis. According to table, the results will be valid within the confidence range of 0.0294 and 0.4511 for salaries 95% level of confidence.

Summary of regression result for model 2 (TP*JS)

Variables Std.Er.	Coef.	t.value	P.value	95% Conf.lnt

Cons	3.4881	3.08	0.001	2.4037	4.6792
0.0377					
S*JS	2 .1357	3.51	0.001	1.1794	3.2211
0.0188					
F- Stat.					0.000
R. Sq.					0.690

Source: STATA Output
Estimated model equation 4
TP(JS)= 3.4881 + 2.1357(S*JS)

The summary of regression result in table shows F statistic value of 0.000. This is an indication that the model is fit. The R Square value of 0.690 indicates that 69% of the response variable is explained by the explanatory variables in the study. From the estimated model equation 2, the coefficient of the moderated value of salaries(S*JS) is 2.1357 which depicts that, a unit increase in moderated salaries will lead to 1.1357 increase in task performance in deposit money banks in makurdi metropolis. According to the results will be valid within the confidence range of 1.1794 and 3.2211 for moderated salaries, 1.1077 at 95% level of confidence. Suffice to note that, without the moderation of job satisfaction, a unit increase in salaries only led to a corresponding increase of 0.0457 in task performance, however on moderation with job satisfaction (S*JS), the coefficient value rose to 2.1357 showing an increment of 2.0900 in the table.

Test of Hypotheses
Four hypotheses are stated for empirical testing in chapter one; under this section, the hypotheses are re-stated and empirically tested using the p-values associated to each variable. The decision rule is that if the p-value is greater than 0.05, accept the null hypothesis and reject the alternate hypothesis and vice versa.

Hypothesis one: H0₁: Monetary reward has no significant effect on task performance of selected deposits money banks in makurdi metropolis?

The p-values for the test of this hypothesis. The p-value for monetary reward of Salaries was 0.000. This means that, monetary reward has a significant relationship with task performance in selected deposit money banks in makurdi metropolis at 0.05 alpha level of significance therefore the null hypothesis is rejected.

Hypothesis two; H0₂: Job satisfaction has no significant moderating effect on the relationship between monetary reward and employee performance of selected deposits money banks in makurdi metropolis.

It is instructive to note that, without the moderation of job satisfaction, a unit increase in salaries only led to a corresponding increase of 0.0457 in task performance in table 4.10, however on moderation with job satisfaction (S*JS), the coefficient value rose to 2.1357 showing an increment of 2.0900 the table.

Furthermore, Table showing the p-values for the moderated monetary rewards as follows. The p-values were salaries 0.001. The average value is 0.001 for task performance.

All the p-values of the measures of moderated monetary rewards were significant at 0.05 alpha level of significance. This means that, job satisfaction has a significant moderating effect on the relationship between monetary

rewards and employee performance in selected deposits money banks in Makurdi metropolis at 0.05 alpha level of significance. Therefore the null hypothesis is rejected. The result of the test of this hypothesis implies that, when employees in the selected deposit money banks in makurdi metropolis are provided with a conducive working environment(Good leadership styles, personnel policies and procedures, employees selection, nature of work, good technology, good pay and compensation, reward packages, sound organizational policies and supervision) to boost their level of job satisfaction, it will greatly encourage and motivate them for higher employee performance in the selected deposit money banks in makurdi metropolis.

Discussion of findings
The study evaluated the moderating role of job satisfaction in the relationship between monetary rewards and employee performance in deposit money banks in Nigeria. With respect to objectives one, the study revealed that monetary reward had witnessed a significant effect on all the dimensions of employee performance. When high salaries are given to employees, it is clearly shown that most of them are well satisfied with their jobs which affect the job performance directly. This satisfaction could be because of their needs or life difficulties which urge them to perform well in return for the monetary rewards which were offered to them.

The study was consistent with the view of Mussie, Kathryn and Abel (2013) who aver that employees increasingly valued monetary benefits as part of their overall compensation package. On the theoretical perspective, this was what management theorist Frederick Hertzberg called the hygiene factor. The idea was that if you do not give people enough hygiene factors they could be de-motivated, but not necessarily motivated. The level of

appreciation he/she feels can have a direct impact on his/her overall performance. Expectancy theory by Vroom (1964) was used to underpin the relationship between monetary reward and job performance. The theory advocated that money is an instrument of motivation and postulates that employee will put his effort if he views that his performance will be duly rewarded and that the rewards are achievable. Some research used expectancy theory as underpinning theory to explain the relationship between monetary reward and job performance (Adkins 2004; Viscardi 2014).

1. The study also revealed that there is indirect positive correlation between job satisfaction and employee performance. This finding affirms the writing as it demonstrated that pay advantages are keys for job satisfaction. Consequently, it bolstered the speculation that the specialist recommended for the relationship between both. This outcome is likewise upheld (Bozeman & Gaughan, 2021). Nevertheless, Locke and Braver (2018) review uncovered that money reward, for example, pay advantages are fundamentally identified with job satisfaction. Also, it is considered as basic variables to job performance. Here comes the significance of financial rewards, whereby it is considered as the principle factor that increases the level of performance.

2. The local studies conducted in Nigeria that have similar findings include: Charity and Timinepere (2021); Chijioke and Chinedu (2015) and Wasiu and Adebajo (2014). The findings are justified because in Nigeria people have higher recognition for money as a means for satisfying their basic needs (food, shelter, health). In addition, more than

53% of Kano State citizens, where this study is conducted, are core poor (National Bureau of Statistics, 2010). These statistics justify the reasons why teachers in Kano state public secondary schools greatly need monetary rewards in terms of salary, allowances and benefit to be motivated. Moreover, the overseas studies with similar findings include Lavy (2021) conducted in Israel; Narsee (2012) in South Africa; Uzonna (2013) in Cyprus; Wekesa and Nyaroo (2013) in Kenya; Yamoah (2013) in Ghana; Chepkwony (2014) in Kenya and finally Negussie (2014) which was conducted in Ethiopia. The reason for this similarity of findings can be due to the fact that Nigeria, like many of the foregoing mentioned countries, Nigeria is also a developing country with 41% of its citizensliving in extreme poverty (World Bank, 2015).This finding implies that highly satisfied work force may be an ingredient for achieving higher employee performance for an organization. Job satisfaction can be as a result of many reward factors such as nature of work itself, achievement, salary, promotion etc. Therefore, organizations should be able to identify the reward system(s) that best bring job satisfaction to their employees so that they can contribute more towards achieving the ultimate goal of the organization.

With regards to objective two, moderated values of the explanatory variables showed significant improvement with respect to task performances. This implies that, when employees are well paid, in terms of salaries coupled with a conducive working environment (Good leadership styles, personnel policies and procedures, employees selection, nature of work, good technology, good pay and compensation, reward packages, sound organizational policies and supervision),

this increases the level of job satisfaction. Employees are motivated to be more committed and dedicated to the aims and objectives of the organization. This positively affects the performance of the organization. This is in tandem with the study of Locke (2016), Michelle (2015), Narjirk (2018) who submitted that, Job satisfaction is actually an enjoyable and exciting emotional condition which someone derives from his/her work. Job satisfaction is important for reducing turnover rate and increasing motivation. Consequently, job satisfaction is considered to be one of the most important elements in the organization

CONCLUSION

Monetary incentive stigma is seen as one of the most important strategies in the human resource management function as it influences the employee performance of the organization. This is believed to shape a work force focused performance. This research work was about monetary reward and employee performance with the role of job satisfaction as moderating effect. The study concluded that fair and just treatment are major factors that motivate employees in organizations. When organizations take cognizance of these factors to be done and actions to be taken to motivate employees, by giving them the best possible rewards they expect, it will lead to high job satisfaction and then employee performance.

There is a clear link between employee performance and job satisfaction through monetary reward, it is possible to recognize the existence of a trend that suggest that monetary reward, when both concept have properly designed and manage, these can influence the employees to demonstrate better performance. Convincingly, the significance of effective monetary reward cannot be overemphasized in a bid to attracting and motivating employees for improved job

performance. A major task from a human resource management and industrial relations perspective is to understand how to design and administer monetary reward policies that best meet the goals of employers and employees in the employment exchange. In this sense both the employers and the employees benefit and in general positively and significantly influence the overall corporate performance.

Contribution to knowledge
The study has a great contribution to knowledge on theoretical and empirical perspective that ultimately can change the way economists, behaviorists and practitioners think about monetary reward, job satisfaction and as well as employee performance. Actually this is a major growth area for research in management and economics too. Both theory and empirical findings support job satisfaction through monetary reward and employee performance that they all have greater level of correlation and important for understanding the organization-level implications of pay policy and employee performance. Furthermore, the theoretical implication of this study provides a valuable contribution in the field of literature. A better understanding of the practices of job satisfaction witch aid monetary reward on employee performance in the banking industry had addressed the gaps currently existing in the literature and also had enhanced the body of knowledge from the academic perspective. From a practical view of point, the study indicated the capability of monetary reward and employee performance practices in the deposit money banks. The current study is relevant to researchers, academics, practitioners and business leaders because the findings may help them to identify the ways to improve the strategy and policy of monetary reward for addressing best

performance of the employees who are working in deposit money banks.

The results established that the employees' job satisfaction was being influenced by the monetary reward, salaries are demonstrated through compensation trends in the market, rewards being offered by the employer being comparable with what the market offers, the organization pay and staff being satisfied with the rewards. The level of job satisfaction was found to be influenced by the pay through feedback questionnaire. Generally the satisfaction levels of the employees of deposit money banks have a significant relationship with the monetary rewards offered and has shown correlations with employee performance.

Contribution to knowledge from empirical perspective indicates that, without moderation, the explanatory variable made contributions, 0.04571 for salaries for task performance.
On moderation, the following contribution was recorded for task performance and salaries were 1.2335.

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EFFECT OF ENTREPRENEURSHIP PROGRAMMES ON SMES GROWTH IN NORTH CENTRAL NIGERIA WITH A FOCUS ON EDC PROGRAMME

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ABSTRACT

The study examine the effect of entrepreneurship programmes on the growth of small and medium enterprises in North Central Nigeria. The specific objective was to determine the effect of managerial skills training on growth of small and medium enterprises in North Central Nigeria. The research design used for the study is descriptive survey research design, the population for the study is 8, 657 with a sample size of 382 selected through Taro Yamane formula while Bowley's 1964 allocation fornula was used for individual sample allocation to states in the North Central Nigeria. The study found a positive significant effect of managerial skills training on growth of small and medium enterprises in Nigeria. The study concluded that there is a significant positive effect of managerial skills training on growth of small and medium enterprises in Nigeria. The study also recommended that the small and medium enterprises as well as government should invest in managerial skills training programmes in order to gain a sustainable growth.

Key Words: Managerial Skills, Growth, Entrpreneurship

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INTRODUCTION

The dynamic and complex economic conditions of the world today need flexible individuals with entrepreneurial value, attitude and mental capacity for creative thinking and innovative behaviour that can stimulate their venture spirit for timely generation of new ideas and ways of improving their businesses in meeting the demands of the society. Many governments across the globe have taken it upon theirselves to intervene in entrepreneurship development at a sustainable level through programme initiatives (Amadasm, 2003). There is no nation that attain sustainable development without given attention to SMEs growth and development, however, the approaches and/or programmes that stimulate SMEs growth differs across nations (OECD, 2011). In Malaysia the government introduced several programs to support SMEs, according to Norasmah (2014) the Students in Free Enterprise (SIFE) in Malaysia is the programme to support all students in the Malaysian higher institution of learning to receive entrepreneurship education and become entrepreneurs in their respective fields of study after graduation and Specific Personal Social Entrepreneurial Characteristics (SPCSE) was introduced to educate the general public to be entrepreneurial focus, Ahmad and Xavier (2012) the Social Entrepreneurship Organization (SEO) was set up for managerial skills acquisition training in Malaysia and the Entrepreneurship Centres (EC) were set up in all the Malaysian regions to train and equip young entrepreneurs to start and operate businesses across the nation. The Young Entrepreneurs Programme (YEP) was set up in the capital city Kuala Lumpur to train and engage youth into productive activities, the Oriental Business and Innovation Center (OBIC) was established for secondary students to acquire entrepreneurship skills at early stage while the Malaysian Global Innovation and Creativity Centre (MAGIC) was set up for technical and vocational training of Malaysian citizens (Abu, 2012). In India the government introduced the following entrepreneurship programmes to stimulate SMEs growth, Assistance to Training Institutions Scheme (ATI), Marketing Assistance Scheme (MAS), Credit Guarantee Scheme (CGS), Micro & Small Enterprises Cluster Development Programme (MMECDP) and National Manufacturing Competitiveness Programme (NMCP) (Cumming & Sureit, 2011). In China Tentative Stipulations on Private Enterprises (TSPE) and Local Authorities Participation in Entrepreneurship (LAPE) and others were established to boost SMEs growth (Yingqiu, 2016).

In the United States of America (USA) according to Audrestch (2007) the government mandated all the universities to introduce entrepreneurship training in their curriculum as a mandatory course that all students must attend before graduation. Fritsch (2008) Brazil government introduced Investment Partnership Program (IPP) where the government finance businesses for entrepreneurs and they pay back in a small percentage and subsequently acquired the business venture when they completed the payment at subsidized rate. Brazil also established Special Secretary for Micro and Small Business (SSMSB) to address finance issues of micro and small businesses and also Oriented Productive Microcredit National Program (OPMNP) for financial assistant to SMEs that are in manufacturing sector (Thurik, Wennekers & Uhlaner, 2002). In Botswana the government established Citizen Entrepreneurship Development Agency (CEDA) the main institution charged with development of entrepreneurial capacity in Botswana to illuminate its performance and draw possible lessons for other developing countries in the region and beyond, Youth Development Fund (YDF) and Financial

Assistance Policy (FAP) all targeted at enhancing SMEs development (Godfrey & Jairos, 2015). In Ghana the pronounced entrepreneurship programmes are Youth Entrepreneurship (YP), Women Entrepreneurship Support Programme (WESP), Micro, Small and Medium Enterprises Finance (MSMEF) and so on (Global Entrepreneurship Monitor (GEM), 2014). In South Africa the government established Small Enterprise Development Agency (SEDA), Small Enterprise Finance Agency (SEFA), South African Micro-Finance Agency (SEFA) and National Youth Development Agency (NYDA) to boost SMEs growth in the country (Booysens, 2011).

Programmes of any given country or organization are aligned with strategies and as well considered to be the lead way for solving an identify problem. Nigeria today with a teeming population of over 180 million people is considered as one of the world's richest countries in terms of human and natural resources (Amadasm, 2003). Despite these abundant human and natural resources, doubts are being cast as regards to her economic freedom, citizens' welfare and stimulating the private sector growth to attain economic development. Observably, the Federal Government of Nigeria has made lots of programmes towards entrepreneurship growth in order to improve the standard of living amongst her teeming citizenry (Andohol, 2012).

In Nigeria no government, be it military or civilian, has come without introducing and leaving behind one form of entrepreneurship programme meant to boost SMEs growth in the country and enhance wealth creation. Strategies, policies and plans have been articulated; programmes and projects have been formulated and executed over the years

(Turyakira & Ikiror, 2015)). For instance, Peoples Bank of Nigeria (PBN), Community Banks (CB), Directorate of Food Roads and Rural Infrastructure (DFFRI), Nigerian Agricultural Land Development Authority (NALDA), Family Economic Advancement Programme (FEAP), Better Life for Rural Women (BLRW), Family Support Programme (FSP), Free and Compulsory Primary Education (FCPE), Family Economic Advancement Programme (FEAP), National Agricultural Land Development Authority (NALDA), National Directorate of Employment (NDE), Youth Empowerment Scheme (YES), Natural Resources Development And Conservation Scheme (NRDCS), SURE-P, Conditional Cash Transfer (CCT), Social Investment Programme (SIP) National Economic Empowerment and Development Strategy (NEEDS), Entrepreneurship Development Centre (EDC) and so on were introduced to encouraged business development in the country (Osemeke, 2012). Though successive governments have tried to address the issue of SMEs growth as captured above, the effect of the entrepreneurship programmes has been that of mixed feelings (Olarewaju, 2015).

From the experiences above, it is pertinent to note that Nigeria also has significant programmes that are targeted at creating enabling environment to stimulate private sector for SMEs growth over the years and it is good to assess the Entrepreneurship programmes and SMEs growth in North Centre Nigeria.

Statement of the Problem
The fact remains that in the last twenty years, governments in developing countries have introduced a number of programmes and interventions aimed at promoting entrepreneurship through small and medium enterprise (SME) growth and development.

The main impetus for these "interventions" are specific constraints encountered by SMEs. The SME sector can be much more responsive and flexible to changes in the marketplace, it is also less able to influence such developments. Limited access to finance, a low degree of professionalism, lack of business networking, difficulties in recruiting qualified personnel, dependency on clients and suppliers and the absence of economics of scale are observed to be core SME sector weaknesses and the main areas where SMEs may require special attention.

We observed that the existence of these government entrepreneurship programmes and SMEs growth along side with serious mortality rate of SMEs in the North Central states in Nigeria call for the assessment of the recently introduced entrepreneurship programme (Entrepreneurship Development Center (CED)) which has a steady increase in the enrollment of SMEs owners from inception and the concern was to investigate whether there is a correspondent growth of SMEs as a result of the training given to the owners of the SMEs. It was against the background that the researcher was motivated to conduct a study on the " effect of entrepreneurship programmes on SMEs growth in North Central Nigeria" with a focus on EDC programme.

Objectives of the Study: the main objective of the study was to examine the effect of managerial skills on SMEs growth in the North Central Nigeria.

Research Questions: The research question for the study was; How does managerial skills training affect SMEs growth in the North Central Nigeria?

Statement of the Hypotheses: the research hypotheses for the study was; there is no significant effect of managerial skills training on SMEs growth in the North Central Nigeria.

The research study was limited to Entrepreneurship Development Centre (EDC) that was established by Central Bank of Nigeria (CBN) with the aim of assisting entrepreneurs to acquire requisite managerial skills training, for effective and efficient business operations. The study was focused on the North Central EDC located within Makurdi metropolis, the centre comprised six (6) states; Benue, Nasarawa, Kogi, Plateau, Niger and Kwara. The study was limited to the aims of the entrepreneurship development programme (managerial skills training) as it affect SMEs growth. The study covered the beneficiaries of the EDC programme from 2013 to 2017, this is because the programme was introduced to the North Central Zone in 2013 and 2018 was excluded because as at the time of conducting the study the participants in the year 2018 were still undergoing training at the EDC.

Literature Review
Conceptual Framework
Concept of Entrepreneurship Programmes
Entrepreneurs are characterized by the need to be independent, to create value, to contribute to family and society, to become rich or, quite often, not to be unemployed (CBN, 2010). Potential entrepreneurs display initiative and ambition, have business sense and foresight, and are decisive. They are agents of change who accelerate the generation, application and spread of innovative ideas (UNDP, 2010). What can be deduced from the definitions and explanations above is that entrepreneurs should have the internal and external behavioural qualities needed to succeed. Such qualities include creativity, innovation, energy and, above all, commitment. All these qualities are not easy to come by but can be developed through deliberate human capital formation and development strategies (UNDP, 2010).

While Programmes means the strategy(ies) by which a government maintains order or addresses the needs of its citizens through actions defined by

its constitution (Ronge, 2002). If this definition sounds vague or confusing, it is likely because a public policy is generally not a tangible thing but rather is a term used to describe a collection of laws, mandates, or regulations established through a political process (Ronge, 2002). The services and the activities of the public institutions should always be judged on the basis of their necessity. However, as in the case with general welfare as an intangible criterion, necessity is a subjective and contentious concept, which is closely related to individual values. It is inevitable that social needs will always exceed available resources (Ronge, 2002). Public institutions obtain their revenue from money paid by the citizens of society as a whole. Due to the limited nature of revenue or income, the collective ability of satisfying the needs by delivering goods and services is also limited. According to Lewins (2009) these restrictive factors prevent public institutions from satisfying the needs of the people and communities in full. Satisfying the most essential needs with available limited resources involves upholding public accountability, democratic requirements, fairness and reasonableness and the supremacy of the legislature in an environment with no exact criterion, such as profit in business administration (Lewins, 2009).

The Entrepreneurship Development Center (EDC) is a Central Banks of Nigeria (CBN) Entrepreneurship Development Centers, managed and operated by Africa Leadership Forum (ALF) to expressly address the phenomenon of rising youth unemployment and its threat to political stability, social cohesion and economic growth of the nation. EDC adopts a person-Centered and demand -Driven approach towards promoting and developing competent and productive initiatives in the area of small and medium enterprises (CBN, 2003).

The objective of EDC is to create a new breed of young entrepreneurs that will become net-contributors to the national economy. The project is designed to provide training, strategies and certification programmes that will assist young Nigerians to embrace micro, small, and medium scale enterprises as an alternative employment option (CBN, 2003). It seeks to effectively mainstream youth participation in the economic activities of their respective communities with a view to reducing unemployment, while also generating a higher value addition for the nation's economy (CBN, 2003). According to CBN (2003) the **EDC objectives are;**

i. To develop entrepreneurship spirit amongst Nigerians by providing insights into the tools, techniques and frame work for functional areas of business enterprise, including production, marketing, personnel and finance.

ii. To develop skills of trainees to successfully start, manage, diversify and expand business enterprises.

iii. To facilitate easy access to start-up capital to trainees, especially funds from Banks and allied financial institutions.

iv. To generate employment opportunities for Nigerians in line with the goal of the National Economic Empowerment and Development Strategy (NEEDS).

v. To raise a new class of entrepreneurs who can successfully manage micro, small and medium scale enterprises, compete globally, and who can serve as or provide (the) catalyst for the industrialization of Nigeria.

The study focused on one of the training objectives as drafted from EDC's specific objectives which is managerial skills training,. The Managerial skills training served as one of the dimensions of entrepreneurship programmes (EDC Training Manual, 2013).

According to Yini and Ibrahim (2015) an effective manager must possess the following skills to work well;

Technical Skill: Technical skill is the ability to use the processes, techniques, and knowledge of a specialized field. Engineers, marketers, accountants, doctors, and musicians all have technical skills in their respective fields (Malachy, Yini & Ibrahim, 2015).

Human or Psychological Skill: Human skill is the ability to work with people by getting along with them and influencing their efforts towards achieving organizational set goal. It is the ability to motivate, lead, direct and to communicate clearly with others. It is also known as 'people', 'interpersonal' or 'behavioural' skill (Malachy, Yini & Ibrahim, 2015).

Conceptual Skill: Conceptual skills are most important at the top level of management. More specifically, conceptual skills refer to the ability of a manager to; organize information and to judge relationships within a complex whole, think and to conceptualize about complex situations, see organization as a whole, understand the relationships among various sub-units, visualize how organization fits into its broader environment, recognize significant elements in a situation and to understand the relationships among the elements, understand how a change in one unit will affect the other units, coordinate and integrated the entire organization's interests and activities and think in the abstract (Malachy, Yini & Ibrahim, 2015).

Diagnostic Skill: This is the skill that exposes a manager to be able visualize the most appropriate response to a given event (Oluwaremi, Odelabu, Lawal & Obisesan, 2016). Further more Haibo and Gerrit (2009) suggested few more additional skills for managers to perform their roles successfully. They are as follows;

Design Skill: According to Koontz and Weihrich, managers at upper organizational levels must have the skill of a good design engineer in working out a practical solution to problems (Omolara, 2018).

Analytical Skill: These skills involve using scientific approaches or techniques to solve management problems (Omolara, 2018).

Decision Making Skill: All managers must make decisions, and the quality of these decisions determines their degree of effectiveness. Manager's decisions making skill in selecting a course of action is greatly influenced by his analytical skill (Omolara, 2018).

Digital Skill: Managers in the 21st century must know how to use digital technology to perform many aspects of their jobs. This skill increases a manager's productivity whether in a product or service oriented firms (Omolara, 2018).

Interpersonal Skill: Effective and clear communication is vital for effective managerial performance. This skill is crucial to managers who must achieve results through the efforts others (Chibundu, 2006).

Planning and Administration Skill: This skill involves deciding what jobs need to be done within a defined period of time, determining how they can be done (Omolara, 2018).

Teamwork Skill: It is the skill to: design teams properly, create a supportive team environment; and manage team dynamics appropriately. Because many organizations are relying on team to improve quality and productivity of goods and services, it becomes more important for managers to develop their teamwork skill (Omolara, 2018).

Strategic Action Skill: Strategic action skill involves understanding the overall mission and values of the organization and taking strategic actions. Today, managers at all levels and in all functional areas are being challenged to think strategically in order to perform their jobs better (Omolara, 2018).

Global Awareness Skill: Today, most of the companies are serving global markets. Many organizations need to set up their business operations in other countries. Therefore, it has become necessary for managers to develop global awareness capacity, ability and competency. These skills are reflected in cultural knowledge and understanding and cultural openness and sensitivity (Omolara, 2018).

Self-Management Skill: The turbulent, complex and dynamic work environment calls for self-awareness and personal development. Effective managers have to develop self-employment skill which are; integrity and ethical conduct, personal drive and resilience, balancing work and life demands, self-awareness and development, and learning about self (Omolara, 2018).

Uduak and Ekong (2016) stated that in as much as managerial skills helps modern managers to run their businesses effectively there is need for personal skills learn, develop or adopt by managers, these are;

i. **Dedication**: Dedication is the hard-work and effort put by an individual or a group towards any work, event or project considering it to be important. It is a feeling of commitment and loyalty towards a thing playing an important role for individual as well as organization (Uduak & Ekong, 2016).

ii. **Persistence**: Persistence is a firm determination of achieving an objective or goal despite of so many difficulties, hurdles and uncertainties. This personal managers' skill involves a manager in advancing approach to perform or accomplish a specified job in defined times irrespective of technical, logistical, organizational or (supply and distribution) personal hurdles (Uduak & Ekong, 2016).

iii. **Assertiveness**: Assertiveness is a way of expressing views, ideas opinion or desire with full confidence so that people can notice them (Uduak & Ekong, 2016).

iv. **Emotional Intelligence:** 'Emotional intelligence is aggregate of individuals' cognition of own and others emotions, feeling, interpretation and action as per environmental demand to manipulate the consequence which in turn result in superior performance and better human relationship' (Uduak & Ekong, 2016).

v. **Creativity:** Creativity is the ability to imagine or invent something new. Creativity is not the ability to create out of nothing, but the ability to generate new ideas by combining, changing or reapplying existing ideas (Uma, Eboh, Obidike, & Ogwuru, 2013).

vi. **Counseling Skill:** Counseling skill means helping the person to understand and resolve a problem themselves by displaying & understanding (Uduak & Ekong, 2016).

Delegation Skill: Delegation is the assignment of authority and responsibility to another person (normally from a manager to a subordinate) to carry out specific activities (Ugoh & Ukpere, 2009).

Concept of Small and Medium Enterprises Growth

Business growth is the process of improving some measures of an enterprise's success (Norasmah, 2014). Haibo and Gerrit (2009) business growth can be achieved either by boosting the top line or revenue of the business with greater product sales or service income, or by increasing the bottom line or profitability of the operation by minimizing costs. A growth company is any company whose business generates significant positive cash flows or earnings, which increase at significantly faster rates than the overall

economy (Oluwaremi, Odelabu, Lawal & Obisesan, 2016). Chibundu (2006) a growth company tends to have very profitable reinvestment opportunities for its own retained earnings.Some common growth strategies in business include market penetration, market expansion, product expansion, diversification and acquisition. Mambula (2002) business growth means expanding firm's products and services or expanding its target markets, or some combination of each, it imply any increase in the volume of activities of enterprises is a clear indication of growth. Okpara and Wynn (2007) business grow for a number of reasons including to take advantage of a gap in the market, to gain a competitive advantage over rivals, and to win increased market share.Business growth has various connotations. It can be defined in terms of revenue generation, value addition, and expansion in terms of volume of the business. It can also be measured in the form of qualitative features like market position, quality of product, and goodwill of the customers (Omolara, 2018).

Theoretical Framework
Industrial Organization Theory
The industrial organization theory as propounded by Zou and Cavusgil (1995) emphasizes the external market/industry forces that drive competition in the business environment. Conversely, firm performance is not determined by the external environment alone as the internal characteristics of the firm play a critical role in determining firm performance. The Industrial Organizational theory as espoused by Porter (2008) suggests that a firm's success can be explained by the structural forces of the industry in which it operates. Knight and Dalgic (2000) argue that the industry structure strongly influences the competitive rules as well as the strategies available to the firms. This view was supported by Lada (2009) who suggested that

the analysis of industry competition relates to the behaviour of existing firms and the structure of the industry's environment. The five competitive forces model consists of threat of entry, threat of substitute goods, power of buyers, power of suppliers and rivalry among existing firms that are present in a firm's environment (Weerawardena, O'Cass & Julian, 2006). The theory is relevant to the study because all the sub-variable of the independent variable of the study are strategies to enhance SMEs capability to attain growth and subsequently perform more than competitors.

Resource-Based View Theory
The resource-based view theory was propounded by Barney (1991) (Njeru, 2013). The Resource- Based View (RBV) was employed with a major focus on how a firm resource or knowledge, develop and affect its growth. The resource- based view asserts that organizations can have competitive advantage through the development of resources that are peculiar and diversely distributed (Christene & Overdorf, 2000). The RBV does not have a single accepted definition, hence, the term resources and capabilities are used interchangeably (Gold, Malhotra & Segars, 2001). RBV defines resources as assets, processes and capability. According to Ogbonna and Ogwo (2013) the theory posits that firm's sustainable growth and performance advantage is by securing rare resources of economic value and the ones that competitor and other rivals cannot easily copy, imitate or substitute and the resources of an organization must complement her strategy for effective performance. As such, firms with rare resources should be able to leverage them for their own peculiar benefit. Hence, a vocational/technical skills acquisition training, managerial skills training, market oriented, business networking and financial skills training of SMEs can stand a chance of achieving competitive advantage through the

development of resources that are rare, valuable, imitable and non-substitutable. The RBV collected works points out that firms could obtain economic benefit as the basis of unique business assets that are valued, uncommon, difficult to replicate and non-compatible with other resources (Dauda & Akingbade, 2010). The resource base theory was selected to anchor the study because it is relevant to the government in order to enable her undertake her commitments and to enterpreneurs updating skills is dependent on financial resources, time resources, health, infrastructure and so on.

Review of Empirical Studies

Kamau (2016) studied on influence of entrepreneurial training on business growth of small and medium enterprises among youth driven initiatives in Nairobi County, Kenya. The research employed descriptive research design whereby data collected was presented without the researcher influencing the findings in any way. The research targeted owners, managers and employees of the SMEs. Target population was 7494 and a sample size of 364 was taken by using the Morgan and Krejcie sampling Table. The research applied multi-stage sampling technique to sample its respondents. Questionnaires were used for data collection. The research utilized descriptive analysis for each of the questions asked in the questionnaires presenting their reliability, mean and standard deviation. Inferential statistics was also applied to establish the correlations of the dependent and independent variables. Data obtained was analyzed using SPSS software and MS Excel. The study concludes that creativity influences business growth of SMEs among youth driven initiatives; that training programs influences business growth of SMEs among youth driven initiatives; that mode of delivery influences business growth of SMES among youth

driven initiatives. The study recommended that, the Ministry of Youth Affairs and sports in collaboration with the Ministry of Education should develop and implement a comprehensive curriculum on entrepreneurship education and training which should be integrated at all levels from nursery to university, so as to build a strong entrepreneurial culture early enough in our youths. The gap in the study is that it focused on youths and emphasized curriculum for entrepreneurship training without considering the non-educated entrepreneurs.

Tarek, Mohammad and Rasheda (2013) Management Skills and Accessing to Finance: Evidence from Libya's SMEs. They have used a quantitative research method based on 557 responses of 600 distributed questionnaires on SMEs in various regions in Libya. The findings of this study confirm that management experiences and education levels have significant positive effects on access to finance; in contrast, business planning, and political connection have no significant effect in regard to access to finance. The model used was: $ATF = \alpha + \beta_1 MEX + \beta_2 BPL + \beta_3 EDL + \beta_4 POC + \varepsilon$.............................. (I)

Where, ATF= Access to finance, MEX= Management Experience, BPL= Business planning, EDL= Education level, POC = Political connection. MEX, BPL, EDL and POC have been utilised to measure management skills and their impact on ATF.

Ikupolati, et al (2017) studied entrepreneurs' managerial skills as determinants for growth of small and medium enterprises (SMEs) in Nigeria. The study adopted a survey research design. A full study of a simple random sample of 204 entrepreneurs of registered SMEs with Corporate Affairs Commission in Abuja, Kaduna, Kano, Ibadan, Lagos and Aba. Data was collected using questionnaire and analyzed using the SPSS software version 23.

Linear regression was the tool used. The findings have shown that both the entrepreneurs' conceptual and technical skills contribute to the managerial skills of the entrepreneurs which has brought about growth in SMEs in Nigeria. The study recommends that entrepreneurs should endeavour to acquire conceptual skills for strategic planning for the enterprise. And SMEs that are related to engineering and other technical orientations should ensure that entrepreneurs acquire such technical skills so as to leverage for the growth of their enterprise. The research study failed to provide the registered SMEs from the above mentioned places and only 204 SMEs lack objective representation of Nigeria. The gap is that the study restricted to only managerial skills and it was not situated with any training center in Nigeria.

Malachy, Yini and Ibrahim (2015) studied impact of managerial skills on small scale businesses performance and growth in Nigeria. The study adopted a descriptive survey research design. Questionnaire technique was used to collect data from 58 SSBs in the state and analyzed using simple linear regression to test the hypothesis on the relationship between the two variables. The study found that managerial skills have significant impact on SSBs performance and growth. The study concluded that inadequate managerial skills are factors militating against SSBs performance and recommended that government, Non Government Organizations and SSB owners' unions should provide adequate training and development programmes to improve the managerial skills of SSB owners and their management. The gap in the study is found in lack of training where the current study is addressing through the EDCs.

Omorala (2018) studied entrepreneurship skills and growth of small and medium enterprises (SMEs): a comparative analysis of Nigerian Entrepreneurs and Minority Entrepreneurs in UK. He stated that the significance of Small and Medium Enterprises (SMEs) to an economy development of a country cannot be ignored. Therefore, the growth of a business depends on the development of abilities needed to execute a smooth running of day to day business activities. Research established the fact that the flat economy growth of region relies on the extent of trade activities in the area. Given this importance of enterprise, this present study aims at developing an understanding of the influence of entrepreneurial skills on SMEs in Nigeria compare with the UK, as perceived by SME owners. Data collection was through an online survey questionnaire, and it was administered to a population of 38 SME owners both in Nigeria and in the UK. The research followed judgmental sampling techniques to explore their experience, beliefs, and attitudes to entrepreneurial skills because of the limited time frame. Moreover, this survey was used to validate the study conceptual framework and establish an insight on the opinion of business owners of the context. The study findings were that entrepreneurial skills have a significant influence on the growth of SMEs in Nigeria and the UK. However, the respondent in Nigeria and the UK agreed that creative thinking, problem solving and communication skills are critical for increase sales and competitive advantage. Moreover, the respondent in Nigeria strongly agrees that high level of creative thinking with a bit of problem solving and communication skills will help SMEs to grow. By contrast, UK minority entrepreneurs argue that great creative thinking and a balance of problem solving and communication skills are critical to SMEs growth. The researcher failed to show in a clear term how he arrived at 38 SMEs owners and how objectively it was distributed to Nigeria and UK, the tool of

analysis was not stated but the researcher was able to come out with findings and recommendations. The gap in the study is that it did not cover specific skills and the environment of the two countries differs therefore there was no bases for comparative study.

Osogwu and Anah (2017) in their study titled "Impact of Entrepreneurship Development on Economic Growth of Enugu State" was designed to determine the effects of entrepreneurship development on the economic growth of Enugu State. The literature reviewed brought into limelight the effect of entrepreneurship development on the Economy. The specific objectives were: to determine the extent entrepreneurial activities impacts the standard of living of the people in Enugu State, to ascertain the impact of multiple taxation on entrepreneurial activities in Enugu State and to examine the extent entrepreneurial activities create job employment for the people of Enugu State. The study used survey research design of which structured questionnaires were administered to the sample drawn from the population of the study. The data collected were analyzed with chi-square (X2). The study discovered that entrepreneurial activities create job opportunities which subsequently enhance the standard of living of the people of Enugu State and therefore concludes that the role of entrepreneurial activities on economic development cannot be over-emphasized because it enhances the socio-economic well-being of the people. The study recommended that the government should revamp the initiated programmes (Micro finance bank, Bank of industry (BOI) etc.) by appointing men of good will that have passion for entrepreneurship to head some of the establishment in an attempt to enhance their activities taking cognizance of the vital role it plays on the economic development of

the State. The study failed to state the population of registered SMEs in Enugu state and how it was stratified across the local governments in the state to avoid bias, it did not show sample size and sampling technique, the study used chi-square (X2) which only established the goodness of fit among the variables used in the study but did not show any impact, this means the the issue under the study was not addressed.

Oluwaremi, Odelabu, Lawal and Obisesan (2016) conducted a study on tax incentives and the growth of Small and Medium Scale Enterprises in Developing Country- The Nigerian economic experience. They stated that the importance of Small and Medium Scale Enterprises (SMEs) in the economic development of any country in recent years cannot be underrated especially with regard to creation of employment, innovation, uplifting the people's standard of living and financial contribution to the growth of the countries' Gross Domestic Product. This sector's growth is hindered by the challenges of lack of financial resources to expand, the entrepreneur managerial skills/attitudes, employment of cheap and unskilled labour, production of poor quality goods, lack of market for their products, inadequate infrastructural facilities and above all unpleasant taxation policy of the government. In the light of all these, this study reviews the role being played by various governmental tax incentives on the growth and development of SMEs growth in developing economy with special focus on Nigeria. The study employed descriptive design, thus, primary data was collected on variables contributing to tax influence and their effect on the growth of SMEs. A sample of 100 respondents representing a percentage of targeted population enterprises in the production sector of Osun State Industrial area was selected through Stratified and Simple Random

Sampling techniques. Data collected through questionnaires, interviews and observations when necessary was analyzed using ordinary least square regression model to estimate the contribution of each variable to the growth effect of SMEs. The study found that there was a significant correlation between taxation and SMEs' growth. The study recommends that there should be a friendly tax policy for all start up businesses preferably a tax holiday, or an introduction of a growth limit which can be said to be a level stable enough to sustain tax payment. The study failed to state the population figure and narrowed Nigeria to Osun state which cannot represent the Nigerian experience. The study was concerned about environmental factors and entrepreneurs skills which create a gap of concentration by which the researcher wish to fill by concentrating on only development of entrepreneurship skills through government support entrepreneurship programmes.

Research Methodology

Research Design : The research study adopted a survey research design method which follows a quantitative methodology. A survey research method was adopted because the study assessed thoughts, feelings, and opinions about SMEs owners training programmes and the effect of the training on business growth by collecting primary data from the targeted respondents.

Population, Sample and Sampling Techniques

Population: The target population of the study was eight thousand six hundred and fifty seven (8,657) (Kwara, 1.082, Kogi. 1, 323, Benue, 2, 164, Niger, 1846, Plateau, 1, 418 and Nasarawa, 824) SMEs owners that are trained with EDC in Makurdi that their businesses resides in the states within North Central Nigeria (Central Bank of Nigeria Statistical Bulletin, 2017)

Sample and Sampling Techniques

The technique used for sample size selection was Taro Yamane 1967 formula:

$n = N/1+ (N (e)^2)$

Where:

n is required sample size,

N is required research population, and

e is tolerable error in judging the population (Chukwuemeka 2009, Orsaah, 2009 and Agburu, 2010).

For the purpose of this study 5% tolerable error was allowed. Therefore, using the above formula we have;

$n = 8, 657/1+ 8, 657 (0.05)^2 = 382$ (Approximately)

Therefore the sample size for the study was 382.

The Bowley's 1964 proportional population allocation formula was used in calculating the individual sample size of SMEs owners according to the state (Ayatse, 2012).

The formula is:

$$nh = \frac{nNh}{N}$$

Where: nh is number of units allocated to each state, n is total sample size, Nh is number of population in each state, N is population size, Applying this formula, we have; Kwara State: nh = 1, 082*382/8, 657 = 48 (approximately), Kogi State: nh = 1, 323*382/8, 657 = 58 (approximately), Benue State: nh = 2, 164*382/8, 657 = 96 (approximately), Niger State: nh = 1, 846*382/8, 657 = 82 (approximately), Plateau State: nh = 1, 418*382/8, 657 = 63 (approximately), Nasarawa state: nh = 842*382/8, 657 = 35 (approximately). The sample size was distributed conveniently to the respondents across the states.

Methods of Data Collection

Instrument for Data Collection: The researcher prepared a close ended questionnaire, the researcher designed the questionnaire on a 4 point Likert's scale, where A = Agree, SA = Strongly Agree, DA

= Disagree and SD = Strongly Disagree, the Likert scale type questionnaire allowed the use of scale and continuous variable for inferential statistics.

Validation and Reliability of Instrument: The research instrument was tested for validity by using content validity test. This was determined by expert opinions. Three senior university lecturers specialized in business management from different universities with a requisite knowledge on strategy, policy and entrepreneurship from the Department of Business Administration; Nasarawa State University, Keffi, Benue State University, Makurdi and Federal University of Agriculture, Makurdi were contacted for validation and the instrument was edited and refined in a professional manner. The instrument's reliability was determined through the use of test- retest method in the South Eastern region of Nigeria and there was a consistent results of between 95% - 97% for all the five sub-independent variables.

Sources of Data: The data for the study was primarily collected through the use of questionnaire.

Technique for Data Analysis: Multiple Regression Analysis was used to test the hypotheses and all the calculations were done through Statistical Package for Social Sciences (*SPSS),* version 21.

Implicit Function: SMEs Growth = f(Managerial Skills Training).

The model for the study was specified thus:

SMEG = f(MST)…… (i)

SMEG = b_0 + b_2MST ……(ii)

Where: MST = Managerial Skills Training

b_0 is Constant/Intercepts, b_1 = Parameter estimates of determination and Ut = Stochastic Variable (Error term).

A-priori Expectation: $b_1 > 0$,

Measurement of Variables: All the variables were measured using nominal scale.

Data Analyses and Results
Test of Hypotheses
Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999[a]	.997	.997	.40017

Source: SPSS OUTPUT, 2020

a. Predictors: (Constant) Managerial Skills score
b. Dependent Variable: Small & Medium Enterprises Growth

The model in the table above **tells us how much of the variance in the dependent variable (small & medium enterprises growth) is explained by the model (which includes the independent variables (Managerial Trainning Skills). In this case, the value is .997.**
ANOVA Summary

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18883.906	4	4720.977	29480.518	.000[b]
	Residual	55.248	345	.160		

Total	18939.154	349				

a. Dependent Variable: Small & Medium Entreprise Growth
b. Predictors: (Constant) Managerial Skills score
Source: SPSS OUTPUT, 2021

To assess the statistical significance of the result, it is necessary to look in the table above (**ANOVA Summary**). This tests the null hypothesis that multiple Regression (R) in the population equals 0. The model in this example reaches statistical significance (Sig. = .000; this really means p<.0005). The ANOVA analysis was found to be statistically significant F (4,345) =29480, p<0.0005, indicating that managerial skills under this study predicts small and Medium enterprises growth.

Table 11. Regression Coefficient Summary of the Four Dimensions of Training Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-2.019	.185		-10.928	.000
Managerial Skills score	1.298	.030	.640	43.924	.000

a. Dependent Variable: Small & Medium Enterprises Growth
Source: SPSS OUTPUT, 2021

The above multiple regression tables 11, and 4.2.3b clearly illustrate the independent predictive capacity of the four dimensions of training skills on growth of small and medium enterprises, and provide answers to the research hypotheses.

H01: There is no significant effect of managerial skills training on SMEs growth in the North Central Nigeria.

Similarly, regression coefficient summary shows that managerial skills training has significantly made high positive effect on small and medium enterprises growth (β=0.64, t=43.92, p<0.0005). This result shows that Managerial Skills Training acquisition by SMEs owners has influence on the growth of small and medium enterprises. The significant positive prediction of MST on SMEG indicates that, as SMEs owners acquire more managerial skills, their enterprises growth will also increase proportionately. Again, the study therefore rejected the null hypothesis which states that 'there is no significant effect of managerial skills training on SMEs growth in the North Central Nigeria.

Discussion of Findings: The hypothesis shows that there is a positive effect of managerial skills training on SMEs growth in the North Central Nigeria. This means that an increase in business owners/managers managerial skills training will lead increase in the growth of SMEs. It further implies that business owners/managers managerial skills training served as a means of enhancing the growth of SMEs in North Central Nigeria. This is because; managerial skills training help business owners/managers develop critical knowledge of the functions of a business owner/manger and also to carry out critical analysis of business information

leading to informed decisions which help to improve business outcomes. Through managerial skills training, business owners are made to understand that conducting feasibility study with good report clearly defines a business capacity/capability in relation to available resources while at the same time taking the business as a separate entity which improve business activities. Furthermore, managerial skills training help business owners develop the tactics needed in influencing employees/subordinates by using motivational tools leading to maximum contribution of individual efforts in achieving business objectives. The findings are contrary to the study by Tende (2014) revealing that government programs have no significant effect on the development of entrepreneurial beneficiaries of the EDP-NDE program. However, the finding corroborates the findings of Omorala (2018) who found that creative thinking, problem solving and communication skills are critical for increasing sales and competitive advantage which lead to SMEs growth. The findings also align with Kamau (2016) whose study found that creativity influences business growth of SMEs among youth driven initiatives; that training programs influences business growth of SMEs among youth driven initiatives; and that mode of delivery influences business growth of SMES among youth driven initiatives. This is in confirmation of the findings of Malachy, Yini and Ibrahim (2015) that inadequate managerial skills are factors militating against Small Scale Businesses (SSBs) performance.

Summary, Conclusions and Recommendations
Summary
The study specifically examined the effect of managerial skills training on SMEs growth in the North Central Nigeria. The study found that, managerial skills training has positive effect on SMEs growth in the North Central Nigeria, managerial skills training help business owners/managers develop critical knowledge of the functions of a business manger and also to carry out critical analysis of business information leading to informed decisions which help to improve business outcomes.

Conclusion
Based on the findings, the study concluded that there is positive effect of managerial skills on SMEs growth in the North Central Nigeria.

Recommendations
Based on the findings we recommended that; Owners/manager should regularly update their managerial skills on current managerial issues in order to enhance business growth.

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SOCIAL MEDIA NETWORKING: AN INNOVATIVE TOOL FOR SMALL AND MEDIUM ENTERPRISES PERFORMANCE IN LAGOS, NIGERIA

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ABSTRACT

Sequel to the 21st century competitive environment, SMEs can no longer rely on traditional advertising channels to communicate with their target customers. Therefore, in order to remain relevant in the market place, adopting new and innovative ways of raising the presence of their business is imperative. The study investigates social media networking as an innovative tool to enhance SMEs performance in Lagos, Nigeria. The study employs survey research method with structured questionnaire to collect data. Findings from the study reveal that Facebook followed by Twitter are the most used social networks by entrepreneurs for business purposes. Similarly, an increase in the use of Facebook and Blogs have positive and significant effect on enterprise performance. The study recommends that SMEs should embrace the internet as an innovative and modern driver of change and become active users of social media networks as this is expected to enhance their performance and global competitiveness.

Keywords: Social media networking, small and medium enterprises, innovation, performance

INTRODUCTION

In recent years, the internet has brought about several new elements and unanticipated innovation to the business environment across the globe. It has emerged with a completely new set of communication apparatus that has revolutionized the process of exchanging information and in general, improved entrepreneurs' online presence. The internet as a modern driver of change comes with a number of new phenomenon to the business world. Social media networking is one of such phenomenon. In this context, new environments appear such as the social networking sites like Facebook, YouTube, Twitter, Hi5, Blogs, Instagram, and MySpace, among others, in which users either communicate or share content (Evans, 2009; Pei, Ramayah & Suki, 2011). According to Palacios-Marques, Soto-Acosta and Merigo (2015a), the growing use of social networking sites supports entrepreneurial journey.

Social media and innovation are closely intertwined (Brandtzaeg & Følstad, 2016). Business leaders have long claimed that firms need to embrace social media and provide their customers and environment where they can socially interact, participate in the firm activities, communicate and be entertained (Bercovici, 2010). Social media which is often referred to as social networking and Web 2.0 refers to collaboratively produced and shared media content and to network communities (Jagongo, 2013). It opens new and innovative opportunities and benefits for small and medium enterprises(SMEs), given its' ease of communication and information dissemination (O'Relly, 2005). While the media has become part of the marketing strategy used by entrepreneurs to connect with their potential customers, it also enables customers to survey, select and purchase products from business around the world. Social media, with an attendant online marketing, has fundamentally changed how entrepreneurs communicate with their target customers, and how companies promote their products or services, as well as how people interact, participate, cooperate and connect with each other (Dufot & Bergerson, 2016; Ahmad, Ahmad & Bakar, 2017; Odoom, Anning-Dorson & Archeampong, 2017).

Since the target market is readily accessible coupled with the ease of relaying information and ideas on the different social media platforms, online marketing has proven to be innovative, cost effective and returns seems to be sustainable. If effectively implemented by SMEs, the chances are that the strategy will enhance product awareness and consumption, customer base and market share (Chaffey, 2016; Heinze, 2016 & Hobson 2017). Social media is particularly beneficial to SMEs because it assists in alleviating the challenges of funding and skilled employees which are perennial to the sub-sector (Stockdale, Ahmed & Sheepers, 2012; Jagongo & Kinyua, 2013; Odoom, Anning- Dorson & Archeampong, 2017).

As the complexity of the market environment increases, coupled with the competitive market of the 21st century, SMEs can no longer rely on mass media channels alone to communicate with their customers. They must adopt new and innovative ways of strategically positioning themselves if they wish to succeed and remain relevant in the market place (Kotler & Armstrong, 2011). Therefore, as entrepreneurs race to create innovative ideas, there is an upward awareness that this cannot be done without the involvement of digital tools (Scuotto, 2015; Scutto et al. 2016a). This argument, therefore, makes this study a timely academic exercise.

Khamis (2018) noted that while most studies on the same focus have yielded divergent

results others are largely foreign thus, suggesting that more research is needed in order to fill the knowledge gap. The study, therefore intends to contribute to hot discussions and arguments on social media networking and SMEs performance by scholars and industries.

The objective of this study is, therefore, to investigate empirically how SMEs have been taking advantage of social media for business networking and its effect on performance.

The specific objects are to:
(i) assess the extent of the use of social media networking (Facebook, Twitter, Blogs and Instagram) by SMEs as an innovation tool to enhance performance.
(ii) Find out the networks that dominate business activities of SMEs in the study area.
(iii) investigate the effect of social media networking on SMEs performance.

In consonance with the objective of this study, the following null hypothesis was postulated.
H_0: Social media networking does not have any significant effect on SMEs performance.

Review of Literature
In this section, we review relevant literature on conceptual issues, theoretical underpinnings and empirical literature on the study.

Conceptual Review
Social Media and Social Media Networking
The terms social media, social media networking and social media advertising are often considered to be synonymous (Gbadeyan & Mensah, 2016). Thus, they are used interchangeably. Weinberg (2009) notes that social media "relates to the sharing of information, experiences and perspectives through community-oriented websites." Safko and Brake (2009) observed that social media "refers to activities practices and behaviours among communities of people who gather online to share information, knowledge, opinions using conservational media." In other words, social media are internet-based tools for sharing and discussing information among human beings (Neti, 2011). According to Iblasi, Bader and Al-Qreini (2016), the concept of social media can only be understood, by breaking down the two separate words, "Social" and "Media." While 'social' involves interaction, association and communication among individuals, 'media' are means, instruments and platforms by which information are passed among group of people. These means and instruments include: YouTube, LinkedIn, MySpace, Twitter, Instagram and Facebook, among others.

On the other hand, social media marketing is a process that empowers individuals to promote their websites, products or services through online social channels and to communicate with and tap into a larger community that may not have been available via traditional advertising channels (Weinberg, 2009; Adegbuyi, 2013). Olotewo (2016) defines social media marketing as the promotion of goods and services through social media platforms. The definition provided by Lamminen, (2018) describes social media marketing as the process of attracting attention towards specific brand or product through social platforms. It is a set of activities on the use of social media as channels for promoting companies and solving other business problems. According to Lamminen (2018) social media marketing in the business environment is interpreted as the use of social media resources to raise the

presence of business in the internet. In the opinion of Valova (2015), social media marketing as a marketing tool includes various social networks and is used to establish structural relations and achieve marketing goals.

Small and Medium Scale Enterprises
Based on existing literature, the definition SMEs vary in different economies but the underlying concept is the same and are predicated on common indices such as sales volume (turnover), number of employees, fixed assets, total assets, capital employed, size, among others. According to Sanusi, (2003), The Small and Medium Industries Equity Investment Scheme (SMIEIS) defined SME as any enterprise with a maximum asset base not exceeding (N500 million) excluding land and working capital and with the number of employees not less than 10 or more than 300. In Sub Saharan Africa, small and medium scale enterprises are defined based on several parameters, but mostly on size of employment (Pralay, 2012). In UK, SMEs were classified as those business with sales value less than £200 million and with staff strength less than 200 while in Japan, SMEs are forms of business with sales turnover not more than 100 yen with staff strength of not more than 300 employees (Gbandi & Amissah, 2014).

Theoretical Foundation
The theoretical underpinnings for this study shall be based on the marketing equities theory and Chaffey's theory as both of the them have predictions on the association and relationship between social medial and organizational performance.

Marketing Equities Theory
Founded by Kim and Ko (2012), Marketing Equities Theory postulates that social media marketing activities have proved to have a positive evident effect on the performance of

an organization. The originators of the theory initially focused on the marketing activities used by a luxury fashion brands to promote their products. They conclude that this model provides a solid view on the workings of social media marketing. Their impact on firm performance was analyzed in terms of brand equity, customer equity, intention, value equity and equity linkages. The significance of this theory to the study is that it looks at the association between marketing activities, and business performance.

Chaffey's Theory
Originated by Chaffey (2012), the theory focuses on social media as a relationship building-tool. The theory postulates that by establishing a long term relationship with clients via the social media, not only does it cause an immediate impact but also secures the performance of the business in the long-term. The significance of this theory to the study is that it brings in a new angle of viewing the impact of social media marketing as an innovative tool on business performance (Heinze, Fletcher, Rashid & Cruz (2016).

Empirical Review
Khamis (2018) investigates social media and SMEs performances in Nairobi, Kenya. Using descriptive survey design, data were analysed using descriptive and regression analysis. The findings reveal that identity uses of social media influenced performances of SMEs significantly. Nuha, Ashmita, Ishuta and Twinkle (2018) examine the effect of social media marketing in small business performance in Khartoum, Sudan. The study employs survey design to collect data from respondents. Data were analysed using both descriptive and inferential analysis. One of the findings of this study shows that the implementation of the social media strategy leads to the growth of small businesses. Adegbuyi, Akinyele and Akinyele (2015) examine the effect of social media marketing

on small business in Ota, Nigeria. Both descriptive and ANOVA analysis were employed. The study concludes that social media networking increases brand exposure.

Lakshmi, Afraa, and Anika (2017) provide a literature based review of how the social media affects SMEs in the Arab world. The result according to the review shows that social media has uniquely impacted SMEs in the Arab world in such areas as offering a marketing platform for the information age, providing an avenue and forum for increased sales, offering an innovative edge for SMEs to reduce expenditure/cost, and ultimately increases profitability, among others. Haslinda, Namirah, Fadhlur, Abdul and Norfaridaful (2016) investigate the effectiveness of social media marketing on SMEs in Malaysia. Quantitative research method was applied to study three types of correlations (1) Brand reputation/image and online SMEs performance, (2) customer engagement and online SMEs performance, and (3) customer brand attitudes and online SMEs performance. Findings reveal that all the independent variables are significant and have moderate relationship to the online SMEs performance.

Teuta (2018) analyses the effectiveness of social media marketing on the sustainability of business in Macedonia using a firm level survey in 244 businesses, the results indicate that there is a positive impact of social media marketing on business effectiveness and sustainability. However, social media in Macedonia are still in its early stage. Husain and Ogunnaike and Kehinde examine the relationship between social networking and business performance using selected entrepreneurs in Ota, Nigeria. The findings of the study reveal that Facebook and Twitter were the most visited social networks by entrepreneurs for business purposes. The

study further reveal that social media network has significant effect on sales turnover. Doris and Oladokun (2018) examine the use of social media and entrepreneurship development, using Facebook and WhatsApp platforms in two major cities in Nigeria, Lagos and Onitsha. The study uses descriptive survey research design. Findings reveal the preponderance of WhatsApp usage leading to greater market accessibility and enhanced customer relations.

Christian and Stefan (2013) conduct a research on the adoption and use of social media by SMEs in Germany. The purpose of this study is to examine the adoption, usage and benefits of social media in SMEs as well as potential concerns that may prevent a wider adoption of social media in SMEs. Findings based on 190 respondents indicate that SMEs use internet social media (e.g. wikis, blogs) as an innovative apparatus in order to support collaborations among employees and to improve knowledge management. However, SMEs still face problems to manage adoption and to identify relevant business values. Ojeleye, Opusunju and Ahmed (2018) examine the impact of social media on entrepreneurship development among users in Zamfara state, Nigeria. The study adopts simple percentage, normality test, reliability test and multiple regression. Findings reveal that Facebook, WhatsApp and Instagram contribute significantly in enhancing innovation and creativity in the study area. However, findings further reveal that YouTube does not contribute to entrepreneurship development because users of social media only concentrate on film without showing concern and use for products and other entrepreneurship development.

Methodology
Research Design

The study is basically a survey research primarily designed to accomplish the set objectives of the study. The population of the study comprises of SMEs in Amuwo Odofin Local Government Area, Lagos state. Simple random sampling technique was used for the selection of 255 respondents from the study area. As a result, a total of 255 questionnaires were designed and administered to the respondents. The questionnaire was structured in three main sections. Section I was used to collect demographic information about the respondents. Section II was designed to collect data from respondents about the extent of the use of social media networks by SMEs and to identify the networks that dominate business activities in the study area while section three was designed to collect information on how SMEs have been taking advantage of the social media for business networking and its effect on their performance. The instruments used included objective questions of the form, YES/NO and questions based on an interval scale. The interval scale, a five point Likert scale ranging from strongly Agree (5) to Strongly Disagree (1) was used to address section three of the questionnaire. The descriptive statistical analysis was conducted using the Statistical Package for Social Sciences (SPSS) software. Data were analysed using descriptive statistics (frequency distribution, percentages and mean) and inferential statistics of the type, regression analysis. The Analysis of Variance (ANOVA) as a statistical instrument was used to test the hypothesis postulated. Out of 255 sets of questionnaires distributed, 202 representing 79.2% were returned for analysis.

Results and Discussion

Table 1: Demographic Characteristics of Respondents

Age group	Frequency	Percent
20-30yrs	71	35.1
31-40yrs	55	27.2
41-50yrs	39	19.3
51yrs and above	37	18.3
Total	202	100.0
Education Qualification	**Frequency**	**Percent**
No formal Education	7	3.5
Primary education	8	4.0
Secondary education	44	21.9
Tertiary education	73	36.1
Total	202	100.0

Source: Field Survey, 2020

Table 1 shows that majority of the respondents falls within the ages of 20-30 years which accounts for 35%. One is not surprised however that majority of the SMEs taking advantage of online marketing opportunities are in the youth category which is reputed for high capacity and instinct for Information and Communication Technology (ICT).

Table 1 also reveals that 36.1% of the respondents which are in the majority have tertiary education, 34.7% have postgraduate education, 21.9% have secondary education, 4.0% have primary education while 3.5% have no formal education. This shows that majority of the respondents are educated meaning that the literacy levels of the respondents contribute to their usage of social media networking.

Table 2: Do you engage in social media networking to enhance performance?

Engagement in social media networking	Frequency	Percent
Yes	167	82.7
No	35	17.3
Total	202	100.0

Source: Field Survey, 2020

spondents in the study area engage in social media networking as an innovative apparatus to boost their online presence and enhance

Table 2 reveals that 82.7% of the re performance while 17.3% of the respondents do not engage in social media marketing.

Table 3: Extent of the Use of Social Media by Respondents

Social media networking	Frequency	Percent
Facebook	65	39.0
Online blogs	28	16.8
Twitter	39	23.4
Instagram	35	21.0
Total	**167**	**100.0**

Source: Field Survey, 2020

The study intends to find out the most used social media by SMEs and the network that dominates business activities in the study area. Based on the findings as revealed in Table 3, all of the enterprises who indicated their engagement in social media marketing have been using some forms of social media in communicating their businesses. The Table shows that 39% prefers Facebook, 16.8% uses Online blogs, 23.4% Twitter and 21% Instagram. This implies that Face book, then followed by Twitter are the most used networks by entrepreneurs in the study area for marketing their products and services and to communicate with their potential customers. This might be due to the fact that most of the targeted customers use Facebook and Twitter more than other social media sites. The finding is consistent with the result obtained by Ogunaike and Kehinde (2013) on a similar study in Ota, Nigeria showing that Facebook and Twitter are the most visited networks by entrepreneurs for business purposes.

Table 4: Effects of Facebook on Customer Satisfaction

Facebook on Customer Satisfaction	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Mean score
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
Facebook as an innovative apparatus has been effective in answering frequently asked questions by customers	9	4.9	14	7.6	34	18.4	47	25.5	36	19.5	2.68
Customers complaints via Facebook helps to improve on products and services	4	2.2	67	36.2	18	9.7	30	16.2	27	14.6	3.18
Facebook enhances brand awareness of products and services.	22	11.9	34	18.4	22	11.9	49	26.5	33	17.8	3.02
Feedback from customers via Facebook shows that products and services offered by the firm are satisfactory	53	28.6	7	3.8	12	6.5	17	9.2	11	5.9	3.74

Source: Field Survey, 2020

Table 4 analyses the effect of Facebook on customer satisfaction. Judging by the mean score, majority of the respondents agree that Facebook provides customers the opportunity to channel their complaints which invariably helps to improve on products and services. It also enhances brand awareness of products and services as well as satisfactory feedback from customers. However, on whether or not Facebook has been effective in answering frequently asked questions by customers, the respondents are undecided. The reason may possibly not be as a result of the media employed, but perhaps the competency of the individual providing answers to the questions is in doubt.

Table 5: Examination of the Effects of Online Blogs on SMEs Profitability

Effects of Blogs on SMEs Profitability	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Mean score
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
Online blogs have increased the subscriber base of products by prospective customers hence, increases profitability	2	1.1	5	2.7	11	5.9	18	9.7	13	7.0	3.34

Online blogs have effectively contributed to product advertising and patronage consequently, enhances profitability	5	2.7	19	10.3	7	3.8	2	1.1	16	8.6	3.37
The rate of demand for your product or service as well as firm's profitability have increased considerably as a result of the use of Blogs	18	9.7	40	21.6	14	7.6	5	2.7	3	1.6	3.11

Source: Field Survey, 2020

Table 5 examines the effects of Blogs on the profitability of SMEs. Judging by the mean score, majority of the respondents agree that (1) Online Blogs have increased the subscriber base of products which in turn contributed to profitability of the business. (2) Online blogs have effectively contributed to product advertising and patronage and consequently enhanced profitability and (3) Online blogs have considerably increased the rate of demand for products or services as well as firm's profitability.

Table 6 Effect of Twitter on the competitive advantage of SMEs

Effect of Twitter on the competitive advantage of SMEs	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Mean score
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
The use of Twitter has given your business an edge over others in terms of business patronage	24	13.0	25	13.5	27	14.6	2	1.1	2	1.1	3.11
By sending samples, adverts e.t.c., the use of Twitter has enhanced your	32	17.3	40	21.6	4	2.2	2	1.1	2	1.1	3.17

competitive advantage over others.										
The use of Twitter has enabled your business to network with customers and achieve better understanding of their needs thus, giving you an edge over your competitors	16	8.6	26	14.1	30	16.2	6	3.2	2	1.1	3.08

Source: Field Survey, 2020

Table 6 investigates the effect of Twitter on the competitive advantage of SMEs. The survey reveals that SMEs acknowledged that Twitter, an online marketing technique gives the respondents' businesses an edge over others in terms of business patronage, advertising and business network. Twitter has enabled respondents to network with customers in order to build successful relationships and achieve a better understanding of customer needs.

Table 7: Effect of Instagram on SMEs Market Share

Effect of Instagram on SMEs market share	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree		Mean Score
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
The use of Instagram has created an avenue for access to new markets, leading to a larger market share	35	18.9	58	31.4	8	4.3	5	2.7	1	0.5	2.82
Advertising on Instagram has considerably increased your customer base and demand for your	57	30.8	34	18.4	10	5.4	4	2.2	3	1.9	2.81

product/services										
Through Instagram, your business has attracted significant publicity in your prospective market	39	21.1	34	18.4	23	12.4	5	2.7	4	2.2	2.87
Advertising on Instagram has been influential in increasing the revenue of your business.	46	24.9	47	25.4	19	10.3	18	9.7	10	5.4	2.63

Source: Field Survey, 2020

Table 7 reveals the response of the respondents on the effect of Instagram on SMEs market share. The mean score for each item shows that majority of the respondents are undecided on whether or not Instagram had effects on the market share. However, it seems that respondents could not accurately relate the use of Instagram with business performance. Therefore, aside from engaging in a particular social media network, SMEs should possess the basic know-how to use them to their advantage.

Hypothesis Testing
Table 8: Hypothesis 1: Effect of Facebook on Customer Satisfaction
$H0_1$: Facebook does not have any significant effect on customers' satisfaction.

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435[a]	.189	.184	.67275

a. Predictors: (Constant), Facebook
b. Dependent Variable: Customer satisfaction

Coefficients[b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.406	.099		24.186	.000
	Facebook	.279	.043	.435	6.527	.000

a. Dependent Variable: Customer satisfaction

The result from Table 8 reveals that the extent which the variance in customer satisfaction can be explained by Facebook is 18.9%, that is $R^2 = 18.9\%$ at 0.000 significance level. This implies that Facebook has a significant effect on customer satisfaction. In other words, an increase in the use of Facebook for business purposes is expected to enhance customer satisfaction. Thus, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis. The result is consistent with earlier findings from similar study (Mangold & Faulds, 2009; Kazungu *et al.* 2017)

Table 9: Hypothesis 2: Effect of Blogs on Profitability of SMEs

$H0_2$. Blogs do not significantly affect the profitability of small and medium scale businesses.

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.202[a]	.041	.036	.69106

a. Predictors: (Constant), Blogs
b. Dependent Variable: SMEs profitability

Coefficients[b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.044	.102		29.785	.000
	Online blogs	.123	.044	.202	2.794	.006

a. Dependent Variable: SMEs profitability
Source: Field Survey, 2020

Table 8 reveals that the extent which the variance in profitability can be explained by Blogs is 4.1%, that is $R^2 = 4.1\%$ at 0.006 significance level. In other words, an increase in the use of Blogs for advertising and business networks is expected to increase SMEs profitability. This implies that Blogs have a positive significant effect on profitability of SMEs though the explanatory power is weak. Put differently, an increase in the use of Online blogs as social media networking would result in increase in profitability, *ceteris paribus*. Thus, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis.

Table 10: Result of Hypothesis 3: Effect of Twitter on Competitive Advantage

$H0_3$: Twitter does not have any significant effect on the competitive advantage of SMEs.

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.372[a]	.138	.129	.77374

a. Predictors: (Constant), Twitter
b. Dependent Variable: Competitive advantage of SMEs

Coefficients[b]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.726	.329		11.337	.000
	Twitter	-.438	.114	-.372	-3.822	.000

a. Dependent Variable: Competitive Advantage of SMEs
Source: Field Survey, 2020

The result from Table 10 shows that the extent which the variance in competitive advantage of SMEs can be explained by Twitter is 13.8%, that is R^2 = 13.8% at 0.000 significance level. However, the parameter estimate of Twitter is negative but significantly related to competitive advantage. In other words, an increase in the use of Twitter for advertising and business purposes will reduce the competitive advantage of SMEs. The result suggests that SMEs' managers should spend less on online advertising using Twitter as such spending may not positively influence the business' competitive advantage. Other reasons while Twitter is negatively related to performance are possibly because SMEs managers are not active participant on this channel and again, they may not possess the basic know how to use them. As such, it is not enough to create a Twitter account, the business must be active in its use and in addition, possess the basic know how to use them. The decision, however, would be to reject the null hypothesis (H_0), and accept the alternative hypothesis.

Table 11: Hypothesis 4: Effect of Instagram on Market Share
H0$_4$: The online presence of a business on Instagram does not significantly affect SMEs market share.

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.195[a]	.038	.033	1.05269

a. Predictors: (Constant), Instagram
b. Dependent Variable: SMEs market share

Coefficients[b]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	3.386	.255		13.304	.000
Instagram	-.205	.079	-.195	-2.599	.010

a. Dependent Variable: SMEs market share
Source: Field Survey, 2020

The result from Table 11 shows that the extent which the variance in SMEs market share can be explained by Instagram is 3.8%, that is R^2 = 3.8% at 0.010 significance level. This implies that Instagram has a significant effect on market share, however, the relationship is negative. Put differently, an increase in the use of Instagram for advertising and business networks will reduce SMEs market share. The result equally suggests that SMEs' managers should reduce the cost of advertising using Instagram. This is because such spending may not result in positive outcome on market share at least in the short run. Similarly, the result suggests that SMEs managers are not active participant on this platform and again, they may not possess the basic know how to use them. In other words, it is not enough to register their presence in the social media be creating an account like Instagram, the business must be active in its use and in addition, possess the basic know how to use them. The decision, however, would be to reject the null hypothesis (H_0), and accept the alternative hypothesis.

Conclusion and Recommendations
The study investigates social media networking as an innovative tool to enhance SMEs performance in Lagos, Nigeria. The study shows that entrepreneurs in Nigeria have been exploiting the advantage of social media as an innovative tool for business performance and marketing strategy. Findings reveal that Facebook followed by Twitter are the most visited social networks by entrepreneurs for business purposes. Generally, the study establishes that the use of social media networks (Facebook, Twitter, Blogs and Instagram) have significant influence on the performance of SMEs in Lagos. Empirical validation further shows that an increase in the use of Facebook and Blogs will all things being equal have positive and significant influence on customer satisfaction and profitability respectively. The analysis also leads to the conclusion that managers should spend less on online advertisement using Twitter and Instagram as such spending may not positively influence SMEs' competitive advantage and market share respectively. In summary, the study contributes to the growing list of literature in the field of social media networking.

The study recommends that Facebook and Twitter, in particular, should be used as marketing tools for products and services by entrepreneurs. In addition, Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) should sensitize SMEs on the need to embrace the internet as an innovative and modern driver of change in order to improve their online presence and become active users of social medium networks as this is expected to enhance their performance and global competitiveness.

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EFFECTS OF VALUE INNOVATION ON ENTREPRENEURSHIP DEVELOPMENT IN INNOSON TECHNICAL AND INDUSTRIAL COMPANY (ITIC) LIMITED ENUGU

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ABSTRACT

In the 21st century the business world is characterize by turbulent environment and regular changes in the market parameters like taste, fashion, interest, demographics, and orientation of customers to mention but a few. The study on the effects of Value Innovation on Entrepreneurship Development in Nigeria is aim at establishing the extent of influence of Innovative strategies on the sustainable development of entrepreneurs in Nigeria. Appling the survey design and simple sampling model of data collection, out of 600 staff, 240 indigenous staff of the company were contacted for the study, however only 200 of the contacts produced results for the investigation. The Regression statistical analytical tool was emulated to determine the extent of the relationship between value innovation and entrepreneurship development in Nigeria, with special focus on Innoson Technical and Industrial Company (ITIC) Limited Enugu. Using the SPSS package for analysis of testing the study hypotheses, it was apparent from the findings that; new demand creation influence entrepreneurship profitability; entrepreneurs global competition mindset guarantee entrepreneurship sustainable competitive advantage and that Entrepreneurs increase product lines significantly facilitates higher market shares. Based on the findings the study recommends that there is need to back our entrepreneurs by putting resources into business training and by praising the role that entrepreneur play in making a dynamic and developing economy.

KEYWORDS: Value Innovation, Entrepreneurship Development, New Demand Creation, Profitability, Product Lines, Market Share

1.1 INTRODUCTION

The 21ˢᵗ century which is characterized with high level of global competition and rapid changes in the business sphere has also offered ample opportunities for business development and sustainability. Entrepreneurs world over are required to be regularly ablaze of the global economic realities and adopt strategies to sustain their corporate existence and growth. Globally entrepreneurs are recognized as creative and innovative minds that provide solutions to societal problems by offering new products and services or new ways of doing old things for consumer satisfactions. These innovative ideas are bound to be obsolete and not capable of providing desirable utilities if not upgraded regularly due to the ever changing taste and choices including other environmental parameters in the business world. Over the years, most entrepreneurs who started with great innovative ideas and couldn't improve upon them not only lost their market shares to their rivals but also struggle to sustain their business missions and visions. The experience of the ford motors company is a relevant testimony of the implications of innovations on sustainable business development. Henry Ford in 1903 bewildered the Ford engines organization with the aim that the fate of the car lay in putting it inside the span of the normal laborer. Ford said;

> I will assemble an engine vehicle for the huge number, it will be huge enough for the family yet little enough for the person to run and think about. It will be developed of the best properties by the most qualified person to be engaged, after the simple plans that state of the art ideas can offer. Yet, it will be cheap enough for every average worker to afford and value with his relations products of long stretches of measure in God's great world.

Anyway Brilliant and inventive as this thought was it hit the stones subsequent to reigning in the vehicle advertise extra time. Portage engines disasters set in on the grounds that for just about twenty years after removed, the organization offered just one plan the model T, which Henry Ford by and by created. It was until 1927 that he at last hesitantly consented to offer another vehicle to people in general. The organization delivered the model A, however it was extraordinarily a long ways behind it's rivals in specialized development. Regardless of it's initial head start and the fantastic lead over it's rivals, the portage engines organization's piece of the overall industry continued contracting. By 1931, it was down to just 28percent somewhat more than half of what it created 17 years sooner. Creativity and innovation calls for striving for excellence through continuous improvement in services to the customers it is in support of this view point that Heller (2001:24) posit that "whatever you are doing, no matter how well you are doing, it can be done better still". In Nigeria for instance, the introduction of e-banking which involves ATMs, internet banking opportunities, and mobile phones banking services among others in the banking industry is a wonderful innovation aimed at eliminating the threats to banking recently, is well commendable and innovative, but a lot is still under way to be improved.

In this study on the effects of innovation on entrepreneurship development in Nigeria, attention focused on investigating the extent at which innovative business processes can influence entrepreneurship development with special emphasis on Innoson Technical and Industrial Company Limited Enugu. Going by global standards, creative minds are responsible for healthy business processes and sustainable economic growth. This is evidence in the experience of the Asian Tigers

who from third world countries have snowballed into high-tech develop nations courtesy of creativity and innovative business practices. Experiences have revealed that all successful entrepreneurs worldwide share a common character; and that is creativity and innovative mindset. This is more so because starting a business is one thing and regular creative and innovative processes is yet another thing.

In Nigeria for instance, most businesses are operating seemingly below their projected profit frontiers. This is likened to their consistency in maintaining their traditional business processes that are not only obsolete in the face of global realities but are also contributing to high cost of production operations. The challenges of competing globally are also eminent due to lack of innovative mind set of entrepreneurs in Nigeria. The increase number of locally focus ed businesses in Nigeria is also seems to be due to lack of innovative strategies to compete at the global stage. This phenomenon doesn't only seem to retard entrepreneurship development but do also expose this league of entrepreneurs to risk of early liquidation.

It is also observed that, most businesses in Nigeria have been trading on one or few lines of products for decades. This is also detrimental to entrepreneurship development, because "variety they say is the spice of life. The more entrepreneur diversify his holdings the better his operations and turnover hence customers will have more options to patronize them. The poor attitude of Nigerian entrepreneurs towards spreading their tentacles to various lines of products also has seems to have not only reduced their market share but has also denied the public of variety of choices and utilities. It is against this premise that the research is set to explore the influence of innovation on entrepreneurship development and hence economic development in Nigeria, with special focus on

Innoson Technical and Industrial Company Limited Enugu.

1.2 PURPOSE OF THE STUDY

Broadly, the research is aim at identifying the influence of value innovation on entrepreneurship development. Specific purposes of the study therefore include:

1. To explore the level of influence of new demand creation on entrepreneurship profitability in ITIC Limited Enugu.
2. To verify the extent that global competitive mindset can guarantee entrepreneurship sustainable competition advantage in ITIC Limited Enugu.
3. To establish the extent that increase product lines can facilitate entrepreneur's market share in ITIC Limited Enugu.

1.3 RESEARCH HYPOTHESES

The study null hypotheses as drawn from the research questions include the following:

1. **Ho$_1$:** That new demand creation does not influence entrepreneurship profitability.
2. **Ho$_2$:** Entrepreneurs global competition mindset does not guarantee entrepreneurship sustainable competitive advantage.
3. **Ho$_3$:** Entrepreneurs increase product lines does not significantly facilitate higher market shares.

2.1 REVIEW OF RELATED LITERATURE

Here classifications are made of major concepts as used in the study for a more directional focus of the study report. Also to be considered here are reviews of empirical works that are related to the study main objectives including the review of theoretical underpinnings that anchored the study main assertion.

2.1.1 Conceptual Clarification of Innovation

There are two conventional schools of thoughts on the best way to contend and accomplish development. First there is the positioning school, which proposes that organizations need to pick an alluring industry and afterward position themselves inside it. This methodology talks on industry's conditions as inside it. It additionally urges organizations to enable the challenge to decide the parameters of their key reasoning. Competitiveness is situated in apparent focal points over the challenge. At that point there is the capacities school, which works from the back to front. This methodology takes an assets based view. Organizations recognize what they have, and figure what they can do best with it (Ogbo, 2019).

Be that as it may, these two schools of thought are never again adequate. Notwithstanding their qualities, neither foundationally addresses the vital difficulties of innovation, new request creation, and with-it-the production of new market space (Blue seas). Value innovation is an endeavor to begin to construct this third school of thought. Innovation as utilized in the study is from the setting of significant value innovation and not simply just mechanical progressions. Value innovation in the assessment of Ogbo (2019) alludes to the making of remarkable arrangement of utilities at a lower cost. It isn't tied in with making tradeoffs, however about all the while seeking after both excellent worth and lower costs. It is particular from either esteem creation or mechanical developments alone. The intensity of significant value innovation is in drawing in individuals to assemble aggregate knowledge in a helpful way. Value innovation is on a very basic level worried about rethinking the built up limits of a market. On the off chance that you offer purchasers tremendously improved worth, or make an uncommon arrangement of utilities so as to bring forth another market, at that point the challenge gets immaterial. That is, rather than playing on a similar field, you have arranged another one.

2.1.2 Conceptual clarification of Entrepreneurship Process.

As used in the study, entrepreneurship simply entails founding of new enterprises and bearing the risk, which could be financial or non-financial risk. Entrepreneurship can also be seen as a factor of production just like land, labour, capital. In higher economics, it is even seen as an aspect of labour, however not widely point nowadays is the economists regards of wealth creation, innovation and creativity as dimensions of entrepreneurship. Entrepreneurship therefore is the art of entrepreneuring process. In the expressions of Lumpkin and Dess (1996) innovative procedure is " the procedure of seeking after another endeavor, regardless of whether it be new items into existing business sector, existing items into new markets as well as the formation of another market space and another association. No big surprise the business procedure is depict as the way toward "placing old wines in new jugs" (Onyeneho and Ezeano, 2011).

Howard et al as cited to by Hisrich et al (2008) presents that enterprising procedure includes something other than critical thinking in a regular administration position, yet a thorough assortment of exercises executed methodically in the accompanying example.
- Identification and assessment of opportunity
- Development of the marketable strategy
- Determination of the necessary assets and
- Management of the subsequent endeavor.

2.1.3 Conceptual Clarification of Development

As used in the study, development is the process by which a society moves from a given socio-economic condition to a more desirable and higher socio-economic standard due to improvement in education and training of the people (Ekanem, 2006).

Development is multi-faceted, so we can have economic development, business development, sociological development, technological development, entrepreneurship development to mention but a few. The study therefore considers development from the context of economic and entrepreneurship perspectives. Efforts are made here to examine the influence of value innovation on business development and how it can boost economic development in Nigeria.

2.2 Theoretical Framewrk

This work was anchored on the Diffusion of innovation theory (DOI) which is a social mental/sociological theory propounded in 1903 by Gabriel Tarde a French sociologist. Rogers (1995) sets that, the theory of DOI portrays the examples of adoption, the system, and help with anticipating whether and how another creation will be successful. The theory has potential utilization of information innovation thoughts, antiques and strategies and has been utilized as the theoretical reason for various IS research tasks.

Tarde as cited by Rogers (1995), DOI theory is worried about the way in which another innovative thought, ancient rarity or method, or another utilization of an old one, moves from creation to utilize.

The innovation of diffusion clearly explains the manner in which people receive other date sources for instance, the web. Initial sentiment use their influence on group of spectators taken round through their own flawless, however some actors referred to as change activators and guards are additionally remembered for the process of communication.

The study premise along these lines is secured on the worldview of this expansive mental/sociological theory called diffusion of innovation (DOI) theory. This is on the grounds that the study principle target is on innovation and it moves from creation to activity and use by various classifications of adopters. In this manner, supporting the study thrust as a theory system to be based upon.

2.2.1 Empirical Studies on the Impact of Creativity and Innovation on Entrepreneurship Improvement

Few studies have been directed to offer trustworthiness to the effect of value innovation on business enterprise development.

Okpara (2007) undertook an investigation on the influence of value innovation on Entrepreneurship development in 100 SMEs in Northern area of Nigeria. Applying the regression statistical tool, he saw among numerous issues that innovation and enterprise require innovativeness. Also, innovativeness is a procedure by which an emblematic space in change, new signs, new thoughts, new machines, new strategies, and new advancements are figured it out. They inferred that innovation had a high effect an incentive on business enterprise improvement in the Northern locale of Nigeria.

Fredrick et al as cited by Rajandram (2012) led an examination in South Africa on the connections among pioneering direction, showcase direction, learning direction and global business adventure. In an overview, 386 business visionaries and 143managers

were considered. Utilizing the product moment correlation coefficient and the t – statistics the outcomes show unmistakably that, there is a solid positive connection between innovation segment of pioneering direction, and worldwide business wandering in South Africa.

Another examination as revealed by Wong (2005:335) was on the effect of technological innovation in Global business screen (GEM). The study considered nations like Argentina, Australia, Brazil, Taiwan, Canada, Chile, Crotia, Denmark, Finland, France, Germany, Hong Kong, Hungary, and Iceland and received cross sectional information Conn-Douglass generation to investigate firm development and technological innovation as independent determinants of development. The discoveries focuses to the way that, the commonness of high-development potential new firm can clarifies varying paces of financial development saw in these nations and the around the world.

3.1 METHODOLOGY

In the assessment of Onudugo, Ugwonah and Ezinne (2010) research design is the system which determines the kind of data to be gathered, the sources of information and the collection methodology. The study embraced the survey research approach, since the study data required getting information from the field-populace of the study. The population in this study incorporates every one of the 600 indigenous staff of Innoson Technical and Industry Company (ITIC) Ltd. Enugu. A sensible sample size was chosen for the examinations giving the enormous number of the population. Consequently, the reduced size of the population was achieved by emulating the Taro Yamane equation as expressed beneath.

$$n = \frac{N}{1+N(e)^2}$$

(Yamane, 1994)

Given that:

N = total population of study

n = sample size

I = constant value,

e = margin of error (0.05)

The study sample size (n) therefore = 240 Indigenous staff of the company (See Appendix III) and the random sampling was used in reaching to the sample size selected.

The study survey was obtained basically from primary sources using the questionnaire. Primary data in the words of Babuilk (2011) is firsthand information obtained from a study. The study collected all information for this study using a structured questionnaire. The research instrument is of the Likerts 5 scale with choices including Strongly Agreed (SA), Agreed (A) Undecided (U) Disagreed (D) Strongly Disagreed (SD). Basically, the questionnaire statements are structured in line with the stated 3 study questions. Each question consists of at least five statements that if answered by the respondents will point to a confirmation of the study hypothesis.

The simple percentages technique of describing grouped data was utilized to break down the questionnaire as stated below:

$$SP(\%) = \frac{\sum F}{n} \times 100$$

Given that:

SP(%) = simple percentage

n = sum of reaction to an inquiry

∑F = frequency of respondents ticking a specific option to the inquiry

All researchers' assumptions are confirmed using the Regression statistical tool at 0.05 margin of error and the version 23 of SPSS software was also applied.

The simple regression statistical tools were planned to responds to the examination questions as indicated below;

Wherefore,

Dependent variables (Y) = F (Independent variables X)……………… i and
$$Y = \beta_0 + \beta_1 X ………………ii$$

Test 1: EP = f (NDC)
    =>EP = β0+ β1 NDC + ɥt
Test 2: SCA= f (GCM)
    =>SCA= β0+ β1 GCM + ɥt
Test 3: HMS = f (IPL)
    =>HMS = β0+ β1 IPL + ɥt
Where, NDC = New Demand Creation
analysis of the data gathered from the respondents of Innoson Technical and Industry Company (ITIC) Ltd. Enugu. Out of Two hundred and forty (240) questionnaires

EP = Entrepreneurship Profitability
GCM = Global Competitive Mindset
SCA = Sustainable Competitive Advantage
IPL = Increase Product lines
HMS = Higher Market Shares

4.1 DATA AT A GLANCE
This part exhibits the data analysis and interpretation utilizing statistical instruments. The analyst utilized tables and percentages in exhibiting and analyzing the data. An aggregate of 240 questionnaires were appropriated to the whole sample size. The

distributed (200) were gathered speaking to 83.3%.
Research Question 1: To what extent does new demand creation influence entrepreneurship profitability?

Table 1: New demand creation influence entrepreneurship profitability

Level	Questionnaire Items	Responds Frequency					%
		SA	A	U	D	SD	
1	Demand creation positively affects entrepreneurs profitability	106 53%	74 37%	14 7%	6 3%	-	200 100%
2	Demand creation negatively affects entrepreneurs profit level.	100 50%	80 40%	12 6%	4 2%	4 2%	200 100%
3	Provision of new market space reduces entrepreneurship competition	49 49%	31 31%	16 8%	14 7%	10 5%	200 100%
4	Entrepreneurship profitability is a function of new demand creation.	80 40%	60 30%	40 20%	12 6%	8 4%	200 100%
5	New demand creation provides assorted products for customer's satisfaction.	104 52%	76 (38)	10 5%	10 5%	- -	200 100%

Origin: Sampled Opinion 2021

The table 1 above shows the reaction on the extent new demand creation influence entrepreneurship profitability. The following submissions were made based on simple percentages of responds collected that:
i.   demand creation emphatically influences entrepreneurs profitability, since 90% of the respondents unequivocally affirm to this assertion.

ii. equally, 90% of the respondents accepted that demand creation negatively influences business entrepreneurs profitability.
iii. 80% of the responds confirmed that provision of new market space decreases entrepreneurship competition.
iv. 70% of the respondents accepted that entrepreneurship profitability is an element of new demand creation.

v. 90% representing majority of the respondents agreed that new demand creation offers assorted products for customer satisfaction.

Research Question 2

To what extent does global competitive mindset guarantee entrepreneurship sustainable competitive advantage?

Table 2: Global competitive mindsets guarantee entrepreneurship sustainable competitive advantage.

Level	Questionnaire Items	Responds Frequency					%
		SA	A	U	D	SD	
6	Entrepreneurs global mindset facilitates their sustainable competitive advantage	120 60%	60 30%	10 5%	6 3%	4 2%	200 100%
7	Sustainability of entrepreneurship growth and development is a function of global competitive strategies	110 55%	50 25%	20 10%	14 7%	6 3%	200 100%
8	Global competitive mindset of entrepreneurs greatly determine their competitive edge over rivals	100 50%	66 33%	10 5%	14 7%	10 5%	200 100%
9	Global competitive mindset of entrepreneurs is not responsible for the competitive advantage position.	8 4%	12 6%	20 10%	70 35%	90 45%	200 100%
10	Entrepreneurs sustainable distinctive competences are built on their global competitive mindset	100 50%	64 32%	16 8%	8 4%	12 6%	200 100%

Origin: Sampled Opinion 2021

The table 2 above shows reaction on the degree that global competitive mindset guarantee entrepreneurship sustainable competitive advantage. From the collected data behavior the following deductions were made that;

i. since, 90% of the respondents answer in affirmative, it indicates that entrepreneur's global mindset encourages their sustainable competitive advantage strategies.

ii. 80% representing majority of the respondents affirmed that sustainability of entrepreneurship growth and development is a component of global competitive strategies.

iii. 83% of the respondents confirmed that global competitive mindset of entrepreneur's greatly determines their competitive edge over rivals.

iv. 80% representing majority of the respondents ticked against the proposition that global competitive mindset of entrepreneurs is not responsible for their competitive advantage position.

v. Most respondents representing 82% accept that entrepreneur's sustainable

vi.

distinctive abilities are based on their global competitive mindset.

Research Question 3: To what level does increase product lines facilitates entrepreneurs market share?

Table 3: Increase product lines facilitates entrepreneurs market share.

Level	Questionnaire Items	Responds Frequency					%
		SA	A	U	D	SD	
11	Entrepreneur increase holdings significantly influence their market share.	104 52%	72 36%	14 7%	6 3%	4 2%	200 100%
12	Entrepreneurs increase product lines barely influence their market share.	4 2%	6 3%	10 5%	78 39%	102 51%	200 100%
13	Increase product line is a sustainable growth strategy of entrepreneurs.	98 49%	62 31%	16 8%	14 7%	10 5%	200 100%
14	Entrepreneurship development is a function of regular product diversification.	80 40%	60 30%	40 20%	12 6%	8 4%	200 100%
15	Increase product lines are not a reliable growth strategy of entrepreneurs.	6 3%	8 4%	10 5%	72 36%	104 52%	200 100%

Origin: Sampled Opinion 2021

The displayed data above explains the sampled reaction on how increase product lines facilitate entrepreneur's market shares. Consequent upon their reactions the following facts were established that:

i. 88% of the respondents representing majority clearly insist that entrepreneur's increase holdings significantly influence their level of market shares.

ii. 90% with majority number ticked against the assertion that entrepreneurs increase product lines barely facilitate their market shares.

iii. 80% with popular position indicate strongly that increase product line is a feasible development system of entrepreneurs.

iv. exactly 70% of the respondents which are in majority confirm that

entrepreneurship development is an element of regular product diversification.

v. 88% representing majority of the respondents were against the proposition that increase product lines are not a reliable growth strategy for entrepreneurs, meaning more product lines offered by entrepreneurs is a reliable and sustainable growth strategy.

4.2 Hypotheses Testing

At this point, collected data are employed to test the assumptions of the researcher as stated earlier in this study. Emulating the Regression statistical tool using SPSS software, the following results as indicated on table 4 below are obvious.

Table 4: SPSS Results (Appendix iv)

Analytical Tools	Test one	Test two	Test three

R	0.936	0.898	0.926
r2	0.877	0.806	0.858
Ar2	0.835	0.714	0.810
error estimate	9.592	12.806	9.884
r. sum of square	1960.000	2044.900	0.858
residual sum of squares	276.000	493.100	1768.900
DW	1.743	1.398	1.677
C	-22.000	-22.900	-19.900
Coeff.	14.000	14.300	13.300
P-value	0.019	0.039	0.024

Source: SSPS Software.

5.1 OBSERVATIONS AND DISCUSSIONS

From **Test one, 0.936** coefficients suggested a solid connection of Entrepreneurship Profitability (EP) and New Demand Creation (NDC). In light of the above data;

EP = - 22.0 + 14.0 NDC + μ…….

Consequently, since the P-value of **0.019** is less than **0.05** level of significance, we affirm alternative hypothesis one and infer that new demand creation directly influences entrepreneurship profitability.

From **Test two**, the **0.898** correlation coefficient r also suggested a solid connection between Sustainable Competitive Advantage (SCA) and Global Competitive Mindset (GCM). In light of the above data; **SCA = - 22.90 + 14.30 GCM + μ……**

Also, since P-value of **0.039** is less than level of significance of **0.05**, we equally affirm the alternative hypothesis two and along this line submit that entrepreneur's global competition mindset guarantee entrepreneurship sustainable competitive advantage.

From **hypotheses three**, the **0.926** correlation coefficient is additionally suggested a solid connection between Higher Market Shares (HMS) and Increase Product lines (IPL). In view of the above data that the assessed regression statistical tool is represented as follows:

HMS= - 19.90 + 14.30 IPL + μ……

The tool is therefore significant and indicates that Entrepreneurs increase product lines significantly facilitates higher market shares. This is in affirmative to the alternative **hypothesis III** since **0.05** level of significance is greater than P-value of **0.024.**

5.2 Summary of Findings

Based on the confirmation of the various research hypotheses a summary of the findings indicate that;
- ➢ new demand creation positively influences entrepreneurship profitability.
- ➢ entrepreneur's global competitive mindset guarantee entrepreneurship sustainable competitive advantage.
- ➢ and that entrepreneurs increased product lines significantly facilitate higher market shares.

6.1 CONCLUSION AND RECOMMENDATIONS

Value innovation apparently is instrumental in expanding the nation's competitiveness and wealth, and entrepreneurs are at the center of the economic development of a few industrial nations. Based on the findings of the study, it

was concluded that value innovation is a sure strategy for entrepreneurship sustainable growth and development and hence economic development in Nigeria.

Consequent upon the discoveries of the investigations it hence made the following recommendations:

i.   There is critical requirement for big business arranged innovation move units to interface the science and innovation framework with the production framework. This at that point calls for steady re-tooling and re-building of the nation's entrepreneurship development agencies to have the option to structure and actualize a successful component to fortify information stream connections from the national advancement arrangement of the nation to the SMEs.

ii. There is need to back our entrepreneurs by putting resources into business training and by praising the role that entrepreneur play in making a dynamic and developing economy.

iii. Finally it is prescribed that government ought to make an inviting or an empowering domain for business enterprise and buyer products to help the economy.

iv.

6.2 Limitations of the Study

The study encountered a few inadequacies that limit the understandings and speculation of the discoveries and thusly fill in as the reason for recommendations into further research. A portion of the confinements distinguished in the study include:

Firstly, the scope of the study is excessively narrow as it considered just a chosen enterprise in Enugu, South East that is Innoson Technical and Industrial Company Limited Enugu subsequently, the discoveries of the examination can't be summed up in a bigger setting over the Enugu State not to talk of the whole nation, parts and business

condition, as these may give various connections between business enterprise innovation and value.

6.3 Directions for Further Investigations.

To beat the constraint of the study the analyst recommends the requirement for further study which are:

i.   Further study is to be directed on the pertinence of entrepreneurship innovation and education to the improvement of micro, small and medium enterprises (MSMEs) in Nigeria.

ii. Effect of value innovation entrepreneurship and education on poverty decrease in Nigeria economy with accentuation on entrepreneurship in South East Nigeria.

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EFFECT OF PERFORMANCE APPRAISAL ON EMPLOYEES' PRODUCTIVITY (A STUDY OF 7UP BOTTLING COMPANY IN ABA, ABIA STATE,NIGERIA)

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ABSTRACT

The study examined the effect of performance appraisal on employees' productivity with respect to 7up bottling company in Aba, Abia state. Descriptive survey approach was adopted and analyzed using SPSS regressions. The following findings were made. i) there is positive and significant effect of performance appraisal methods on employee's effectiveness of 7up bottling company, ii) there is positive and significant effect of Performance appraisal on employee's efficiency of 7up bottling company, iii) there is positive and significant effect of performance appraisal feedback on employee's performance, iv) there are positive and significant problems associated with effective performance appraisal on employee productivity in 7up bottling company. The study concluded that Performance appraisal is one of the most common management practices utilized in all organizations worldwide. It is a formal programme in which employees are told the employer's expectation and are rated on how well they have met those expectations. For an organization to succeed at accomplishing its goals, it must be able to create the right plans, acquire the resources necessary to implement its plans and use its resources in the implementation of its plans. Efficient organizations implement their plans using the smallest possible expenditure of resources to generate high margins of profit. It further recommended that managers should allow for adequate training of staff to promote efficiency in the organization, management should define ethical principles that will be suitable for the employees welfare and work efficiency, and finally, organizations should appraise their employees often through utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes as it would lead to increase in employee's productivity

Key Words: *Organization. Employee Performance, Productivity, Profitability and Efficiency*

INTRODUCTION

1.1 Background to the study

Performance appraisal is the systematic evacuation of employees according to their job and potential development. (Pınar Güngör, 2011) says "Motivation is the ability of person to modify his/her behavior". Motivation is a driven force that leads and directed a person toward some specific goals.Performance appraisal is a formal program in which employees are told the employers expectations for their performance and rater and how well they have met those expectations. Performance appraisals are used to support human resource decisions including promotions, terminations, training and merit pay increases. It is an employer's way of telling employees what is expected of them in their jobs and how well they are meeting those expectations (Gichuhi, Abaja and Ochieng, 2016).

Performance appraisal is one of the most common management practices utilized in all organizations worldwide. Each and every company utilize performance appraisal as a tool for getting knowledge about the employee and take effective decisions about specific employee. A performance appraisal (PA), additionally known as a performance evaluation, performance review, (career) development discussion. Employee appraisal is a method by which the job performance of an employee is reported and evaluated. it can be depicted more productive and less proficient employees systematically and discover the proper training need to improve the employees performance. In short, performance appraisal is an estimation of how well somebody performs job-relevant tasks.

Performance Appraisal (PA) is a part of Human Resource Management and it is one of the most important functions of HR managers.

It include identifying, measuring, influencing and developing job performance of employees in the organization for set norms and standards for a particular period of time in order to achieve various goals and Objectives. Employees should be committed towards set targeted desired standards of job performance and they should improve job performance for long term sustaining profitable growth .Employees This involves getting optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage. Performance appraisal provides a rational medium or instrument for measuring individual worker contribution to corporate goals achievement and success. It is a complex management function which demand for extra-maturity, fairness and objectivity in assessing individual worker job performance based on explicit job related criteria (Onyije, 2015).

The history of performance appraisal is quite brief. Its rootscan be traced in the early 20th century to Taylor's pioneering time and motion studies. Theperformance appraisal system start in practiced mainly in the 1940s and with the help of thissystem, merit rating was used for the first time near the Second World War as a method ofjustifying an employee's wages (Lillian & Sitati,2011). Employees are required to generate a total commitment to desired standards of job performance and improved job performance for sustaining profitable growth for the organization and long-term value creation for the customers (Singh et al, 2010). This involves getting optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage. The purpose of performance appraisal is to assess employees' performance

as objectively as possible. The results of the performance appraisal are used in setting the direction for the individual performance development by bringing out both performance strengths and weaknesses and subsequently developing action plan to facilitate the desired development (Ekwochi, 2012).

1.2 Statement of the Problem

Performance appraisal is a veritable tool for employee productivity. The essence of performance appraisal is to checkmate the contribution made by every employee and to know how well they are going on with their task. Appraisal help to identify the skilled and performing employee of an organization to increase their salary and other benefits that can make them satisfied on their job (Leigh, 2012).

There are lots of problems associated with effective performance appraisal which includes untrained supervisors/managers, lack of effective metrics, inconsistent rating of employees, unreliable reward systems. It is on this premises that the study seek to know the effect of performance evaluation system on employee productivity.

1.3 Objectives of the Study

The major objective of this study is to examine the effect of performance appraisal on employees' productivity with respect to 7up bottling company in Aba, Abia state. The specific objectives as to;

i. Determine the extent to which performance appraisal enhanced employee'sefficiency of 7up bottling company

ii. Examine the relationship between performance appraisal methodsadopted and employee's effectiveness

1.4 Research Questions

This study has the following questions to answer;

i. To what extent to does performance appraisal affect employee's efficiency of 7up bottling company?

ii. Is there any relationship between performance appraisal method adopted and employee effectiveness?

1.5 Research Hypotheses

This study has the following research hypotheses formulated in their null (H0) forms;

$H0_1$:There is no significant relationship between performance appraisal and employee's efficiency of 7up bottling company.

$H0_2$:There is no relationship between performance appraisal method adopted and employee's effectiveness

REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework.

There are various aspects of human resources policies that can be considered in relation to employee productivity in an organization. The conceptual framework is used to illustrate the specific human resources policy that has been selected for the purpose of this study that may influence employees' output in the current organization i.e. performance appraisal. Many factors are considered in the process. These include performance appraisal Criteria used (Performance indicators for desired outcomes); Rewards to the employee which may include financial and non financial rewards (recognition, promotion, gifts, trips); Feedback (time taken to communicate the outcome and how it is done).

The employee productivity can be measured in terms of volume of sales, number of customers served, customer relations, and display of items to be sold, quantity of goods handled, quality of work, punctuality, customer care within a given period etc. The

expected output per given time does not come forth due to some intervening factors and these are: the organization culture, management style and trade unions.

2.1.1 Meaning of Performance Appraisal

Performance appraisal can be viewed as the process of assessing and recording employee performance for the purpose of making judgments about employee that lead to decisions (Cook and Crossman, 2014). In simple terms, performance appraisal may be understood as the assessment of an individual's productivity in a systematic way, the productivity being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like (De Waal, 2014).

Performance appraisal is a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development (Gabris and Ihrke, 2000).

2.1.2 Objectives of Performance Appraisal

According to Allan (2014), Performance appraisals are essential for effective management and evaluation of staff. Appraisal helps to develop individuals, improve organizational performance and feed into business planning. Formal performance appraisals are generally conducted annually for all staff in the organization. Each staff member is appraisal by their line manager. Directors are appraised by the CEO, who is appraised by the chairman or company owners, depending on the size and structure of the organization. Annual performance appraisals enable management and monitoring of standards, agreeing expectations and objectives, delegation of responsibilities and tasks. Employee performance appraisals also establish individual training needs and enables organizational training needs analysis and planning.

Employee performance appraisal measures staff performance against set objectives and standards to show how well it was accomplished. Appraisals helps organization to know the input made by every employee and also enables the organization know the next grade level of the worker and the pay associated to it.

Employee appraisal helps in motivating workers. When an employee is graded high and as such promoted, it boosts his morale and as worker he wants to continue putting in his best. Performance appraisals are measures taken in managing the performance of people and organization.

Performance appraisal is a systematic evaluation of an individual with respect to performance on the job. Samantha Gluck (2010) in his book titled "Purpose of performance appraisal system" reveals that companies use performance appraisals for evaluation and developmental purposes. A well designed performance appraisal can start dialogue between supervisors, direct reports and coworkers that may result positive outcomes for the individuals and the business.

2.2 Theoretical Framework
2.2.1 Justice Theory

This theory was propounded by Rawls (1971) to explain performance appraisal and employee productivity at the PSIRS. The theory states that organizational justice refers to perceived fairness in the working place which comprises: Procedural, Distributive, Interpersonal, and Informational Justice

related to performance appraisal exercise in an organization. The study incorporated all four justice dimensions into one theoretical framework. The procedural, distributive, interpersonal, and informational justice were related to social relationship, either with the organization (i.e. procedural and distributive justice) or with the supervisor (i.e. interpersonal and informational justice), whereas distributive justice is related more to an economic exchange relationship.

In terms of information about procedures in form of honest, sincere and logical explanations and justifications of any component of the appraisal process.

2.2.2 Expectancy Theory

Expectancy theory states that a person's motivation towards an action at any time is determined by an individual's perception that a certain type of action would lead to a specific outcome and his personal preference for this outcome. Expectancy is the probability that particular action will lead to a desired reward. Thus, if an individual has a particular goal, some behavior must be produced in order to achieve that goal. He will weigh the likelihood that various behaviors will achieve the desired goals and if certain behavior is expected to be more successful than others, that particular behavior will be preferred by the individual (Vroom, 1964). Employees are motivated to put more effort so as to produce better results because of the expected reward.

2.3 Empirical Framework

Iqbal, Ahmad, Haider, Batool and Qurat-ul-ain, (2013), found out the impact of performance appraisal on employee's performance and also analyses that motivation affects the relationship of performance appraisal and employee's performance. Two hypotheses are analyzed by using sampling techniques; we were select 150 numbers of employees as sample by using simple random sampling among the banks of Dera Ghazi Khan.Primary data were collect through standard questionnaire. For analyzing data, we applied correlation coefficient through IBM SPSS and Amos Software. Results presented there is positive relationship between performance appraisal and employee's performance. Motivation as a moderator positively affected the relationship between performance appraisal and employee's performance.

Gichuhi, Abaja and Ochieng, (2016), determined the effectiveness of these performance appraisals. Therefore, the purpose of this study was to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on employee productivity in these supermarkets. This study employed a cross-sectional survey design. The population of the study was 1560 employees distributed among the 7 main supermarkets operating in Nakuru Town. A sample of 308 respondents was selected using multi-stage sampling technique. 178 filled questionnaires were returned. Multiple regression models were used to analyze the data collected. The study found that performance criteria, feedback and frequency significantly influenced employee productivity.

Ekwochi, (2012) examined the effects of performance appraisal on productivity in an organization and it is geared towards examining the effects of performance appraisal on the productivity of employees in organization. In the study, data was collected from primary and secondary sources and it was analyzed. The study made use of survey design. In view of the findings, it was discovered that participation of employees in appraisal exercise and the use of performance appraisal resulted to an increase in output to the organization and higher standard of living

to the employee because of promotion given and other necessary reward that motivated the employee to work hard. At the end of the work, it was concluded that problem with the organization's appraisal system lies with implementation rather than method.

Onyije, (2015), investigated the effect of appraisal system in Niger Delta University on employee productivity. The ineffective practice of performance appraisal could affect employee productivity. The methodology employed was a survey study design.

METHODOLOGY
3.1 Research Design
This research adopted the survey research design which suits the research due to its descriptive nature.

3.2 Sources of Data Collection
Both primary and secondary source of data were utilized in gathering the information relevant for this work.
Primary data: Primary data Primary data consist of the use of questionnaire.

Secondary data: Secondary data was also adopted in this research work especially in its reference in order to back up the theoretical work. Some of the secondary sources utilized included textbooks, lecture material, seminar paper and related articles in academic journals and from the internet.

3.3 Population of the Study: The population of this study comprised of one hundred and eighty two (182) staff of 7up bottling company plc.

3.4 Sample Size Determination
For the purpose of this study, the researcher derived the sample size statically by using Taro Yamani (Abdullahi, 2012) as follow;

Using the formula;
$$n = \frac{N}{1+N(e)2}$$

Where;
n = Sample size
N = Population (182)
e = Margin of error (0.05)

Thus, the sample size is:
$$n = \frac{182}{1+182(0.05)2}$$
$$n = \frac{182}{1+182(0.0025)}$$
$$n = \frac{182}{1+0.46}$$
$$n = \frac{182}{1.46}$$
= 124.65
n = 125 employees

Therefore, the sample size for this study is 125 staff of 7up bottling company plc. The study also made used of simple random sampling because it is distinguished by the fact that each population element has not only a known but equal chance of being selected.

3.8 Method of data Analyses
Data for the study were analyzed using frequency distribution table, and percentages was used to analyze the data from the questionnaire, while simple regression and correlation with the use of SPSS were used to analyze the hypotheses.

DATA PRESENTATION AND ANALYSIS

4.1.1 Distribution of questionnaire to the staff of 7up bottling company plc and return rate

Total copies of questionnaire	Respondents	Percentage (%)
Valid returned	120	95.2
Invalid returned	4	3.17
Not returned	2	1.59
Total	126	100

Source: *Field survey, 2021*

As reflected in Table 4.1.1, a total of one hundred and twenty six (126) questionnaire were distributed to staff of 7up bottling company plc. One hundred and twenty (120) were correctly filled and returned to the researcher, four (4) were invalid and 2 of the questionnaire were not returned. Hence, 120 of the respondents constituted the sample which translates into 95.2% rate of return completed questionnaire.

Table 4.1.2   Performance appraisal methods adopted and employee's effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	60	57.7	57.7	100.0
	Agreed	27	26.0	26.0	42.3
	Undecided	4	3.8	3.8	3.8
	Disagreed	8	7.7	7.7	16.3
	Strongly Disagreed	5	4.8	4.8	8.7
	Total	104	100.0	100.0	

From table 4.1.2 above it could be seen that 60 respondents representing 57.7% strongly agreed, 27 respondents agreed the same, 4 respondents were undecided, 8 respondents disagreed, while 5 respondents strongly disagreed that there is significant effect of performance appraisal methods adopted on employee's effectiveness of 7up bottling company

Table 4.1.3   Performance appraisal enhanced employee's efficiency of 7up bottling company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	55	52.9	52.9	100.0
	Agreed	29	27.9	27.9	47.1
	Undecided	6	5.8	5.8	5.8
	Disagreed	9	8.7	8.7	19.2
	Strongly Disagreed	5	4.8	4.8	10.6
	Total	104	100.0	100.0	

From table 4.1.3 above it could be seen that 55 respondents representing 52.9% strongly agreed, 29 respondents agreed the same, 6 respondents were undecided, 9 respondents disagreed, while 5 respondents strongly disagreed that there is significant effect of

performance appraisal enhanced on employee's efficiency of 7up bottling company

Table 4.1.4   Performance appraisal feedback on employee's performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agreed	64	61.5	61.5	100.0
	Agreed	27	26.0	26.0	38.5
	Undecided	3	2.9	2.9	2.9
	Disagreed	6	5.8	5.8	12.5
	Strongly Disagreed	4	3.8	3.8	6.7
	Total	104	100.0	100.0	

From table 4.1.4 above it could be seen that 64 respondents representing 61.5% strongly agreed, 27 respondents agreed the same, 3 respondents were undecided, 6 respondents disagreed, while 4 respondents strongly disagreed that there is significant effect of performance appraisal feedback adopted on employee's performance of 7up bottling company

Table 4.1.5   Regression table showing the effect of performance appraisal methods adopted on employee's effectiveness

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.984^a	.968	.968	.17896	1.215

a. Predictors: (Constant), Graphic rating scale and Check list method, Critical incident appraisal, Ranking method and Assessment, Work standards approach and Forced–choice rating

b. Dependent Variable: Field review and Essay appraisal and

Coefficients^a

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound
1 (Constant)	.044	.069		.632	.529	-.094	.182
Critical incident appraisal, Ranking method and Assessment	.158	.046	.183	3.410	.001	.066	.250
Work standards approach and Forced–choice rating	.323	.106	.315	3.032	.003	.112	.534

Graphic rating scale and Check list method	.506	.112		.498	4.527	.000	.285	.728

a. Dependent Variable: Field review and Essay appraisal and

R   =   0.984
R-Square   =   0.968
Adjusted R-Square   =   0.968
T – Statistic   =   4.527

Source: Researcher's Estimation 2021

From table 4.1.5 the coefficient of determination R-square of 0.968 implies that 96.8% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 3.2% is unexplained. The remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 is 0.968 this shows that the regression line which captures 96.8% of the total variation in the dependent variable is caused by variation in the explanatory variable specified in the model with 3.2% accounting for the stochastic error term. The T-statistics was also used to test the overall significant of the mode. The high and positive T-statistics value of 4.527 is an indication that the model is statistically significant at 5 percent level of significance.

Table 4.1.6   Regression table showing the effect of Performance appraisal on employee's efficiency of 7up bottling company

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.949[a]	.901	.898	.36473	.535

a. Predictors: (Constant), Management by Objective , Graphic rating scale, Behaviorally Anchored rating scales

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.543	.131		-4.142	.000	-.803	-.283
	Graphic rating scale	.658	.193	.571	3.410	.001	.275	1.040
	Behaviorally Anchored rating scales	.037	.227	.031	.162	.872	-.413	.486
	Management by Objective	.413	.247	.352	1.674	.097	-.076	.903

a. Dependent Variable: Appraisal Feedback

R	=	0.949
R-Square	=	0.901
Adjusted R-Square	=	0.898
T – Statistic	=	3.410

Source: Researcher's Estimation 2021

From table 4.1.6 the coefficient of determination R-square of 0.901 implies that 90.1% of the sample variation in the dependent variable is explained or caused by the explanatory variable while 8.9% is unexplained. The remaining could be caused by other factors or variables not built into the model. The high value of R-square is an indication of a very good relationship between the dependent variable. The value of the adjusted R^2 is 0.898 this shows that the regression line which captures 89.8% of the total variation in the dependent variable is caused by variation in the explanatory variable specified in the model with 10.2% accounting for the stochastic error term. The T-statistics was also used to test the overall significant of the mode. The high and positive T-statistics value of 3.410 is an indication that the model is statistically significant at 5 percent level of significance.

4.2 Test of Hypotheses
Hypothesis one
HO_1: There are no positive and significant effect of performance appraisal methods adopted on employee's effectiveness

With reference to Table 4.1.5, calculated t-statistics of 4.527 is greater than the critical value (i.e. 1.984). The null hypothesis is rejected and the alternative accepted. This means that there is positive and significant effect of performance appraisal on employee's efficiency of 7up bottling company.

Hypothesis two

HO_2: There are no positive and significant effect of performance appraisal on employee's efficiency of 7up bottling company.

With reference to Table 4.1.6, calculated t-statistics of 3.410 is greater than the critical value (i.e. 1.984). The null hypothesis is rejected and the alternative accepted. This means thatthere is positive and significant effect of performance appraisal on employee's efficiency of 7up bottling company.

4.3 Discussions of findings
In hypothesis one, it was revealed that there is positive and significant effect of performance appraisal methods on employee's effectiveness of 7up bottling company. This is in conformity with the findings of Gichuhi, Abaja and Ochieng, (2016) whose study determined the effectiveness of these performance appraisals. Therefore, the purpose of the study was to establish the impact of performance appraisal criteria, feedback, reward and frequency of appraisals on employee productivity in these supermarkets. The study found that performance criteria, feedback and frequency significantly influenced employee productivity.

In hypothesis two, it was revealed that there is positive and significant effect of Performance appraisal on employee's efficiency of 7up bottling company. This is in conformity with the findings of Natalie, (2014) who determined the effect of performance appraisal on employee motivation using a survey of slum based Non-Governmental

Organizations in Nairobi. On the effect of performance appraisal process on employee motivation established that the system is important for employee motivation. Performance appraisal system has helped improve job performance at work. On the challenges of performance appraisal on employee motivation established that some managers tend to be liberal or strict in their rating of staff which may affect the employees' motivation. The manager's ability to address the skills gaps have a significant impact on the employee's motivation. The study concluded that performance appraisal process on employee motivation established that the system is important for employee motivation. Different raters can increase the accuracy of performance evaluation (can reduce bias) and increase employee's perceptions. The manager's ability to address the skills gaps can have a significant impact on the employee's motivation.

A moderator positively affected the relationship between performance appraisal and employee's performance.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS
Summary of Findings
The following findings were made.

i. There is positive and significant effect of performance appraisal methods on employee's effectiveness of 7up bottling company.
ii. There is positive and significant effect of Performance appraisal on employee's efficiency of 7up bottling company.

CONCLUSIONS
Performance appraisal is one of the most common management practices utilized in all organizations worldwide. It is a formal programme in which employees are told the employer's expectation and are rated on how well they have met those expectations. For an organization to succeed at accomplishing its goals, it must be able to create the right plans, acquire the resources necessary to implement its plans and use its resources in the implementation of its plans. Efficient organizations implement their plans using the smallest possible expenditure of resources to generate high margins of profit.

5.3   Recommendations
The following recommendations were made based on the findings of the study;

i. Managers should allow for adequate training of staff to promote efficiency in the organization
ii. Management should improve payment plan of employees as this leads to greater efficiency and productivity
iii. Management should define ethical principles that will be suitable for the employees welfare and work efficiency

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EFFECT OF KNOWLEDGE SHARING ON EMPLOYEE PERFORMANCE IN A PUBLIC SECTOR ORGANIZATION. A STUDY OF BENUE INTERNAL REVENUE SERVICE (BIRS) IN MAKURDI METROPOLIS, BENUE STATE - NIGERIA

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ABSTRACT

This study examined effect of knowledge sharing on employee performance in Benue Internal Revenue Service (BIRS) in Makurdi metropolis. Descriptive survey design was adopted and the populations of 136 employees were gotten through sample size. Linear regression was used to ascertain the effect of knowledge sharing on employee performance in BIRS. Statistically, the findings revealed a significant effect of knowledge sharing on employee productivity (β = 0.82; p value = 0.000 and t value = 15.99).Similarly, knowledge sharing equally have significant effect on employee satisfaction (β = 0.73; p value = 0.000 and t value = 11.81). The study concluded that, knowledge sharing improved the performance of employees through gathering and dissemination of information to the workforce. This study recommended that Management of the organization should encourage the training of employees on the latest ways of knowledge sharing and there should be formal reward and recognition system for knowledge sharing.

Keywords: Knowledge sharing, employee performance, employee productivity, employee satisfaction

1.1 Introduction

Knowledge has been identified as the most significant resource for organizations to gain competitive advantage and superior performance over others. Knowledge is an essential commodity that promotes organizational performance and development. According to Krylova, Vera & Crossan (2016) knowledge can be defined as a combination of experience, contextual information that provides a framework for the evaluation and application of new information and newly acquired experiences. One of the key factor of knowledge management is knowledge sharing. It helps to facilitate the access and use of knowledge in any organizations. It is a means by which, organizational members can contribute to knowledge application, innovation, and ultimately to assist in the performance of organization (Nyoman, Abdul & Warsito, 2020). Knowledge sharing is becoming increasingly a vital source of employees' satisfaction in any organization whose goal is to achieve high productivity and contribute meaningfully to the national development (Aksoy, Ayranci & Gozukara, 2016; Faluyi, 2018).

Knowledge sharing is an exchange of knowledge between two employees, one person communicating knowledge, while the other was to assimilate knowledge. It is an effort to share information and knowledge to co-workers in order to improve the quality of thoughts, ideas, or suggestions in accordance with the instructions of individual experience (Ohiorenoya & Obadan, 2014). Knowledge sharing can improve employee performance, and the flow of knowledge of employees in the environment outside the organization can build the reputation of the organization. This means that by conducting activities to share knowledge with fellow members of the organization will contribute to the organization's productivity and employee satisfaction (Omotayo, 2015; Nyoman, Abdul & Warsito, 2020).The relationship between knowledge sharing with the organizational performance has been observed by (Zahira & Kusumastuti, 2016) that, knowledge sharing in the organization will contribute to the performance mainly on improving the quality of service and also to develop skills and competencies, increase the value of the organization, and maintaining its productivity and employee satisfaction.

To improve and enhance the performance of employees, there is need to build an atmosphere to share skills and knowledge of members in the organization (Krylova, Vera & Crossan, 2016). Employees who already have the skills and knowledge need to distribute the skills and knowledge to fellow workers and the ability of all members of the organization are needed for betterment of the system (Saeed, 2016; Rafique & Mahmood, 2018). With increasing job skills and knowledge possessed by the employees can certainly improve work processes for the better, so that employee performance can be improved. This also influences on the achievement of overall organizational objectives, and can enhance the performance of the organization based on employee competency that comes from knowledge sharing. This is why the study investigates the effect of knowledge sharing on employee performance at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

1.2 Objectives of the Study

The following objectives were set to be achieved for this study:
  i) To ascertain the effect of knowledge sharing on employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.
  ii) To determine the effect of knowledge sharing on employee satisfaction at

Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

1.3 Research Questions

This study has been guided by the following research questions:

i) To what extent does knowledge sharing affect employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis?

ii) To what extent does knowledge sharing affect employee satisfaction in Benue Internal Revenue Service (BIRS) in Makurdi metropolis?

1.4 Research Hypotheses

To achieve the objectives of this study, the following hypotheses formulated and stated in the null form will be tested as basis for drawing conclusion for this study;

i) Knowledge sharing does not have significant effect on employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

ii) Knowledge sharing does not have significant effect on employee satisfaction at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

2.0. Review of Related Literature

2.1 Conceptual Framework

A conceptual framework represents the researcher's synthesis of the literature on how to explain a phenomenon. It maps out the actions required in the course of the study. Knowledge sharing is the independent variable while employee productivity and employee satisfaction are dependent variables.

Independent Variable

Dependent Variable

Employee Performance

Knowledge Sharing → Employee Productivity

Employee Satisfaction
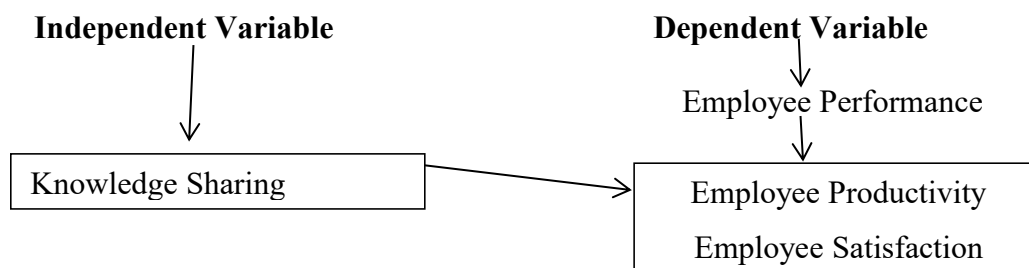
Source: Aksoy, Ayranci & Gozukara, (2016)

2.2 Concept of Knowledge Sharing

Knowledge sharing is defined as the activity through which knowledge, such as information, skills, plans, innovation, ideas, goals, insights, or expertise is exchanged among people, peers, community, friends, families, or organizations (Abdallah, Khalil & Divine, 2012). It refers to the exchange of knowledge between at least two parties in a reciprocal process allowing reshape and sense making of the knowledge in the new context. Knowledge sharing provides huge impacts to the creation of learning organizational culture, knowledge, and innovation (Faluyi, 2018). Knowledge sharing refers to the willingness of individuals in an organization to share whatever they have or create

(Rafique&Mahmood, 2018). Knowledge sharing refers to the process of transferring explicit or tacit knowledge among individuals, groups or organizations (Paulin & Suneson, 2015). Knowledge sharing is the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures (Ohiorenoya & Obadan, 2014). It means the process by which an employees or an organization collaborate together to share information that will be beneficial to both the employees and the organization.

Knowledge sharing is important to organizational success and performance. The essence of knowledge sharing is even more

desired in knowledge-intensive organizations (like the public sector economy). Knowledge sharing is an aspect of knowledge management; it is the fundamental means through which employees can contribute to knowledge application, innovation and ultimately the performance of the organization (Ofobruku & Yusuf, 2014; Islam &Afroze, 2020). Knowledge sharing refers to organizing, reusing, capturing and transferring experience-based knowledge to the organization and ensuring that such knowledge are made available to others in the business (Iyamah &Ohiorenoya, 2015). It is a process by which, existing information from different sources is shared among organizations in a way that leads to the formation of new knowledge for the organization (Faluyi, 2018). Saeed (2016) says thatknowledge sharing can be enhanced by increasing employees 'beliefs about their capability through productivity. Similarly, employees are highly motivated and satisfy to share their knowledge if they are confident in their ability to contribute knowledge that will enhance the success of their organization.

2.3 Benefits of Knowledge Sharing within an Organization

The Knowledge sharing among employees creates many benefits for an organization and some of them are; allowing the organization to build on previous knowledge and experiences, responding to problems more quickly, developing new ideas, fostering innovation, understanding customer needs, and building competencies (Krylova, Vera & Crossan, 2016; Nyoman Abdul & Warsito, 2020). Knowledge sharing facilitates the spread of knowledge as organizational collective knowledge, and helps the firm use available resources in an efficient and effective manner. It covers knowledge identification, and access to be transferred and applied to solve problems, so that the organizational tasks can be done effectively and less costly (Kuzu & Ozilhan, 2014). Knowledge sharing helps in the proper utilization of existing knowledge and is also to create new knowledge (Ofobruku & Yusuf, 2016). It improves organizational performance, increases intellectual capital, enhances the motivation of the employees, changes productivity of the firm, and reduces operational costs of the organizations (Omotayo,2015). Proper implementation of knowledge sharing can lead to effective innovation, profit making, organizational designs, and quality products and services.

Knowledge sharing is one of the most critical parts of knowledge management system in an organization. It shows that, an employee shares the knowledge with other members in different ways and this benefits impact the organization (Navimipour &Charband, 2016). This Knowledge sharing is important for creating a new knowledge in order to achieve competitive advantage which increase turnover of the employees. Most of organizations utilized knowledge sharing for codifying and managing tacit knowledge. Similarly, organization should encourage knowledge sharing through workshops, seminars and conferences, written reports, face to face interactions, informal gathering, social events collective collections and formal training, best practices, periodic meetings and mentoring programs, intrinsic and extrinsic motivations, mentoring and coaching, brainstorming and other forms of internal communication that contribute to exchange knowledge and information among the members of organization (Zahira &Kusumastuti, 2016; Rafique & Mahmood, 2018).

2.4 Concept of the Organizational Performance

Performance refers to the degree to which organizational goals are achieved. The performance of the public sector is in the context of the extent to which they achieve their goals and objectives. Organizations have a lot of performance factors and the performance factors include efficiency, effectiveness, productivity, profitability and solvency. Efficiency refers to the rate of resource utilization, i.e. cost incurred in the course of work done in an organization. Effectiveness refers to the extent to which results are achieved by ways of units of goods produced or sold, value of content executed. Productivity is defined as the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results. Profitability is the ability of an organization to make profit. Profit is the income or difference between sales revenue and total cost. Solvency is the ability of an organization to meet its immediate obligations and thus avoid the possibility of insolvency (Nwachukwu, 2008; Okechukwu, 2017).

Organizational performance basically is the outcome that indicates or reflects the organization efficiencies or inefficiencies in term of corporate image, competencies and financial performance (Oludele, 2021). In evaluating organizational performance, attempt is made to examine not only the resultant outcome of the organizational efforts in terms of returns (profit and its other derivation), but also those aspects of the organizational financing and asset structure which indicate its ability to survive or its disposition to avail itself of future opportunities. In practical parlance, organizational performance is looked at in the context of services delivery and transparency handing of resources which impacts on the output of the public sector (Ibini & Izims, 2020). Organizations that have well defined goals, well analyzed mission and have identified their stakeholders need to measure progress toward the achievement of those goals by using key performance indicators (Nwachukwu, 2008). This performance indicator is quantifiable in measurements and used to define success factors and measure progress toward the achievement of organizational goals.

2.5 Effect of Knowledge Sharing on Employee Productivity

Knowledge sharing is becoming a valuable asset for most organizations and the quest to manage this asset is gaining popularity among researchers and management (Zahira & Kusumastuti, 2016). The objective of any organization is to ensure effective and efficient use of its diverse resources such as labor, capital, materials, energy and information in their quest to achieve competitiveness as well as to increase productivity that must be managed (Nwachukwu, 2008). In today's rapid technological change, organizations are in constant struggle to maintain competitive advantage through market differentiation by providing superior products and services for the members of the public through knowledge sharing (Okechukwu, 2017; Rafique & Mahmood, 2018). The management of an organization is increasing their focus on employees' know-how, past experiences and expertise in their quest to excel in achieving their goal in knowledge based institute. In short, knowledge sharing has become an integral asset for most organizational functionalities. Knowledge sharing creates the proper structure and the necessary technological set-up in organizations productivity (Ohiorenoya & Obadan, 2014).

According to Islam & Afroze(2020), it is the responsibility as well as the interest of the organization to make it clear to its employee that the organization can only survive through the sharing of knowledge. It is only with a sharing culture that the organization can attain high levels of functionality and productivity. In order to boost organizational productivity,

knowledge sharing should play a key role through the creation, involvement, dissemination and retention of knowledge and by offering the organization a superior value proposition based on this knowledge (Babarinde & Omolade, 2019). To create a knowledge sharing culture the organization needs to encourage people to work together more effectively, to collaborate and to share ultimately to make organizational knowledge more productive. The purpose of knowledge sharing is to help an organization as a whole to meet its business objectives (Krylova, Vera & Crossan, 2016). Knowledge management, productivity and knowledge development are organizational assets towards organizational performance (Okechukwu, 2017).

2.6 Effect of Knowledge Sharing on Employee satisfaction

Knowledge sharing and satisfaction are critical elements which make an employee's play an active role in attaining organizational objectives (Abdallah, Khalil & Divine, 2012). Employees seek information to accomplish their tasks and remain responsive to multiple routine needs in knowledge sharing. It is reported that, the employees will engaged and motivated to accomplish organizational objectives when they are satisfied with job (Kuzu &Ozilhan, 2014). This implies that employees' satisfaction and knowledge sharing have connection which affects the performance of the organization. Employee satisfaction and knowledge sharing have been research by several researchers and have theorized the relationship between it. Assertion from Rafique &Mahmood (2018) for instance, has suggested that employees' satisfaction and knowledge sharing are positively related with each other for the betterment of the organizational system.

Suliman & Al-Hosani (2014) noted that knowledge sharing is influenced by organizational values by which employees are satisfied with the provision of incentive, wages and working tools in the organization. The critical role of employees' competencies in an organization is link between the knowledge sharing culture and satisfaction the employees derived from the assignment given by the management (Rafique & Mahmood, 2018). A knowledge sharing culture facilitates communication and information exchange, problem solving, team working and decision making (Ofobruku & Yusuf, 2016). The competencies embrace the employees' abilities such as prioritizing, learning new things, coming-up with new ideas and solutions, working efficiently with others stakeholders of the organization. Employees in a knowledge sharing working environment are more likely to achieve higher satisfaction and subsequently effectiveness and performance, as a result of strengthened general competencies (Saeed, 2016).

2.7 Theoretical Framework

The study was anchored on one theory i.e. the Knowledge-based view (KBV) theory. This theory was proposed by Grant & Barney (1996). This theory states that organizations exist to create, convert, and transfer knowledge for employees' competitive authority. In addition, knowledge is an intangible varied which has diverse types at diverse echelons of the organization and connected with the outcomes of performance through employees' productivity and satisfaction. The knowledge-based view of an organization talks about the concerns of the being, the limits, and the multi-personal activities of the organization. The knowledge-based view recognizes knowledge as the utmost important resource of an organization where every other resource hangs on. Knowledge-based view explains how organizations generate, process, use, guard, and transmit knowledge inside the

organization. The theory is pertinent to this work since the knowledge-based view theory recognizes knowledge as the utmost advantageously key resource of any organization. Organizations are therefore obligated to distinguish the knowledge they process to comprehend what creates greater performance. An organization may have exclusive and treasured knowledge but may not be able to generate and withstand a system which improves the performance.

2.8   Empirical Review

Babarinde & Omolade (2019) conduct a study on the effect of shared knowledge on the productivity aspect of performance of the manufacturing firms in Nigeria. The research design chosen in the study was a combination of a survey and oral interview. A representative sample of 504 respondents was chosen using the table of random numbers from a population of 735 respondents from Nigerian Breweries Plc., Guinness Nig. Plc. and Bendel Breweries Plc. The data analyses tools were percentages Z test, and Z test of population proportions. The Z test and Z test of population proportions were used to test the hypothesis. The test-retest method of reliability and content validity were used. The result of the study found that there is a positive effect of shared knowledge on the productivity aspect of performance of the manufacturing companies (Z value = 3.429 > Z critical value = 1.645). The results indicated that shared knowledge practices are positively associated with organizational performance in the manufacturing companies.

Nyoman, Abdul & Warsito(2020) carried out a study on the effect of knowledge sharing on organizational performance in star hotels at Bali Province, Indonesia. The study based on the knowledge-base-view theory. Data were collected using a questionnaire sent directly to the main managers of three hotels that were rated four or five stars in Bali Province, Indonesia. The research uses organizational

level analysis units. The data comprises 105 responses obtained and analyzed using WarpPls 6.0. The results showed that knowledge sharing had a significant positive effect on organizational performance and the types of innovations at the hotels.

Akpa, Akinlabi, Asikhia & Nnorom (2020) conduct a study on the knowledge management and performance of organizations in food and beverage firms in Nigeria. The study used survey research design, with 320 samples from a population of 1587 employees of selected food and beverage firms in Nigeria. A validated questionnaire was used to collect data and structural equation modeling was used to analyze the data. The results showed that knowledge creation had a significant negative effect on innovation and knowledge sharing had a significant positive effect on innovation.

Ofobruku & Yusuf (2016) carried out a study on the effect of knowledge transfer on employees' performance in selected small business in Asaba, Nigeria. The study employed a survey design method using both quantitative and qualitative data. The population was the small agriculture business in Asaba. Responses from two hundred and ninety-seven (297) small agriculture businesses were analyzed. The data collected were analyzed using regression as statistics technique. The findings of the study revealed that Knowledge transfer had positive effect on employees' performance.

Indah (2017) conduct a study on the effect of knowledge sharing and transfer of training on the performance of employees in Sulawesi Province. This study uses a quantitative approach, the study subjects were overall employee of Sungai Sulawesi IV who have been trained in the amount of 80 respondents. The data used is primary data that is through the deployment of questionnaires, which are then analyzed using statistical methods namely multiple linear regression analysis. Based on the results found, the knowledge

sharing and transfer of training together have a positive significant effect on employee performance improvement.

3.0 Research Methodology
3.1 Research Design

The study adopted a descriptive survey design in examining the effect of knowledge sharing on employee performance in Benue Internal Revenue Service (BIRS). The descriptive survey design method was useful in exploring how knowledge sharing impact on employee performance in the study area. It is an efficient approach of collecting data regarding characteristic of sample of a population and conditions.

3.2 Population

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. The research targeted all cadres of employees at the Benue Internal Revenue Service (BIRS) in Makurdi metropolis totaled 207 employees.

3.3 Sample Size

The sample size refers to a determined unit from the entire population of the study. To scientifically generate the sample size, the Taro Yamane's (1964) formula was applied. The formula is stated below;

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size,
1= Constant value,
N = Population size,

e = Proportion of sampling error.

$$n = \frac{207}{1 + 207(0.05)^2}$$
$$n = \frac{207}{1 + 207(0.0025)}$$
$$n = \frac{207}{1 + 0.5175}$$
$$n = \frac{207}{1.5175}$$
$$n = 136$$

3.4 Data Collection

The primary sources of data collected for this study which is a structured questionnaire conducted by the researcher within the premise of the Benue Internal Revenue Service (BIRS) in Makurdi metropolis and was administered to all employees of the organization.

3.5 Data Analysis

Frequencies and percentages were used to answer the research questions and were presented using tables while linear regression analysis was used to determine to the extent to which the independent variables explained a change in dependent variable in the hypotheses.

4.0 Reports of Finding
4.1 Data Presentation and Analysis

Out of 136 questionnaires distributed to employees of Benue Internal Revenue Service (BIRS) Makurdi metropolis, only 124 questionnaires representing 91% were used for analysis.

Table 4.1: To examine effect of knowledge sharing on employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

Statement	Degree of response

Source: *Field survey, 2021.*

Knowledge Sharing on Employee Productivity	SA	A	U	D	SD	TOTAL
1. Knowledge sharing practices have positively influence on the productivity of the organization.	49	43	13	11	8	**124**
2. Employees in this organization are more willing to share knowledge than employees in other industries.	45	48	9	12	10	**124**
3. The production capacity of this company has increased tremendously due to adequate knowledge sharing.	46	50	12	9	7	**124**
4. Latest information would play a huge role in enhancing productivity and performance of the workplace.	47	49	9	10	9	**124**

Table 4.1 shows that 49 respondents representing 39.5% strongly agree on the statement that knowledge sharing practices have positively influence on the productivity of the organization. 43(34.7%) agree, 13(10.5%) were undecided, 11(8.9%) disagree and 8(6.4%) strongly disagree. Likewise, 45 respondents representing 36.3% strongly agree on the statement that employees in this organization are more willing to share knowledge than employees in other industries. 48(38.7%) agree, 9(7.3%) were undecided, 12(9.7%) disagree and 10(8.1%) strongly disagree. Equally, 46 respondents representing 37.1% strongly agree on the statement the production capacity of this company has increase tremendous due to adequate knowledge sharing. 50(40.3%) agree, 12(7.3%) were undecided, 9(7.3%) disagree and 7(5.6%) strongly disagree. Finally, 47 respondents representing 37.9% strongly agree on the statement that latest information would play a huge role in enhancing productivity and performance of the workplace.49(39.5%) agree, 9(7.3%) were undecided, 10(8.1%) disagree and 9(7.3%) strongly disagree.

Table 4.2: To examine effect of knowledge sharing on employee satisfaction at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

Statement	Degree of response					
Knowledge Sharing on Employee Satisfaction	SA	A	U	D	SD	TOTAL
1. Employees in a knowledge sharing environment are more likely to achieve higher satisfaction and effectiveness.	50	46	9	12	7	**124**
2. Knowledge sharing plays an important role between organizational culture and employees' satisfaction.	49	41	14	11	9	**124**
3. The employees of the organizations are satisfied with the methods of sharing information among themselves.	44	47	12	15	6	**124**
4. Management of the organizations is satisfied with the attitude of knowledge sharing among the employees.	46	45	13	9	11	**124**

Source: *Field survey, 2021.*

Table 4.2 shows that 50 respondents representing 40.3% strongly agree on the statement that employees in a knowledge sharing environment are more likely to achieve higher satisfaction and effectiveness. 46(37.1%) agree, 9(7.3%) were undecided, 12(9.7%) disagree and 7(5.6%) strongly disagree. Also, 49 respondents representing 39.5% strongly agree on the statement that knowledge sharing plays an important role between organizational culture and employees' satisfaction. 41(33%) agree, 14(11.3%) were undecided, 11(8.9%) disagree and 9(7.3%) strongly disagree. In the same way, 44 respondents representing 35.5% strongly agree on the statement the employees of the organizations are satisfied with the methods of sharing information among themselves. 47(37.9%) agree, 12(9.7%) were undecided, 15(12.1%) disagree and 6(4.8%) strongly disagree. Lastly,46 respondents representing 37.1% strongly agree on the statement management of the organizations are satisfied with the attitude of knowledge sharing among the employees.45(36.3%) agree, 13(10.5%) were undecided, 9(7.3%) disagree and 11(8.9%) strongly disagree.

4.2 Hypotheses Testing and Discussion

H_{01}: Knowledge sharing does not have significant effect on employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis.

Table 4.3: Hypothesis testing for Knowledge Sharing on Employee Productivity

Model Variables	R	R^2	β	t	F	p-value
Constant	-	-	1.17	7.76	-	-
Employee Productivity	0.82	0.68	0.73	15.99	139.39	0.000

Source: *Linear Regression Analysis Results using SPSS version 24*
Note: *Regression significant at 5% level of significance.*

Interpretation

Table 4.3 shows the prediction equation being Knowledge Sharing = 1.17+ 0.73(Employee Productivity) shows that employee productivity is predicted to have increase by 0.73 when the knowledge sharing variable goes up by 1%. The value of 0.82 indicates a linear regression with 68% of the variation i+n the dependent variable revealed by the coefficient of determination (R^2), while the remaining 32% was due to other factors not presumed in the variation model. The regression results showed that the knowledge sharing significantly have effect on employee productivity at Benue Internal Revenue Service (BIRS) in Makurdi metropolis with (β = 0.82; *p value* = 0.000 and *t value* = 15.99) and thus the null hypothesis was rejected. This finding is in agreement with the views of Nwachukwu(2008) and Zahira & Kusumastuti (2016) which explained that knowledge sharing significantly have effect on employee productivity, which implied that effective and efficient use of resources for productivity can be gotten through knowledge sharing among the employees of the organization.

H_{02}: Knowledge sharing does not have significant effect on employee satisfaction at Benue Internal Revenue Service (BIRS) in Makurdi metropolis

Table 4.4: Hypotheses testing for Knowledge Sharing on Employee Satisfaction

Model Variables	R	R^2	β	*T*	*F*	*p*-value
Constant	-	-	1.63	8.09	-	-
Employee Satisfaction	0.73	0.53	0.63	11.81	84.61	0.000

Source: *Linear Regression Analysis Results using SPSS version 24*
Note: *Regression significant at 5% level of significance.*

Interpretation
Table 4.4 shows the prediction equation being Knowledge Sharing = 1.63 + 0.63(Employee Satisfaction) shows that employee satisfaction is predicted to have increase by 0.63 when the knowledge sharing variable goes up by 1%. The value of 0.73 indicates a linear regression with 53% of the variation in the dependent variable revealed by the coefficient of determination (R^2), while the remaining 47% was due to other factors not presumed in the variation model. The regression results showed that the knowledge sharing significantly have effect on employee satisfaction at Benue Internal Revenue Service (BIRS) in Makurdi metropolis with (β = 0.63; *p value* = 0.000 and *t value* = 11.81) and thus the null hypothesis was rejected. This finding is in line with the views of Kuzu & Ozilhan(2014) and Rafique & Mahmood (2018) which shows that employee satisfaction is positively related to knowledge sharing in the organization. Employees' satisfaction and knowledge sharing have common interest in the performance of the organization.

5.0 Conclusion and Recommendations

5.1 Conclusion
Based on the results, knowledge sharing has significant effect on employees' performance in BIRS Makurdi metropolis. To improve on employee productivity and satisfaction in an organization, knowledge sharing should be invested upon. The increased in knowledge sharing will improve performance in terms of employees' knowledge in gathering and dissemination of information to the workforce. This means that the knowledge sharing enhances information, skills, plans, innovation, ideas, goals, insights, and expertise which are exchanged among people, peers, community, friends, families, or organizations.

5.2 Recommendations
Due to the findings of this study, the following recommendations were made for management of Benue Internal Revenue Service (BIRS), Benue State revealing that knowledge sharing can add value to an organization through improving the quality of products, services, process and people.
1). Management of the organization should encourage the training of employees on the latest ways of knowledge sharing.
2). Management should institute formal reward and recognition system for knowledge sharing as well as employees' initiatives should be rewarded as this will motivate them to want to share their knowledge thereby making the organization strongly competitive.

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SPSS - REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.674	.687

a. Predictors: (Constant), Employee Productivity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	120.624	1	120.624	255.514	.000[b]
	Residual	57.594	122	.472		
	Total	178.218	123			

a. Dependent Variable: Employee Productivity
b. Predictors: (Constant), Knowledge Sharing

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.173	.174		6.757	.000
	Employee Productivity	.733	.046	.823	15.985	.000

a. Independent Variable: Knowledge Sharing

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730[a]	.533	.529	.779

a. Predictors: (Constant), Employee Satisfaction

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.614	1	84.614	139.395	.000ᵇ
	Residual	74.055	122	.607		
	Total	158.669	123			

a. Independent Variable: Knowledge Sharing
b. Predictors: (Constant), Employee Satisfaction

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.630	.202		8.087	.000
	Employee Satisfaction	.631	.053	.730	11.807	.000

a. Independent Variable: Knowledge Sharing

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EFFECT OF INTERNET BANKING SERVICES ON THE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN MAKURDI METROPOLIS, BENUE STATE

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ABSTRACT

This study examined the Effect of Internet Banking Services on the Performance of Small and Medium Enterprises in Makurdi Metroplolis, Benue State. The study specifically examined the Effect of Automated Teller Machine (ATM), Internet Banking and Mobile Banking on the performance of Small and Medium Enterprises (SMEs) in Makurdi Metropolis. The study adopted descriptive survey design with questionnaire as a means of data collection. The population of the study consisted of 63 SME operators with the sample size of 54 determined with the help of Taro Yamane formula. The data collected were presented and analysed using Pearson Correlation with the aid of Statistical Package for Social Sciences (SPSS 20). The finding of the study revealed that Automated Teller Machine (ATM), Internet banking and Mobile Banking has significant effect on the performance of SMEs in Makurdi Metropolis. The study concluded that Internet Banking Services play a fundamental role in enhancing the performance of SMEs in Makurdi Metropolis. The study recommended that owners and managers of SMEs should ensure that Internet Banking are used in their organisations to enhance performance.

Keywords: Automated Teller Machine, Internet Banking, Mobile Banking, Performance

1.1 Background to the Study

Countries at all levels of development, Small and Medium Scale Enterprises (SMEs) have a crucial role to play in achieving the sustainable development goals, by promoting inclusive development and sustainable economic expansion, providing employment, price stability, promoting sustainable industrialization, fostering innovation, creating values and reducing income inequalities (Mbah & Obiezekwem, 2019). Entrepreneurs and other stakeholders now seem to have fully come to terms with the transformational impact of ICT for rapid improvement in economic and social welfare. The impact of technological developments on businesses particularly in the area of information technology is so significant that it cannot be overlooked. Information about money is just as important as money itself. The way an enterprise manages and uses its financial information can either reduce or optimize its performance hence, information technology has become a strategic instrument in modern-day businesses for increasing operational efficiency and attaining higher performance level ((Hampel & Martinsons, 2019). Information technology is very essential in changing the economy worldwide. Introduction of internet banking offer SMEs a new leading edge of opportunities and challenges. Extensive application and adoption of this knowledge and skills allows SMEs to create solutions and plans to attract consumers to their internet banking services, thus enabling these institutions in gaining a greater share in the business industry.

Internet banking is the use of electronic and telecommunication networks to deliver a wide range of value added products and services to bank customers. Electronic banking is the use computers and telecommunication to carry out banking transactions instead of human interactions (Okoro, 2014). Internet banking is a system through which financial service providers, customers, individuals and businesses are able to access their accounts, do transactions and obtain latest information on financial products and services from public or private networks, such as the internet. Internet banking uses intelligent devices such as personal computer and Automated Teller Machines (ATMs), Integrated Circuit (IC), cards, cryptography, and a telecommunication network which customers' access-banking services and do their transactions with less effort as compared to the branch based banking (Edisiri & Promise, 2013). Internet banking also known as electronic banking is a general term describing the whole process of performing transactions without the need to physically visit the financial institution (Kiragu, 2017). Internet banking encapsulates several banking activities that banks offered and these activities are performed online.

Performance represents the totality of objectively measurable achievements in a certain domain of activity (Yucesoy & Barabási, 2016). Performance defines the extent to which the target task of the business is accomplished in comparison to the final output at the end of a business period (Yıldız et al., 2014). The performance of an organizational system is a complex relationship involving performance criteria which effectiveness, efficiency, productivity, and profitability (Yucesoy & Barabási, 2016).

1.2 Statement of the Problem

The recent increase in internet banking has also affected the performance and operation of SMEs all over the world including Benue state, Nigeria. Internet banking has affected the performance and operation of SMEs. Internet banking is expected to affect the operations and performance of small and medium scale enterprises in a form of transactional convenience, saving of time,

quick transaction alert and cost saving. SMEs also form an important part of the economy. To curb competition, many of these SMEs have being adopting new ways of doing business which one of them is the use of internet banking services. A number of studies have been conducted on the effect of internet banking services on the performance of SMEs. However, as it is with many developing countries, many SMEs are not aware of the importance internet services in respect to the performance of their organisation. There is also limited research and scholarly studies about the SME sector as regards internet banking in Benue State. This calls for a study to investigate the effect of internet banking services and the performance of SMEs in Makurdi Metropolis.

1.3 Objectives of the study

The main objective of this study is to investigate the effect of internet banking services on the performance of Small and Medium Enterprises in Makurdi metropolis, Benue state. The following are the specific objectives:

i.   To determine the effect of Automated Teller Machine (ATM) on the performance of SMEs in Makurdi Metropolis, Benue state.

ii.   To assess the effect of internet banking on the performance of SMEs in Makurdi Metropolis, Benue state.

iii. To examine the effect of mobile banking on the performance of SMEs in Makurdi Metropolis, Benue state.

1.4 Research Questions

The study will answer the following research questions:

i.   What is the effect of Automated Teller Machine (ATM) on the performance of SMEs in Makurdi metropolis, Benue state?

ii.   To what extent does internet banking affect the performance of SMEsMakurdi metropolis, Benue state?

iii. What is the effect of mobile banking on the performance of SMEs in Makurdi metropolis, Benue state?

1.5 Research Hypotheses

To answer the above research questions, the following hypotheses are formulated. They are stated in null form;

HO$_1$: Automated Teller Machine (ATM) has no significant effect on the performance of SMEs in Makurdi metropolis, Benue state.

HO$_2$: Internet banking has no significant effect on the performance of SMEs in Makurdi metropolis, Benue state.

HO$_3$: Mobile banking has no significant effect on the performance of SMEs in Makurdi metropolis, Benue state.

1.6 Significance of the Study

Recently, many SMEs are making use of internet banking services. The findings of this study are expected to be of importance to SMEs. SMEs will be able to understand the effect of internet banking services on their operational performances in Makurdi metropolis, Benue state. They will understand that internet banking services will enable them to transact smoothly and also track their business transactions.

The study will help in future research in the area of internet banking and also expose students in institutions of learning to the effect of internet banking services on the performance of SMEs as well as expose other users of this research study to understand how SMEs can ensure that security measures are in place to safeguard company finances.

This research will enable investors or organisations who intend to invest in internet technology to understand the challenges and the benefits of its usage and how internet

banking works, have readily available information on the effect of internet banking services on the performance of SMEs while examining relevant literatures that have pointed out to these issues in previous work.

1.7 Scope of the Study

The study is on the effect of internet banking services on the performance of Small and Medium Enterprises in Benue particularly in Makurdi metropolis. The variables include Automated Teller Machines (ATMs), internet banking and mobile banking (independent variables) and performance is the dependent variable. This study is limited only to SMEs in Makurdi metropolis. It shall cover a time period of three years (2019-2021)

2.1 Conceptual Framework
2.2. Concept of Internet Banking Services

According to Kiragu (2017, p.32), Internet banking also known as electronic banking can be defined as the automated, smooth and efficient delivery of modern and traditional banking services through electronic and communicative channels. Electronic banking or e-banking refers to an umbrella term for the process by which a customer performs banking transactions electronically without visiting a brick-and-mortar institution (Ombati et al, 2011). Chang & Hamid (2010, p.10) defined internet banking as the process through which customers complete banking transactions electronically without visiting the banks physically or without visiting brick and mortar bank. Alsajja and Dennis (2010, p.64) also defined internet banking as the process of providing banking services through technology without using physical resources of banks as well as customers. Internet banking uses the Internet as the delivery channel by which to conduct banking activity, transferring funds, paying bills, viewing and checking savings account balances, paying mortgages, and purchasing financial

instruments and certificates of deposit. Nowadays, SMEs are adopting internet banking as a means of enhancing quality of services. Internet banking offers several types of the services through which SMEs can request for information and also can carry out most of their transactions through their smart devices and computers. The services provided by internet banking enhances cost effectiveness and service quality.

Electronic banking is expected to affect the operations and performance of small and medium scale enterprises in a form of transactional convenience, saving of time, quick transaction alert and cost saving (Aliyu, 2012). Internet banking services are offered through various initiatives such as mobile banking, internet payment systems and internet banking (Kurnia, Peng, & Liu, 2010). E-banking could improve process excellence, speed of delivery and value of service to SMEs. Though the success of e-banking services depend on the rate at which the technology is adopted by small and medium scale enterprises, the question is, how the adoption of e-banking channels by SMEs has influenced their internet banking services including Automated Teller Machines (ATMs), mobile banking and internet banking.

2.2.1 Aspects of Internet Banking Services

The following are used in this study as aspects of Internet banking services viz; Automated Teller Machine, mobile banking and internet banking.

i.   Automated Teller Machine

According to Lasisi and Abubakar (2014), among the development in Information and Communication Technology in the banking sector in Nigeria is the introduction of Automated Teller Machine (ATM). The intention of introducing ATM, among others was to decongest the bank halls as customers can now go to any nearest ATM outpost to

consummate their banking transactions. Such transactions include: cash withdrawal, cash deposit, bills payments and transfer of fund between accounts. Odusina (2014) described ATM as a product of technological development developed to enhance quick service delivery as well as diversify financial services such as deposits, withdrawals, funds transfer, and transactions like payment for utilities, credit cards bills, cheque book requests and other financial

ii.   Internet Banking

Internet banking is now used as the term for new age banking system (Singhal & Padhmanbhan, 2008). Internet banking is defined as the use of the Internet to deliver banking activities such as funds transfer, paying bills, viewing current and savings account balances, paying mortgages and purchasing financial instruments and certificates of deposits (Ahasanul et al, 2009). Internet banking involves conducting banking transactions such as account enquiry, printing of statement of account; funds transfer, payments for goods and services, etc on the internet (World Wide Web) using electronic tools such as the computer without visiting the banking hall. Internet banking like mobile banking uses the electronic card infrastructure for executing payment instructions and final settlement of goods and services over the internet between the merchant and the customers (Stiroh, 2002). Services rendered here include; balance transfer, change of pin, authorization of inter- branch money transfer, transaction alert (withdrawal or deposit) and enquiry (Agbada 2008). Internet banking flexibility enable the customers to access their accounts at their convenience and thus giving the banks additional revenue, improving on customer satisfaction and reduce customer queues at the banking halls (Agboola, 2001).

iii.   Mobile banking

Mobile banking is an electronic innovation in the banking sector that uses mobile network and mobile technology communication to achieve connected mobile phones and other mobile devices banking system and also acquire varying financial transactions via mobile interface of SMS. (Venkatesh & Davis, 2016). The new mode makes it possible for customers to get financial help any place, time and situation, hence making a change to the rule of inter-bank competition. Banks are more focused on provision of services that are professional and personalized; they are no longer concerned with coverage and number of outlets (Ibrahim, Joseph, & Ibex, 2016)

In the commercial domain mobile banking is one of the mobile techniques that are developing mobile transactions. Information technology and commerce applications have been combined together in it. From the introduction of mobile banking, consumers don't have to visit the banks to carry out transactions; they have also been able to obtain special services throughout. The main method used to support mobile banking is through Short message service (SMS). Through web service technology banks are able to endow information and suggest services to its customers, all these are possible through the use of mobile banking (Ibrahim, Joseph, & Ibeh, 2016).

2.3 Concept of Business Performance

In general terms, performance is a prominent achievement in one specific field of activity. The idea of performance defines how a person or groups reach a final conclusion to accomplish a goal. Referring to Yucesoy and Barabási (2016), performance represents the totality of objectively measuring achievements in a certain domain of activity. The term "performance" is applied in several areas: economic, financial, technical, sporting or social performance. Performance defines the extent to which the target task of the

organisation was accomplished in comparison to the final output at the end of a business period (Yıldız et al., 2014). According to Al-Hakim and Lu (2017, p.23) performance is evaluated according to the achievement of organizational goals throughout its evolution in terms of the effectiveness of its human resources, supplier performance, product and services quality customer and markets and other financial factors. The performance of the company is usually evaluated from different points of view. In order to accomplish organizational goals, the performance measurement system is the tool to provide the enterprise with the necessary information to plan and direct its processes. There are several performance measurement systems and a wide range of financial and non-financial factors (Maisel & Cokins, 2013; Al-Hakim & Lu, 2017). In terms of financial success, performance measures can be based on return on profits, investment, turnover or number of customers (Wood, 2006). Performance has usually been measured from a financial perspective. The most frequent measures are efficiency, growth and profit. This approach is considered relatively subjective due to its short-term nature and in compliance with the strategy (Reijonen & Komppula, 2007). Performance of an organisation can be measured using the following factors:

Efficiency/ Effectiveness

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output, Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects (3) reduced speed (4) idling and minor stoppages (5) set-up and adjustment and (6) equipment failure. The fewer the inputs used to generate outputs,

the greater the efficiency. Effectiveness measures the degree to which a business achieves its goals or the way outputs interact with the economic and social environment. Usually effectiveness determines the policy objectives of the organization or the degree to which an organization realizes its own goals (Zheng, 2010).

Productivity

Productivity is a ratio between the output volume and the volume of inputs and it measures how efficiently production inputs, such as labour and capital, are being used in and organisation to produce a given level of output. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Hence, there are two major ways to increase productivity: increase the output or decrease the input. Of course, a similar effect would be seen if both input and output increased, but output increased faster than input, or if input and output decreased, but input decreased faster than output.

Productivity is often confused with efficiency. Efficiency is generally seen as the ratio of the time needed to perform a task to some predetermined standard time. However, doing unnecessary work efficiently is not exactly being productive. It would be more correct to interpret productivity as a measure of effectiveness (doing the right thing efficiently), which is outcome-oriented rather than output-oriented.

Profitability

Nimalathasan (2009) mentioned that profit is the primary objective of a business, which measures not only the success of a product, but also of the development of the market for it. An enterprise should earn profits to survive and grow over a long period of time. It provides evidence concerning the earnings

potential of a company and how effectively a firm is being managed. The word profitability may be defined as the ability of given investment to earn a return from its use. Profitability ratios measure the firm's ability to generate profits and central investment to security analysis, shareholders, and investors. Profitability is the primary measure of the overall success of the business.

Market share

Market share refers to the portion or percentage of a market earned by a company or an organization. In other words, a company's market share is its total sales in relation to the overall industry sales of the industry in which it operates. Market share is usually used to express competitive position. It is also generally accepted that increased market share can be equated with success, whereas decreased market share is a manifestation of unfavourable actions by firm and usually equated with failure. However, high market share has been associated with higher profits.

2.4 Benefits of Internet Banking Services

Many researchers have identified benefits of Internet banking services. Curran and Meuter (Ho and Ko, 2008, 2005) list some of the benefits of Internet banking services.

- **Convenience**: Unlike the traditional banking systems whereby customers have to be physically present to conduct transactions, internet banking channels are always available to customers at any time, day or night. This helps customers to carry out transactions at convenient time and from anywhere with internet access.
- **Transaction speed/cost reduction:** Internet banking speed up transactions. It is quicker when compare to branch banking. Internet banking is also less costly because cost of transportation to and from the bank is eliminated.
- **Effectiveness:** With internet banking there is no hurry for rushing to the bank

for carrying out transactions. You can manipulate your account at any time. Customers can manage their money and accounts and investments much more swiftly. At the same time, it is easier to pay bills online, to receive statements, and to transfer money.

- **Efficiency**: Internet banking is efficient due to the fact that it allows free access, to manage and control all financial transactions without wasting much time.

2.2.5 Challenges of Internet Banking Services

Some of the challenges of internet banking services as listed by Basic (2009) are briefly listed here.

- **Security issue:** This is seen as one of the major issues affecting the use of internet banking services. In spite of many sophisticated encryption software that have been designed to protect accounts, there is always a possibility of hacking by smart elements in the cyber world. Hacker attacks, phishing, malware and other unauthorized activities are common on the internet. Many customers still worry about safety and security issues over internet.
- **Changes in banks websites:** Banks have to upgrade their websites by adding new features in unfamiliar places on their screen menus. In some cases, customers will probably need to re-enter their account details and search to locate the exact point of transactions.
- **Service issues:** Some special services offered to customers is not possible online. Comprehensive financial services, such as brokerage accounts and insurance that traditional banks offer directly to customers cannot be offered online. Sometimes, traditional banks offer special services to loyal customers, such as preferred rates and investment advice at

no extra charge, cases which require a customer's presence.

◆ **Saves Time:** Before internet banking had been introduced, people used to go to banks and they have to stand in a long queue for any work like depositing or withdrawing cash, updating passbook, transfer of money etc. but after the introduction of internet banking they don't need to stand in any queue, for the purpose of banking activities. They can manage all the above mentioned work with a mere click on a smartphone or laptop which not only saves time, energy and cost but also assist SMEs to focus on core work of the business which helps them to increase their profits.

2.3 Theoretical Framework

This research work is guided by Diffusion of Innovation Theory Propounded by Everett M. Rogers in 1962, diffusion of innovations is a means of engaging in behaviour science research, especially with regard to technology changes in the field of agriculture. A spin-off of the two-step flow model, which is ". . . mainly concerned with how an individual receives information and passes it along to others," the process of diffusion "concentrates on the final stage of the adoption or rejection of an innovation" (Severin & Tankard, Jr., 1992). Eventually, diffusion of innovations theory became a model for evaluating changes in developing cultures. Notwithstanding its uses in these disciplines of study, its use in this study is based purely on its original form as promulgated by Rogers, and as adopted and applied by marketers and the media.

Rogers defines diffusion as "the process in which an innovation is communicated through certain channels over time among the members of a social system". As expressed in this definition, innovation, communication channels, time, and social system are the four key components of the diffusion of innovations.

2.6 Empirical Review

Mbah and Obiezekwem (2019) examined the relationship between electronic banking and performance of small and medium scale enterprises in Anambra state. With the population of 382, a sample size of 136 was used for the study. Regression analysis was used to test the hypotheses raised and the result shows that electronic banking has positive effect on the performance of Small and Medium scale enterprise. The study concluded that there is positive relationship between; automated teller machine, point of sale services, transaction alerts via short message services (SMS), mobile banking and performance of SMEs in Anambra State.

Masocha and Dzomonda (2018) evaluated the adoption of mobile money services and the subsequent performance of Small and Medium Enterprises (SMEs) in Zimbabwe. This contribution used the quantitative research method with a descriptive research design. The results indicated that benefits of mobile money and challenges in traditional financial services influenced firm adoption of mobile money services. Conclusively, the study established that subsequent adoption of mobile money services has an influence on the performance of SMEs.

Chuwa (2015) investigated the factors influencing the adoption of internet banking by small and medium enterprises (SMES) in Nyamagana District, Mwanza-Tanzania. Explanations of the methodology used in conducting 425 interviews to obtain primary information for this study is given. Results of the 425 interviews and the analysis of these results; with graphs and figures to determine the extent that the factors studied influenced

customer adoption of internet banking, was also analyzed. The research's objectives were tested by using descriptive statistics tools such as bar graphs and statistical tables so as to measure the relationship between consumers' demographic characteristics and the adoption of internet banking. Bar graphs and statistical tables were used to describe differences between users and non-users in terms of their perceptions of internet banking. The key findings revealed that demographic factors including age, income, education level and Nahian Riyadh, Shahriar Akter, and Islam (2009) investigated the factors that affect SMEs' adoption of e-banking in Bangladesh. Technology Organization-Environment (TOE) framework, Technology Acceptance Model (TAM), Institutional Theory and Institutional Intervention Theory were adopted for the study. With these background theories, an integrated conceptual framework for SMEs' e-banking was developed, which incorporates both the rationalistic goal oriented behavior of firms and the external forces of technology adoption. Seven variables affecting e-banking adoption by SMEs were identified. They are: organizational capabilities, perceived credibility, perceived regulatory support, ICT industries readiness, lack of financial institutions readiness and institutional influence.

Lawrence (2015) examined the elements that have influence on the acceptance of ICT in SMEs: A Research Preliminary Findings. Through the use of ICT in organizations many opportunities are available, especially in SMEs with the early adopters' successes well publicized. Thus, most of organizations that aren't taking advantages of the ICT are currently revisiting their options. The intentions of this study are to check factors influencing SMEs' decision in adopting ICT in business. The diffusion theory, the technology acceptance model and information richness will give the theoretical basis for this study. Prior findings of the research study are expressed and sample questions emerging from the study to be placed in use in final questionnaire.

Iravonga and Miroga, (2018) analysed Effect of mobile banking on financial performance of small scale and medium enterprises in Kakamega County. The findings revealed that SMEs used mobile banking services to send and receive money, check account balance, knowing when to deposit or withdrawal from their bank account.

Durowoju (2017) investigated the impact of technological change on small and medium enterprises performance in Lagos State. The goal of technological change under study was the ability of SMEs to accept new innovative methods that will lead to higher performance of humans and machines for increased productivity. Descriptive survey research with the sample population of 153 respondents made up of managers and owners of small and medium enterprises within the Lagos metropolis was used for this study. The major statistical technique used was a linear regression technique. The hypothesis tested found that technological change has effect on organizational performance of small and medium enterprise within the Lagos metropolis. The coefficient of determination ($R2 = 0.566$) showed that 56.6% of the success recorded in the SMEs performance is accounted for by technological change. This result is statistically significant because the p-value of the result (0.000) is less than 0.05 level of significance used for the study. This indicates that technological change has a positive and significant impact on SMEs performance in Lagos State. In order to achieve success in change management through technology; human resources, culture and innovation must be recognized and respected. This will enhance SMEs performance both in the short and long run. It

will also prevent unnecessary resistance of employees to change through deviant workplace behaviour.

Cheah (2011) investigated the factors that influence Malaysians' intention to adopt mobile banking by extending the renowned framework of Technology Acceptance Model (TAM). A self-administrated questionnaire had been developed and distributed in Malaysia. Out of the 400 questionnaires, only 175 useable questionnaires were returned, yielding a response rate of 43.75 percent. Results were subsequently analyzed by using multiple regression and factor analysis. Factors such as perceived usefulness (PU), perceived ease of use (PEOU), relative advantages (RA) and personal innovativeness (PI) were found positively related with the intention to adopt mobile banking services. However, social norms (SN) were the only factor found insignificant. Perceived risks (PR) was negatively associated with the mobile banking adoption.

Monge-Gonzalez (2011) a randomized controlled experiment was used to determine whether the adoption of internet banking by Banco Nacional de Desarrollo's micro and small enterprise (MSE) clients in Costa Rica has an impact on their performance, measured in terms of productivity, increase in sales, and cost reduction. 41,702 firms were effectively identified and classified to represent the population of Banco Nacional de Desarrollo's micro and small enterprise (MSE). Results from the intervention group surveys indicate that Internet use is limited in MSEs' daily operations because of limited access to computers and the relatively low penetration of Internet services in employees' activities. In addition, firms have limited knowledge about the uses of the Internet as a business development tool. These results contrast with the reported benefits obtained by a small group of firms. Those benefits include reduced costs, higher sales, and better contact with customers

3.1 Methodology

This study adopted descriptive survey research design, one which does not manipulate variables or arrange for events to happen (Orodho, 2003). This study assessed the relationship between internet banking services and the performance of SMEs. The population of this study consist of 63 SMEs operators in Benue State particularly in Makurdi metropolis. Makurdi is the major town in Benue State, Nigeria. Sample size was determined using Taro Yamane's formula. This mathematical method is given as:

$$n = \frac{N}{1+N(e)2}$$

Where:
n=Sample size
N=Population
e=Error of tolerance
1=Statistical constant
Where ; N=63
E=5% or 0.05%

$$\text{Therefore; } n = \frac{63}{1+(0.05)2}$$

$$= \frac{63}{1+63(0.0025)}$$

$$= \frac{63}{1+0.1575}$$

$$= \frac{63}{1.1575}$$

$$n = 54.4$$

The sample size is therefore 54

This study used stratified random sampling to get a study sample. Stratified random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a population. This research work therefore used both the primary and secondary sources of data collection to obtain the information needed for the purpose of this study.

This study adopted primary source of data collection. Primary data was collected using self-administered questionnaires. To collect primary data a semi-structured questionnaire with both close ended and open-ended questions will be used. Kombo and Tromp (2006) indicate that semi-structured questionnaire refers to the use of already prepared questions during the study. The open-ended questions provide additional information that may not have been captured in the close-ended questions. A questionnaire is preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately.The structured questionnaire will be divided into two sections (A and B). Section "A" will measure the demographic profile of the respondents with respect to gender, age, Section "B" will contain 12 statements to elicit information on the respondents' opinion on the ways through which internet banking services has affected the performance of SMEs in Benue state. A 5-point scale, ranging from strongly disagree (1) to strongly agree (5) instrument will be adopted.

4.1 Data Presentation and Analysis

This section comprises of data analysis, findings and interpretation. Results were presented in tables and diagrams. The test of research hypotheses here are performed with the aim of empirically providing evidence to answer the research questions earlier raised in chapter one of this study. The chapter first of all presents data analysis, and test of research hypotheses. Data analysis here will be done with the aid of the Statistical Package for Social Science A total number of 54 questionnaires containing their (12) questions were administered. Only 50 representing 93% were returned and the responses are meticulously presented below.

4.2.1 Demographic Analysis

Table 4.1 Sex of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	32	64.0	64.0	64.0
Valid Female	18	36.0	36.0	100.0
Total	50	100.0	100.0	

Source: Field survey; 2021

In Table 4.1 above, the male respondents were 32 representing 64% while the female respondents were 18 representing 36% bringing the total to 50 respondents. This implies that majority of respondents are males.

Table 4.2: Age of Respondents.

	Frequency	Percent	Valid Percent	Cumulative Percent
18-24	20	40.0	40.0	40.0
25-years above	30	60.0	60.0	100.0
	50	100.0	100.0	

Source: Field survey; 2021

This table shows that 20 respondents representing 40% falls between the ages of 18-24 years old, 30 respondents representing 60% falls between the ages of 25 years old and above. This implies that majority of the

respondents are between the ages of 25 years and above.

4.3 Test of Hypotheses: Correlation analysis was the main tool used for data analysis in this study. Correlation analysis shows how one variable relates with another. If the value is less than .05, the correlation is considered to be significant. The values of the Pearson Correlation range from -1 to +1 with negative numbers representing a negative correlation and positive numbers representing a positive correlation. The result of the correlation is presented in this section.

HO$_1$: Automated Teller Machines (ATMs) have no effect on Small and Medium Enterprises (SMEs) performance in Benue state.

Table 4.3: Correlation between Automated Teller Machines (ATMs) on Small and Medium Enterprises (SMEs) performance in Benue state.

		ATMs	SMEs performance
ATMs	Pearson correlation	1	.985**
	Sig. (2-tailed)		.000
	N	50	50
SMEs performance	Pearson correlation	.985**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

In table 4.15 above, given a Significant value is .000, we can say that there is a significant correlation or relationship between automated teller machines (ATMs) and SMEs performance in Benue state. Since the Pearson Correlation value is .985 it means the value is significant, we therefore reject the null hypothesis and state that there is significant relationship between ATMs and SMEs performance in Benue state.

H0$_2$: Internet banking has no significant effect on SMEs performance in Benue state.

Table 4.4: Correlation between internet banking and SMEs performance in Benue state.

		Internet banking	SMEs performance
Internet banking	Pearson correlation	1	.978**
	Sig. (2-tailed)		.000
	N	50	50
SMEs performance	Pearson correlation	.978**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

In table 4.4 above, given a Significant value is .000, we can say that there is a significant correlation between internet banking and SMEs performance in Benue state. Since the Pearson Correlation value is .978 it means the value is significant, we therefore reject the null hypothesis and state that there is significant relationship between internet banking and SMEs performance in Benue state.

H0$_3$: Mobile banking has no significant effect on SMEs performance in Benue state.

Table 4.5: Correlation between mobile banking and SMEs performance in Benue state.

		Mobile banking	SMEs performance
Mobile Banking	Pearson correlation	1	.987**
	Sig. (2-tailed)		.000
	N	50	50
SMEs Performance	Pearson correlation	.987**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

In table 4.5 above, given a Significant value is .000, we can say that there is a significant correlation between mo

bile banking and SMEs performance in Benue state. Since the Pearson Correlation value is .987 it means the value is significant, we therefore reject the null hypothesis and state that there is significant relationship between mobile banking and SMEs performance in Benue state.

5.1 Conclusion and Recommendations

 The test of the research hypotheses was done using correlation. It was formulated at 5% level of significance. The study revealed that Automated Teller Machines, mobile banking and internet banking have significant relationship on Performance of SMEs in Benue state. In conformance with the findings of this study, it indicated that ATMs have significant effect on the performance of SMEs in Makurdi, Benue state. The research also showed that internet banking has significant effect on the performance of SMEs in Makurdi, Benue state. Finally, mobile banking has significant effect on the performance of SMEs in Makurdi Benue state.

Based on the findings of the study, the following recommendations were made:
1. Small and medium scale enterprises should work hand in hand with banks in order to provide ATM terminals in their vicinity to ensure easy accessibility.
2. Awareness should be created about the availability of internet banking and its services, how they operate and their benefits. SMEs need to organise exhibitions to show the benefits of Internet banking. In addition, they should improve their service delivery to justify the benefits of internet banking.
3. Small and medium enterprises should also ensure more investments in mobile banking to enhance their performance.

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THE IMPACT OF WORK ENVIRONMENT ON ORGANIZATIONAL PERFORMANCE. (A STUDY OF UNITED BANK FOR AFRICA (UBA) EMPLOYEES IN LAGOS METROPOLIS)

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INTRODUCTION

Every organization is required to monitor its internal and external environment for the attainment of specific goals (Malik, Ahmad, Gomez & Ali, 2011). Organization is the structured entity established to attain specific objectives by blending of different types of resources (Ahmad, 2010). Work environment is an important factor for the successful survival because it makes the employees to be happier (Manu, 2015).   Humans are influenced by certain activities around their habitat or working environment. A work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. Manu (2015) contended that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work.   Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong & Murlis, 2007).

A satisfied, happy and hardworking employee is biggest asset of any organisation. Effective work environment encourage the happier employee with their job that ultimately influence the growth of an organisation as well as growth of an economic. Management's new challenge is to form an environment that attracts, retain and motivate its workforce (Manu, 2015). The responsibility lies with managers and supervisors at all levels of the organization. They have to create a working environment where people enjoy what they do, feel like they have a purpose, have pride in what they do and can reach their potential (Nzewi, Augustine, Mohammed & Godson, 2018). The work environment affects employee morale, productivity and engagement- both positively and negatively. In an effort to motivate workers, firms have put into practice a number of activities such as performance based pay, employee involvement, recruiting agreements, practices to help balance work and family life as well as various forms of information sharing, (Chandraseker, 2011).

Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employees more than the employees need the business (Nzewi et al., 2018). It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Hughes, 2007).   Therefore, most government organisations are making all possible efforts to make work environment more comfortable, safe and healthy. Manu (2015) stated that the workplace environment impacts employee morale, productivity and engagement - both positively and negatively. Comfortable office design motivates the employees and increases their performance to a large extent.

It is known from workers view point that the banking job needs good quality of light because of visual discrimination involved. As a result of non-availability of good work environment, the performance of employees is in a declining state which will affect overall performance of the firm. The banking sector in Nigeria is characterized by high competition. Banks are growing by expansion and having more branches in the country. To survive and grow, the bank institutions have

to embrace strategies of keeping the quality of the workplace high as a competitive strategy. Since bank employees are the key resource and greatest expense of any bank, the long-term benefits of a properly designed and user-friendly workplace environment should be factored into any initial cost considerations (Smith, 2011). To continuously improve workplace conditions, special attention to a performance culture that values every single employee and promotes a sustainable work-life balance should be embraced (World at work, 2007). Banks therefore have to create a workplace environment where their employees take pleasure in their work, believe their output is appreciated and rewarded appropriately enabling them to reach their potential. This is couple to the fact that every employees about 65% of their existence within the work environment which extremely affect their status of mind, aptitudes, and actions in addition to their performance (Manu, 2015).

The broad objective of this study is to examine relevance of work environment on organizational performance in United Bank for Africa. Specifically, To determine the role of physical working condition on organizational performance in UBA. This study shall cover banking industry in Nigeria and a bank shall be selected in the industry. The bank to be selected is United Bank for Africa (UBA). This bank is selected because it is one of the banks that have large revenue and asset value in Nigerian banking industry. Branches of UBA branches will be selected in Lagos metropolis, as Lagos Sate has the highest number of UBA branches in Nigeria. The study will be limited physical working condition, job characteristics and social work support in the selected bank as well as the overall performance of the selected bank

2.0 Conceptual Frame work
The Concept of Work Environment

Location is where a task is completed. When pertaining to a place of employment, the work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as a construction site or office building (Massoudi & Hamdi, 2017). Typically involves other factors relating to the place of employment, such as the quality of the air, noise level, and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking (Zafar, Karim, & Abbas, 2017). According to Massoudi and Hamdi (2017), the term work environment is used to describe the surrounding conditions in which an employee operates.

The work environment can be thought of simply as the environment in which people work. As such, it is a very broad category that encompasses the physical setting (e.g. heat, equipment) characteristics of the job itself (e.g. work load, task complexity) (Duru & Shimawua 2017). Al-Omari and Okasheh (2017) stated that work environment can be anything that exists around the employee and can affect how he performs his duties. Nitisemito (1992) state that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti (2013), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way.

2.1.2 Characteristics of Work Environment
Jain and Kaur (2014) identified the following as characteristics of work environment:
1. Apparent and Open Communication: In essence, it addresses the employees feel that they are appropriate in the organisation. However it is necessary for staff to deliberate

the organization's philosophy, mission and values.

2. Stability of Work-Life: There has to some sort of balance between work and personal life. In general having the sense of balance will improve job satisfaction among employees.

3. Impartiality: Employees need to identify that they are being impartially rewarded established on their performance. Impartiality means that the consequences of performance are resolute by the quantity and quality of the performance.

4. Consistency: Consistency means predictability. Subordinates want to know how their supervisor will react in a given situation. According to management studies consistency is a single most effective standard to establish with your own leadership.

2.1.3   Types of Work Environment

Akinyele (2010); Kyko (2005) expressed that there are two types of work environment and they are conducive and toxic work environments. Conducive work environment gives pleasurable experience to employees and enable them to actualize their abilities and behavior. This type of environment also reinforces self-actualizing behaviours. For instance, an irresponsible employee can change into a responsible employee in conducive work environment.

Toxic work environment gives unpleasant experiences and at the same time, decasualize employees' behavior. This environment reinforces low self-actualizing behaviours and it leads to the development of negative traits of the employees' behavior. In toxic work environment, responsible and sensible employee can change into irrational and irresponsible employee as a survival strategy. Kyko (2005) identified six factors which contribute to a toxic work environment hence contributing to low productivity of workers.

The factors are: opaque management, biased boss, organisation policies, working conditions, interpersonal relationship and pay (Oludeyi, 2015).

Opaque Management: This factor consists of such issues as unclear vision, mission, goals, or objectives; badly defined systems, policies, regulations or rules; ambiguous roles; violated management principles; idle and inefficiently used of resources; disruption of unity of command; and when people get away cheating or not performing their duty.

Boss: Boss who plays favouritism showing preference for one set of subordinates over others on their functions; boss who does not give recognition for performance; boss who claims credit for subordinate's achievement; boss who censors the good performance of the employee to the higher management; boss who breaks employee's self-esteem; boss who fails to give clear instructions and directions; boss who withholds vital information from the employee where information is vital for the efficient performance of the job; boss who blames employee if things go wrong; boss who says one thing and does another; boss who is not decisive - subsequently employee does not have a sense of direction; boss who plays "God" with the performance appraisal; and boss who delegates responsibility without the authority to act - curtailing the employee's self-esteem.

Company Policies: Win-lose policies, centralization of power, creating privileged groups in the organization, closed door policy, poor fringe benefits, too much red tape.

Working Conditions: This comprises hot and noisy working environment, unsafe work conditions, dirty work environment, insufficient resources, old technology, and old machinery.

Interpersonal Relationships: Unhealthy politicking, lack of cooperation among workers, back stabbing, empire building, rumour mongering, alienation, mistrust, and sabotage.

Pay: Pay below the market rate. It may be of interest to further inquire into which of these factors in workplace environments exert more influence or contribute more to job commitment among male and female staff in campus settings.

According to Gathihi et al., (2015), the benefits of creating and maintaining a positive working environment are huge. Greater performance, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance. Govindarajulu (2004) also highlighted that in twenty-first century, businesses are moving towards more strategic approach of environmental management to enhance their performance through improving and managing performance level of employees.

2.1.4 Factors that Enhance Work Environment

According to Duru and Shimawua (2017), the following are factors that can enhance workplace environment Clear Communication: Good communication between a boss and his or her employees is essential for positive working relationship. The employees need to understand what the organisation wants to accomplish. There should be an equal amount of communication from management to employees. The key to good communication at work is to be clear and direct if there are issues do not avoid them and pretend they do not exist. Address the issues head on and make it clear why it is an issue. Especially when it is a bad news, it is much better to be direct with the words.

Listen to everyone's ideas: Each of the employees is with the company for a reason. Employees need to be encouraged to voice ideas even if the idea may need some work, it is still important that everyone has his or her say. This will show that each member of the organisation to be valuable and such input is just as important as a fellow co-worker.

Encourage Employees to Share Ideas: Set up specific times during the day to open the office door and allow employees to bounce ideas. Encourage employees to share ideas in their weekly meetings. This will let them learn from each other and also help such employees to be on the lookout for more ideas to share with the team.

Recognize hard work: It is a good idea to reward an employee who does good job. Recognising the individuals who work hard will encourage such employee to keep up the great work. It also instills the notion that hard work is acknowledged and appreciated. It will encourage other employees to strive for the same recognition. Show your Trust: A manager has to trust that employee will do a good job after all.

Have some Fun: Employees are spending eight hours of their day in the office. Maintaining a professional environment is important but that does not mean it has to be dull. A happier employee will perform much better than a miserable one. There are many ways The employer and employee can be both fun and professional. Allow employees to decorate their work spaces to show off their personalities even have small contests for the best decorated desk. Encourage employees to take breaks during the day and they will be happier and more productive. Organizing a

staff retreat can do wonders for morale, provided it is a fun and productive retreat.

2.1.5 Dimensions of Work Environment
2.1.5.1 Physical Work Environment

A physical work environment can also be known as an ergonomic workplace (Nzewi et al., 2018). This is the working environment that deals with the physical or tangibles at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Sarode & Shirsath, 2014).

According to Nzewi et al. (2018), a physical work environment can cause a person to fit or misfit in the environment of the workplace. Stup (2003) expressed that physical workplace environment is the environment where human beings are fit with their job. This physical work environment might include the light, ventilation and also temperature. Amir (2010) asserts that, a physical workplace is an area in an organization that is being arranged so that the goal of the company could be achieved. The two main elements in the physical workplace environment are the office layout plan and the office comfort. Oludeyi (2015) opines that the modern work physical environment is characterized by technology; computers and machines as well as general furniture and furnishings. To achieve high levels of employee performance, organizations must ensure that the physical environment is conducive to organizational needs facilitating interaction and privacy, formality and informality, functionality and cross-disciplinarily. Consequently, the physical environment is a tool that can be leveraged both to improve business results (Mohr, 1996) and employee well-being (Huang, Robertson & Chang, 2004).

The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures. The quality of work depends upon safe and healthy working conditions in determining employee's job Behavior (Malik et al., 2011). According to Manu (2015), physical environment includes work Load, Technology/Equipment, Availability of material supply, Shift timings, Working hours and etc. The physical work environment setting can impact on the level and nature of social interaction between co-workers (Agbozo, Owusu, Hoedoafia, &Atakorah, 2017). The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place (Salunke, 2014).

2.1.5.1.1 Factors that affect Physical Work Environment

Manu (2015) posited the following as the factors that affect physical work environment: Distracting Noise: Noise in open offices create, among others, stress, disturbances and decrease concentration, and through all these it increases the individual workload (Roper & Juneja, 2008; Jensen & Arens, 2005).

Lack of Privacy: Individuals suffer from a lack of acoustical and visual privacy Disturbances: The different features of an open plan solution, such as noise and the presence of others, cause disturbances to work Processes (Lee & Brand 2005).

Presence of Others: The presence of others may be perceived as distracting even when they are just present.

Density: If the workstations are placed densely, the employees may perceive this density in a negative manner (Manu, 2015).
Ambient Conditions: The ambient conditions in buildings built for other types of work are not always optimal in an open plan setting.

Problems in Social Relations/Decreased Teamwork: The assumption has been that the advantages of open plan solutions include better social relations and increased teamwork.

2.1.7 Organizational Performance
According to Novak (2017), organizational performance can be defined as company performance compared to goals and objective. Manu (2015) sees performance as "the measure of how resources are brought together in organizations and utilized for accomplishing a set of results. Organisational performance involves more effective decision processes, more appropriate, efficiency and effectiveness, economic use of resources, transparency, productivity, improved skill in dealing with destructive conflict, as well as developing improved levels of trust and cooperation among organizational members (Gitonga & Gachunga, 2015).

An organization performance can also be determined as a organization's ability to perform including the opportunity and willingness to perform as well. Greenberg and Baron stated that it gives a positive impact on the relationship in between of the organization performance and also the vocation. According to Gitonga and Gachunga (2015), to improve the organization's performance, there is need for good interaction between internal and external functioning. This includes improved interpersonal and group processes, more

effective communication, and enhanced ability to cope with organizational problems of all kinds.

Organisational performance has been measured different by past literature. The financial measures and non-financial measures are the two major measures of organizational performance. The financial measures in the form of revenue, profit, net operating income, ROA (Return on Assets), ROE (Return on Equity), ROS (Return on Sales) and other mostly revenue and profit related measures (Novak, 2017). Although very practical and useful, traditional financial measures cannot create advantages for the organization in an intense competitive environment (Wu & Liu, 2010). New organizational concepts demanded additional measurement information in order for managers to make proper decisions and for shareholder to properly evaluate company performance. New financial and especially non-financial information in measuring performance became more or equally important and provided added value to stakeholders (Novak, 2017). By incorporating non-financial information in performance criteria as well; this information can reflect intellectual capital and social responsibility as well as promotion of organizational knowledge level (Wu & Liu, 2010).

According to Gathihi et al., (2015), the benefits of creating and maintaining a positive working environment are huge. Greater performance, happier people, employee stability, business advantage, higher profits, greater security, and better health (Shrestha, 2007). Improving working environment results in decrease in the number of error rates, complaints, absenteeism and hence increases performance. Govindarajulu (2004) also highlighted that in twenty-first century, businesses are moving towards more strategic approach of environmental management to

enhance their performance through improving and managing performance level of employees.

Organisational Growth and Development
Growth is an essential stage of development for all profit-making organisations. Growth is a process which happens over multiple time periods (Kohtamäki, Heimonen, & Parida, 2019). Adefulu (2015) states that sales is the essence of a fruitful organiization. Therefore, escalation in sales is one of the objective performance indicators of firms (Neneh & Vanzy, 2014). Increase in sales is referred to sales growth. Sales is an action encompassing the sales of products and services in return of cash or other reward, which is originated and finalized by the seller and the buyer of the goods (Jobber, Lancaster, & Le Meunier-FitzHugh, 2019). The growth in the number of goods sold is considered as sales growth. When a business sales rises, the organisationis said to be performing healthy in the market. Sales growth is the intensification in the amount or number of goods sold or services provided in the usual operations of a firm in a definite period (Okunbanjo, 2019). Sales growth can be achieved through the sales agents or sales person (Allen, 2019).

The objectives and goals of an organisationis to enlarge, making the business superior, spreading its market and eventually making the organisationmore lucrative. Measuring growth is conceivable by observing a number of germane statistics, such as complete sales, amount of staff, market share and turnover (Neneh & Vanzy, 2014). The interrelation of profitability and growth is demonstrated by the fact that simple functional principle of growth can best be assessed by scrutinizing profit and total sales as its indicators. It is vital that all organisations must reminisce the necessity to preserve an equilibrium between profitability and growth; it is paramount for any business to grow as well as be lucrative in order to sustain its market and stay important in the marketplace.

2.2 Theoretical Framework
2.2.2 Demand-Control Model (DCM)
The Demand – Control Model considers the people in the working environment and considers the job environment as a fully one created by the people themselves and are able to change it to the best learning environment (Karasek, 2004; Karasek & Theorell, 1990). Jobs that have high demand and low control, which are also referred to high stress jobs, are usually the most unpleasant for an employee in terms of employee wellbeing or wellness. Similarly, work that consists of less overwhelming demands as well as higher levels of control provide the situation for employees to have some freedom regarding how and when to deal with current and new challenges (Ngari, 2018).

The philosophy of the demand control model has captured the attention of many researchers and has dominated empirical research on job pressure and wellbeing and on job redesign research over the past fifteen years (Cordery, Jonge & Kompier, 2009). The job demand control model was used to describe how job demands affect employees and the effect of achieving proper control on the job. The model demonstrates huge amounts of experimental power, that has encouraged large scholarly work in epidemiology and different paradigms of job control as a major one in the work stress literature (Ganster & Perrewe, 2011). Lately, job control has been considered as one of the many resources which protects the outcomes of demands that may consists of high work load and contrast on the employee wellbeing or even have beneficial effects (Ganster & Rosen, 2013).

Empirical Review

Bekan (2019) investigated working environment and erformance of employee in Ethiopian telecommunication industry. Descriptive research design was adopted for the study. The study used primary data which was collected by used of semi structured and structured questionnaire. The descriptive statistics results indicated that employees' performance was positively influenced by several work environment factors. The study concluded that work environmental factors that influenced employee performance were organizational work environment factors, workplace relationship and organization cultural factors.

Nzewi, Augustine, Mohammed and Godson (2018) studied work environment and performance of employees selected brewery firms in Nigeria. The work adopted a survey research design. The population of the study was 550 and sample size was 233 arrived at using Taro Yamane formula while the questionnaire was allocated using Bowley's proportion allocation formula. Pearson's Product Moment Correlation Co-efficient was utilized in data analysis. The finding revealed that there is a significant positive relationship existing between ergonomic and job satisfaction in the studied firms. As a result of this, it was recommended that equipment and machineries should as much as possible be made to suit the workers manning them by management of the focused firms, and that the management of the focused firms should put the employee's health into consideration in situating machineries as this will lower the hazard rate and also lower error rate of the workers.

Sukdeo (2017) studied work environment, employee satisfaction and productivity in manufacturing sector. The study adopted causal research design and simple random sampling was used. Five determents of the

work environment were considered for the study, which is, working conditions, remuneration, training and career development, fairness of treatment and job stability. A questionnaire was developed and validated using Cronbach Alpha Coefficient. A total of 212 questionnaires were distributed. Multiple regression analysis and structural equation modelling were used to predict the correlations. The findings of the study indicated that there is a very strong casual effect between the work environment and employee satisfaction which leads to increased productivity.

Ushie, Agba, Ogaboh and Okorie (2015) examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The study drew participants from two major agro industries in the state. One thousand, one hundred and ninety four (1194) respondents were purposively selected for the study. Information was elucidated from participants using four point Likert scale questionnaire. Data obtained was analyzed using Pearson Product Moment Correlation . Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and work place that is free from known dangers are positively associated with employees' commitment, and hence performance. The study recommended among others that management of agro-based industries in Cross River State should establish and promote good work environments in their organizations so as to boost employees' commitment, wellbeing and overall performance and productivity.

Unamani and Ajagu (2014) studied the effect of environmental factors and organizational performance in Nigeria. A study of Juhel Company Ltd. Emene, Enugu in Enugu Metropolis. The study had a population size

of 1,152, out of which a sample size of 297. Instrument for data collection was structured questionnaire. The total numbers of 275 copies were retuned. Data were analyzed using tables and percentages. Two formulated hypotheses were tested using Pearson's correlation coefficients and ztest statistical tools. The study revealed that there was unsafe and unhealthy work place environment, Also, the result showed that there is relationship between employees and their work environment and that workplace factor play a positive and significant role on employee performance.

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Renne (2015) focused on the relationship between physical environment setting and academician performance in the PHEI (Private Higher Education Institution) in Malaysia. Using a formulated questionnaire, a total of 250 samples aimed and only 183 completed and were gathered among academicians from numerous Private Colleges and Universities in the area of Subang Jaya. Through findings and discussion, the research found that physical environment factors such building aesthetic, furniture arrangement, facilities and ventilation are considered essential, but facilities aiding staff considered important which contributes 41% to employee performance.

RESEARCH METHODOLOGY

This part of the study research work will comprise research design, population of the study, sampling technique and sample size, data collection and instrument, data analysis methods and limitation of the study.

Research design is a blueprint or scheme that is used by the researcher for specific structure and strategy in investigating the relationship that exist among variables of the study so as to enable him collect the data to be used in the study. Therefore, study will use descriptive research design. This is adopted in order to be able to describe the variables employed to achieve the objectives of the study

The population of the study is the total number of staff in the selected bank-United Bank for Africa (UBA). According to the annual report of the bank 2018, the total staff strength is 9505 and thus, the population of the study.

Sample is a representation of a large population for a research study. The study will adopt simple random sampling technique so as to give all the respondents equal chances of being selected. The study will make use of Taro Yamane formular to ascertain the sample size of the study.

$$N = \frac{N}{1+N (e)2}$$

Where, n= sample size

N= the total population
e= level of significance (0.05)
1= constant

Therefore, sample size for the study

$$n = \frac{N}{1+N (e)2}$$

$$n = \frac{9505}{1+9050(0.05)2}$$

$$n = \frac{9050}{1+9050(0.0025)}$$

$$n = \frac{9050}{1+ 22.625}$$

$$n = \frac{9050}{23.62}$$

$$n = 383$$

Thus, the sample size for the study will be 383

The research work will use descriptive statistics and correlation analysis shall be employed as data analysis tool in order to achieve the study objectives

DATA ANALYSIS AND INTERPRETATION

This chapter focuses on data analysis and its interpretation. The data collected were presented using tables, percentages, and others statistical tools. Descriptive analysis was used to analysis the data and interpretation drawn from it.

Demographic Details of the Respondents
The descriptive details from the demographic information of the respondents and is presented in the tables discuses below:

Table 4.1   **Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	149	58.9	58.9	58.9
Valid	Female	104	41.1	41.1	100.0
	Total	253	100.0	100.0	

Source: Researcher's Field Survey, 2020

Table 4.1 indicated the gender details of the respondents. It is revealed that 149(58.9%) of the respondents were male while 104(41.1%) of the respondents were female. Therefore, majority of the respondents were male.

Table 4.2   **Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Single	82	32.4	32.4	32.4
Valid	Married	157	62.1	62.1	94.5
	Separated/Divorced	14	5.5	5.5	100.0
	Total	253	100.0	100.0	

Source: Researcher's Field Survey, 2020

Table 4.2 revealed the marital information of the respondents. It is indicated that 82(32.4%) of the respondents were single, 157(62.1%) of the respondents were married and 14(5.5%) of the respondents were separated or divorced. This implies that most of the respondents have married.

Table 4.3:   **Age Group**

		Frequency	Percent	Valid Percent	Cumulative Percent
	21-30 years	21	8.3	8.3	8.3
	31-40 years	81	32.0	32.0	40.3
Valid	41-50 years	144	56.9	56.9	97.2
	51 years and above	7	2.8	2.8	100.0

Total	253	100.0	100.0	

Source: Researcher's Field Survey, 2020

Table 4.3 showed the ages of the respondents of this study. It is revealed that 21-30 years of the respondents were ages 21-30 years, 81(32.0%) of the respondents were ages 3-40 years, 144(56.9%) of the respondents were ages 41-50 years and 7(2.8%) of the respondents were ages 51 years and above. The majority of the respondents are 41-50 years of age.

Table 4.4: **Academic Qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	35	13.8	13.8	13.8
	B.Sc/HND	162	64.0	64.0	77.9
	M.Sc/MBA	56	22.1	22.1	100.0
	Total	253	100.0	100.0	

Source: Researcher's Field Survey, 2020

The academic qualifications of the respondents were shown in table 4.4. The table revealed that 35(13.8%) of the respondents possess OND/NCE, 162(64.0%) of the respondents possess B.Sc/HND and 56(22.1%) of the respondents possess M.Sc/MBA. Most of the respondents are first degree holders.

Table 4.5: **Work Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 5 years	28	11.1	11.1	11.1
	5-9 years	92	36.3	36.3	47.4
	10-14 years	108	42.7	42.7	90.2
	15-19 years	25	9.9	9.9	100.0
	Total	253	100.0	100.0	

Source: Researcher's Field Survey, 2020

Table 4.5 showed the responses on working experience. It is revealed that 28(11.1%) of the respondents have below 5 years of work experience, 92(36.3%) of the respondents have 5-9 years of work experience. 108(42.7%) of the respondents have 10-14 years of work experience and 25(9.9%) of the respondents have 15-19 years of work experience. It is cleared that most of the respondents have 10-14 years of work experience.

4.2   Reliability Test of Study
Table 4.6: Work Environment and Organisational Performance

S/N	Variables	Reliability	No of Items
1	Physical Work Condition	0.856	7
2	Organisational Performance	0.764	7

Source: Researcher's Computation, 2020

Interpretation

Cronbach Alpha was used to compute the reliability test. The reliability test was conducted based on the variables employed in the hypotheses. Table 4.6 showed all the results of the reliability test for the variables employed in the study. It is shown that physical work condition t and organisational performance have reliability values of 0.856 and 0.764 respectively with 7 items. The values of the reliability results are greater than 0.70 which imply that all the items for each variable are reliable to achieve the objectives of the study. As it is posited by Nunnally (1967), reliability coefficient that is greater than 0.70 is acceptable to conduct a study

4.3   Descriptive Analysis of the Variables

This part of the chapter displayed the descriptive statistics of the respondents responses on each variables employed in this study

4.3.1   Descriptive Statistics for Physical Work Condition

The respondents' responses on physical work condition were analysed by descriptive statistics and the results were presented in the table below:

Table 4.7: Descriptive Analysis for Physical Work Condition

S/N	Physical Work Condition	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Mean	SD
1	The temperature in the room or office I operate from is appropriate	158 (62.5)	73 (28.9)	16 (6.3)	3 (1.2)	3 (1.2)	4.50	0.77
2	The room or office I operate from is well illuminated	151 (59.7)	83 (32.8)	19 (7.5)			4.52	0.63
3	The working space area is sufficient and roomy enough	95 (37.5)	69 (27.3)	49 (19.4)	33 (13.0)	7 (2.8)	3.84	1.15
4	The office is devoid of unnecessary noise	168 (66.4)	85 (33.6)				4.66	0.47
5	The furniture I use is comfortable, flexible to adjust, easy to rearrange or reorganize	120 (47.4)	73 (28.9)	44 (17.4)	16 (6.3)		4.17	0.93
6	The interior design	50	80	74	32	17	3.45	1.14

	in my organisation is attracting or beautiful	(19.8)	(31.6)	(29.2)	(12.6)	(6.7)		
7	The equipment in my organisation are adequate and functional	142 (56.1)	102 (40.3)	9 (3.6)			4.53	0.57

Source: Researcher's Computation, 2020

Table 4.7 showed the respondents' responses on physical work condition. It is shown that 158(62.5%) of the respondents strongly agreed that the temperature in the room or office they operate from is appropriate, 73(28.9%) of the respondents agreed, 16(6.3%) of the respondents were indifferent while 3(1.2) and 3(1.2) of the respondents disagreed and strongly disagreed that the temperature in the room or office they operate from is appropriate. Majority of the respondents strongly agreed that the temperature in the room or office they operate from is appropriate (Mean= 4.50; SD=0.77). The responses on the room or office which the staff operate from is well illuminated showed that 151(59.7%) of the responses strongly agreed, 83(32.8%) of the respondents agreed and 19(7.5%) of the respondents were indifferent. It is indicated that majority of the responses strongly agreed that the room or office they operate from is well illuminated (Mean= 4.52; SD=0.63). 93(37.5%) of the respondents strongly agreed that the working space area is sufficient and roomy enough, 69(27.3%) of the respondents agreed, 49(19.4%) of the respondents were indifferent, 33(13.0%) of the respondents disagreed and 7(2.8%) of the respondents strongly disagreed that the working space area is sufficient and roomy enough. Most of the respondents strongly agreed that the working space area is sufficient and roomy enough (Mean=3.84; SD=1.15). The responses on the office is devoid of unnecessary noise indicated that 168(66.4%) of the responses and 85(33.6%) of the responses strongly agreed and agreed respectively that the office is devoid of unnecessary noise. This showed that all the responses are in agreement that the office is devoid of unnecessary noise (Mean= 4.66; SD=.47). It is indicated that 120(47.4%) of the responses strongly agreed that the furniture they use is comfortable, flexible to adjust, easy to rearrange or reorganize, 73(28.9%) of the responses agreed, 41(17.4%) of the responses were indifferent, 16(6.3%) of the responses disagreed that the furniture they use is comfortable, flexible to adjust, easy to rearrange or reorganize. Thus, majority of the responses strongly agreed that the furniture they use is comfortable, flexible to adjust, easy to rearrange or reorganize (Mean=4.17; SD=0.93). 50(19.8%) of the respondents strongly agreed that the interior design in the organisation is attracting or beautiful, 80(31.6%) of the respondents agreed, 74(29.2%) of the respondent were indifferent, 52(12.6) of the respondents disagreed and 17(6.7%) of the respondents strongly disagreed that the interior design in the organisation is attracting or beautiful. Thus, majority of the respondents agreed that the interior design in the organisation is attracting or beautiful (Mean= 3.45; SD=1.14)

Descriptive Statistics for Organiational Performance
The respondents' responses on organiational performance were analysed by descriptive statistics and the results were presented in the table below:

Table 4.10: Descriptive Analysis for Organiational Performance

S/N	Organiational Performance	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree	Mean	SD
1	I am happy with the recognition and rewards for my outstanding works and contributions.	60 (23.7)	149 (58.9)	44 (17.4)			4.06	0.64
2	Job tasks in this bank are completed on time.	65 (25.7%)	127 (50.2)	61 (24.1)			4.02	0.71
3	There is low level of customer complaints	57 (22.5)	92 (36.4)	50 (19.8)	25 (9.9)	29 (11.5)	3.45	1.26
4	My bank does experience halt in the operational activities	1 (0.4)		30 (11.9)	61 (24.1)	161 (63.6)	1.40	0.73
5	I do meet up with the target set for me by my superior	72 (35.3)	126 (61.8)	6 (2.9)			4.14	0.83
6	I am committed to my work	187 (73.9)	65 (25.7)	1 (0.4)			4.74	0.45
7	Customers spend less time in the banking hall	89 (35.2)	119 (47.0)	45 (17.8)			4.17	0.71

Source: Researcher's Computation, 2020

Table 4.10 displayed the responses of the respondents on organizational performance. It is indicated that 60(23.7%) of the respondents strongly agreed that they are happy with the recognition and rewards for their outstanding works, 149(58.9%) of the respondents agreed and 44(17.4%) of the respondents were indifferent that they are happy with the recognition and rewards for their outstanding works. Most of the respondents agreed that they are happy with the recognition and rewards for their outstanding works (Mean=4.04; SD= 0.64). 65(25.7%), 127(50.2%) and 61(24.1%) of the respondents strongly agreed, agreed and were indifferent that job tasks in this bank are completed on time respectively. Majority of the respondents agreed that job tasks in this bank are completed on time. (Mean=4.02; SD=0.71). 57(22.5%) of the respondents strongly agreed that there is low level of customer complaints, 92(36.4%) of the respondents agreed, 50(19.8%) of the respondents were indifferent that there is low level of customer complaints,

25(9.9%) and 29(11.5%) of the respondents disagreed and strongly disagreed that there is low level of customer complaints respectively. Majority of the respondents agreed that there is low level of customer complaints (Mean= 3.45; SD= 1.26). it is further indicated that 1(0.4%) of the respondents strongly agreed that their bank does experience halt in the operational activities, 30(11.9%) of the respondents were indifferent that their bank does experience halt in the operational activities, 61(24.1%) of the respondents disagreed and 161(63.6%) of the respondents strongly disagreed that their bank do experience halt in the operational activities. Majority of the respondents strongly disagreed that their bank do experience halt in the operational activities (Mean=1.40; SD= 0.73). 72(35.3%) of the respondents strongly agreed that they do meet up with the target set for them by their superiors, 126(61.8%) of the

respondents agreed that they do meet up with the target set for them by their superiors while just 6(2.9%) of the respondents were indifferent. Majority of the respondents agreed that they do meet up with the target set for them by their superiors (Mean= 4.14; SD= 0.83). 187(73.9%) of the responses strongly agreed that they are committed to their work, 65(25.7%) of the responses agreed and just 1(0.4) of the respondents was indifferent. Most of the respondents strongly agreed that they are committed to their work (Mean 4.74; SD=0.45). 89(35.2%) of the respondents strongly agreed that customers spend less time in the banking hall, 119(47.0%) of the respondents agreed and 45(17.8%) of the respondents were indifferent that customers spend less time in the banking hall. Most of the respondents agreed that customers spend less time in the banking hall (Mean= 4.17; SD= 0.71).

Test of the Hypotheses
4.4.1 Hypothesis One
Ho: Physical working condition does not have significant relationship with organizational performance
H₁: Physical working condition has a significant relationship with organizational performance

Table 4.11:   **Correlations**

		Physical Working Condition	Organisational Performance
Physical Working Condition	Pearson Correlation	1	.106
	Sig. (2-tailed)		.033
	N	253	253
Organisational Performance	Pearson Correlation	.106	1
	Sig. (2-tailed)	.033	
	N	253	253

Source: Researcher's Computation, 2020
Interpretation
Table 4.11 showed the correlation results between physical working condition and organizational performance. The findings indicated that there is a positive and

significant relationship between physical working condition and organizational performance (r= .106; p-value=.033<0.05). This implies that there is 10.6% positive relationship between physical working

condition and organizational performance with significant value of 0.33 which is less than 0.05% significant level. Thus, the study accepts the hypothesis that physical working condition has a significant relationship with organizational performance

Discussion of Findings

The study has identified the importance of work environment in achieving orgnisational goals and objectives. The study posited that physical work condition is a crucial dimension of work environment in actualizing the mission and vision of Nigerian banks focusing on United Bank of Nigeria (UBA). The direct relationship between physical work condition and organizational performance implies that the more the appropriate physical work condition, the more the bank(s) will actualize its objectives. The physical work condition such as spacey, illumination, good furniture, attractive interior design among others influence the performance of the bank.

Similarly, it is depicted that job characteristics is essential in the accomplishment of organizational goals and objectives in UBA. The more the job or task assigned to an employee or employees is designed or stipulated, the more it enhances the performance of the bank. This shows that job or task of the employees must not be too ambiguous. It must be simple, flexible, well stipulated or design for easy understanding of the employees.

Conclusion

Based on the findings, the study concluded that physical work condition has a positive and significant relationship with the organizational performance of UBA. Also, job characteristics have a positive and significant relationship with organizational performance of UBA. However, it is concluded that social work support has a

negative and insignificant relationship with organizational performance of UBA.

5.3   Recommendations

In line with the conclusion of the study, the study put forward some points as recommendation for United Bank for Africa as well as other banks in Nigeria.

The management of UBA and other deposit money bank should continue to upgrade the physical work condition of their branches in Lagos and every other major cities in Nigeria from time to time in order to meet up with what is obtainable at the global level.

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CUSTOMERS' AWARENESS OF ABUSE BY PHARMACY/PATENT MEDICAL STORES AND THE REPORTAGE OF SUCH CASES IN AKURE METROPOLIS, ONDO STATE, NIGERIA

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ABSTRACT

Numerous studies have been carried out on the need to protect the rights of Nigerian consumers against abuse by pharmacy/patent medical stores (PPMS). However, in-depth studies have not been carried out on the extent of awareness and report of abuse cases by consumers of PPMS, types of PPMS customers patronize, and reasons for returning drugs. This study examined these issues. Structured questionnaire was used to gather data from 104 respondents. Data were analysed with descriptive statistic. Research instrument was validated via content validity, while Cronbach Alpha was used for reliability test, and its coefficient was 0.928. The study disclosed that, many consumers were aware of their rights and majorly patronize big pharmacy stores, and return drugs due to wrong dosage and expiration. The paper recommends that Nigerian consumers be more informed about their rights relating to PPMS, and a more explicit and all-inclusive consumer protection law be enacted and enforced.

Keywords: Customers, Awareness, Cases, Abuse, pharmacy/patent medical stores.

Introduction

Consumer protection has become a worldwide phenomenon. The contemporary business world has necessitated an increase on the focus of consumers by firms and the need for firms to increase their ethical and social responsibilities towards consumers. Due to the importance of consumers in the world, every government in all nations has found it necessary to protect consumers from being swindled by Manufacturers and suppliers. The Nigerian government is not left out. Successive governments in Nigeria have established agencies to safeguard and protect the rights of consumers against distasteful producers and suppliers' practices and ensure that the end user of services and products are entitled to the same rights as the manufacturers and service providers. Some of these laws include: National Agency for Food Drugs Administration and Control (NAFDAC) Act, Cap. N1, L.F.N., 2004; The Consumer Protection Council (CPC) Act, Cap C25, L.F.N., 2004 (now repealed); Standard Organization of Nigeria (SON) Act 1971, Act Cap S9, L.F.N., 2004; Counterfeit and Fake Drugs and Unwholesome Processed Foods Act, Cap. C34 L.F.N., 2004; among others (Bello, Suleiman & Danjuma, 2012; Jacob-Obi, 2018). The Nigerian Federal government also instituted some commissions and agencies to monitor, identify, control and prosecute fraudulent businessmen and women who go against these laws (Ebitu, 2014).

One of the recent moves by the Nigerian government to protect the rights of consumers was the enactment of the Competition and Consumer Protection Act in December 2018 by the National Assembly. This act was signed into law in January 2019. The Act repealed the Consumer Protection Council Act Cap C25 Laws of the Federation of Nigeria 2004 and Sections 118 – 128 of the Investments and Securities Act Cap I24, Laws of the Federation of Nigeria 2014 dealing with merger control. The Act also annulled the Consumer Protection Council, and instituted the Federal Competition and Consumer Protection Commission (FCCPC) in its place. The powers and functions of the Commission in sections 17 and 18 of the FCCPC are wide and far-reaching, gives the Commission a free hand to carry out its functions (Federal Republic of Nigeria, Competition and Consumer Protection Act, 2019). This Commission seems to have taken over the functions of: Standards Organisation of Nigeria ('SON'), National Agency for Food, Drug Administration and Control ('NAFDAC') among others.

The Commission is authorized to make regulations on issues relating to: prohibiting anti-competitive agreements, unfair, misleading, deceptive or unconscionable business practices, marketing, and trading (Section 17 (1) (g). (Federal Republic of Nigeria, Competition and Consumer Protection Act, 2019). Part XV of the Act enlisted a range of consumer rights from but not restricted to: right to proper labelling and trade description, right to examine goods, right to disclosure of prices of goods and services, right to cancel advance bookings, right to disclosure of re-conditioned or second-hand goods, right to information in plain and understandable language, right to return goods and implied warranty as to quality. While Part XVI of the Act deals with the duties of importers, manufacturers, suppliers and distributors of services and goods. Also, a duty to withdraw hazardous goods from the market, liabilities for supplying defective goods and misrepresentation. However, the Act further stated that, "he who alleges must prove" and places a higher burden of proof on the supplier with a provision that where it is

alleged that the goods supplied are not defective the onus of proof lies on the supplier.

Despite these moves by the Nigerian government, Consumers in Nigerian still suffer from numerous abuses from manufacturers and suppliers. Consumers in Nigerian are still not appropriately protected against marketers and producers (Halliru, 2012). One of the most sensitive sectors where consumer protection is highly necessary is the pharmaceutical sector, because of the extent of damage that abuse of drugs can cause to both humans and animals. Several studies have been carried out on protecting the rights of consumers. Unfortunately, in-depth studies have not been carried out on the extent of awareness and report of abuse cases by consumers of pharmacy/patent medicine stores' products in Akure Metropolis, Ondo State, Nigeria. Hence this study was carried out to fill this gap. This study therefore examined the types of drug shops customers patronize and reasons for patronizing such shops, evaluated the extent of consumers' awareness of their rights under the Federal Competition and Consumer Protection (FCCP) Act and National Agency for Food, Drugs and Administration Control (NAFDAC) Act., determined whether customers return drugs to these shops and reasons for returning the drugs, examined the extent to which customers report cases of abuse to authorities and assessed the reasons why customers do not report cases of abuse to the authority in Akure Metropolis, Ondo State, Nigeria.

Hornby (2006, pp. 6, 88, 1088) in Oxford Advanced Learner's Dictionary defined awareness as "knowing that something exists and its important", abuse as, "the use of something in a way it is wrong or harmful" and pharmacy as, "a shop, store that sells medicines and drugs". This definition of pharmacy is synonymous with patent medicine store. The Black's Law Dictionary defined consumer as an individual who purchases services or goods for household, family or personal use, with no intention of resale or a natural individual who utilize products for personal rather than business purposes. Agbonifoh, Ogwo and Nnolim (2007) defined consumerism as the prearranged efforts of consumers focused at promoting, enforcing and protecting the rights of consumers in their exchange relationships with each individual or firm. Section 32 of the Consumer Protection Council Act Cap C25, LFN (2004) defined a consumer as, an individual, who purchases, uses, disposes or maintains services or goods. While the Competition and Consumer Protection Act, (2019) sated that a consumer is any person that purchases goods not for the intention to resell them nor use them in the manufacturing or production of any other articles or goods; or a person to whom a service is given.

Kotler (1972), Perreault and McCharthy (2002) defined consumerism as social movement that strives to upturn the powers and rights of consumers. Csorba (2011) on the other hand, views consumer protection as a general concept that encompasses protecting people from buying services and goods that are fraudulent or unsafe, while Bello, Suleiman and Danjuma, (2012) sees consumer protection as the concept premeditated to protect consumers from dishonest service providers and producers. They further stated that the term signifies the effort of government to make available regulatory framework to enforce and protect the rights of people who pay for services and goods. What extent do the consumers of pharmacy and patent medical stores in Akure Metropolis, Ondo State, Nigeria aware of their rights under the consumer protection Act? Do these consumers of pharmaceutical and medical patent stores' drugs understand their rights under the consumer protection Act? To what

extent do the consumers understand their rights under the consumer protection Act? How often do consumers report cases of abuse by the pharmacy or medical patent stores to the consumer protection institutions? Why do the Nigerian consumers feel reluctant to report cases of abuse by the pharmacy or medical patent stores to the consumer protection institutions? and what extent are the pharmacies and medical patent medicine stores in compliance with the Act in Akure Metropolis, Ondo State, Nigeria?

Statement of the Problem

Despite the enactment of the Competition and Consumer Protection Act and establishment of the Federal Competition and Consumer Protection Commission, consumers of goods and services from the pharmacy/patent medical stores still suffer from abuse. Yet inadequate research on the extent of customers' awareness of abuse by pharmacy/patent medical stores and extent customers report cases of abuse relating to this sector in Nigeria, are few. Studies have been carried on consumer protection from abuse by manufacturers and marketers in varied fields. Some of these studies include: measuring consumer satisfaction with consumer protection agencies (Al-Ghamdi, Sohail and Al Khaldi (2007); perspectives of consumerism and consumer protection Act in Nigeria (Bello, Suleiman & Danjuma, 2012); the development of consumerism in Nigeria: prospects and challenges (Halliru, 2012); protecting the Nigerian consumer: an expository examination of the role of Consumer Protection Council (Ndubisi, Anyanwu & Nwankwo, 2016) among others. However, only few studies: patient medication adherence: measures in daily practice (Jimmy & Jose, 2011), over-the-counter medicine abuse (Cooper, 2013) among a few others have been carried out on consumers' protection in the pharmaceutical sector. There is no in-depth study on customers' awareness of abuse by pharmacy/patent medical stores and extent customers report abuse cases in Akure Metropolis, Ondo State, Nigeria. This study intends to fill this identified gap.

Theoretical framework

The theory supporting this study is the consumer protection theory that was developed by Kushman (1999). This theory utilized the neoclassical economic principles to comprehend the theory of Consumer Protection in health care. The theory presumed that consumers exploit perceived anticipated utility, which serves as a function of quality of their service and price. Hence, Consumers who purchase health care services in the end purchase quality – efficiency and effectiveness. Thus, consumers are encouraged to make more purchases when they feel that the tradeoff, they made in the purchase of health services offer quality and effectiveness for their money. When consumers perceive that the price quality tradeoffs offered by sellers is accurate, he protected as he/she obtains consummate quality for price(s) paid for services. However, when they perceive that those tradeoffs are inaccurate or that the product worth – the perceived quality of services is not in tandem with price(s) paid for such services, they become susceptible to exploitations paying more than the service worth.

Literature Review
Problems Associated with the Content of the Consumers' Protection Act in Nigeria

Consumers' protection in Nigeria has been saddled with numerous problems. The problems range from the content of the consumers' protection Act itself, to the inability of consumers to report or place charges for abuse, to the producers and sellers not complying with the Act. Bello, Suleiman

and Danjuma (2012) revealed that the CPC act does not in any of its sections precisely make provisions for the rights of a consumer or purchaser, but the Act made provisions for the formation of a Consumer Protection Council. Therefore, the rights of consumers are subsumed implied into the Council's functions and into the State Committees' duties that was established by the Acts. They further stated that, the characteristics of good quality consumer protection manifests as the rights to sought to be protected under the Acts whether they are implied or so stated out rightly. Monye (2005) asserted that although consumer protection arose from the ambit of the law of contract, it is emerging into an independent area of law. Hence, anytime there is a purchase be it of services or goods, a contractual relationship is formed. The implication of this is that, both parties agree to the terms and conditions as stated by them and as implied by the law, which both parties must comply with. Such statutory rights are among others, contained in the Consumer Protection Council Act (2004).

Factors Hindering the Report of Abuse Cases by Customers
Al-Ghamdi et al. (2007) and Halliru (2012) asserted that, the hesitance of consumers to report cases of violation against marketers and manufacturers is mainly as a result of unnecessarily rigid judicial system that shields the marketers and manufacturers, poor educational level among consumers in Nigeria, and the attitude of non-commitment from the government towards protecting the rights of consumers. Bello, Suleiman and Danjuma (2012) affirmed that, there appears to be no tangible planned mass movement of consumers to fight for the protection of consumers' rights. This has led to leaving the majority of work on consumer protection at the government's door step. The consequence of this has been, low development of consumer protection in Nigeria. In agreement

with Bello, Suleiman and Danjuma (2012), Kaynak (1985) opined that, a common phenomenon in most countries that are developing is that consumerism issues have been left to be more of government's policy via legislation and efficient enforcement rather than a matter of public support engagement. Also, Bello, Suleiman and Danjuma (2012) also disclosed that, rather than making purchases from major importers or dealers where the warranty of manufacturers will be more probably honoured, many consumers in Nigerian purchase from small time dealers that may not be disposed to exchange of goods, offering refunds, or make available post-purchase services when the goods may have gone through a chain of middle men before reaching such dealers.

In addition, CPC Act 25 of 2004 revealed that, consumers have no adequate time to complain nor go to court. They are listless about their predicaments, maybe due to their lack of awareness of the laws meant to protect them and as a result this leads to lack of litigations and consumerism against sellers and producers and even when cases of apparent infringement on the rights of consumers exist. Likewise, Bello, Suleiman and Danjuma (2012) that, consumers in Nigeria are incessantly abused and they have persisted remained expressionless to the several forms of trade misconducts of these sellers and producers. These situations put consumers in dangerous position of being freely exploited without difficulty by providers of services and producers of goods.

Moreover, Monye (2005) and Eze, Eluwa and Nwobodo (2010), agreed that, ignorance, lack of customer awareness, low level of literacy, and education of the market transactions, and high poverty rate comprise the challenges of Consumer Protection Council in protecting consumers. Likewise, Agbonifoh et al. (2007)

asserted that, the speed of consumerism in Nigeria is still very low due to mass poverty, absence of concerned citizens to lead or sponsor a consumer awareness campaign, low level of literacy and the seller's market structure. He therefore stated that, it is not shocking that a lot of the activities of consumerist that have happened in Nigeria started from the Academic Staff Union of Universities (ASUU), University students, Trade Unions, unemployed graduates, among others.

Monye (2005) and Eze, Eluwa and Nwobodo (2010), further noted that the least of the consumer problems is consumerism issues and the judicial stress occasioned by the rigid compliance to strict legal rules by the judiciary, even when dealing with losses suffered in trade relations or transactions or customers' disgruntlement with providers or producers of services and goods. These factors have led to the continuous supply of substandard products to consumers while the consumers keep silent.

Empirical Studies on Consumer Protection

Ndubisi, Anyanwu and Nwankwo (2016)'s study on protecting the Nigerian consumer: an expository examination of the role of Consumer Protection Council, examined the protection of Nigerian Consumers with particular reference to the role of Consumer Protection Council of Nigeria (CPC) established by the Act C25 of 2004 and charged with the responsibility to promote, protect and safeguard the rights and interests of consumers in all areas of goods and services. Their findings disclosed that, consumer protection in Nigeria, like in most less developed countries had remained at the lowest level despite the frequency of unpleasant business practices. The study observed that although the CPC Act recognized the rights of consumers, it does

not precisely make provisions on how these rights are to be enforced, as they were simply implied and subsumed into the functions of the Act Council. The study also revealed that most of the consumers do not take time to study the labels on products before purchasing them. Thus, they are not equipped with the full information about the products that would assist them to protect their rights. They also disclosed that, consumers' awareness of their protection laws is low, and this results in the absence of litigations against sellers even in cases of apparent infringements. They therefore recommended that, the Consumer Protection Council be more pre-emptive in safeguarding the rights and welfare of consumers in Nigeria, and consumer education should be made stronger by Consumer Protection Council.

Ishwar (2015) carried out a research on consumer awareness about different consumer protection legislations in India. Descriptive statistic (percentages, mean average and standard deviation) was utilized for the study. Structured copies of questionnaire were used to collect information from 600 respondents of urban and rural areas of fifteen districts in Haryana, India. The study concluded that, amongst the 16 well known consumer protection legislations, almost one fourth consumers were completely aware of these legislations, close to one third consumers were partly aware and a little more than one third consumers never heard about these legislations.

Bello, Suleiman and Danjuma (2012) carried out a study on perspectives of consumerism and consumer protection Act in Nigeria and their study concluded that, although the CPA act recognized the rights of consumers, it does not precisely make provisions for these rights as they are only implied and subsumed into the functions of the council and the state

committees by the act. They therefore affirmed that the mere existence of the law is not enough. Hence, they recommended that, specific protective and compensatory measures be visibly stated for any infringement on any of the consumer's right. They stated that, by so doing, the CPC Act in Nigeria will be strengthened.

Halliru (2012) also carried out a study on the development of consumerism in Nigeria: prospects and challenges. He used an exploratory and conceptual study to evaluate the performance of agencies in charge of consumer rights protection on the basis of their statutory functions. The study revealed that, most of the agencies are below equality in performance, with very poor level of awareness among Nigerian consumers who are hesitant to enforce their rights. He therefore recommended directing other agencies to vigorously create awareness and bring defaulting organizations to book, enforcement of the use of warranties, and that the government ensures immediate establishment of Consumer Protection Council committees in all states of the federation as provided by the Act. This he said, would assist in making the Nigerian consumer more forceful and cognizant of his responsibilities.

Nkamnebe, Idoko and Kalu (2009) conducted a research on "Consumer Protection in Market Transactions in Nigeria" by using consumers and institutional buyers in supermarkets, open markets and departmental stores in Enugu and Onitsha (Nigeria) as case study. The study disclosed that factors such as: consumer related factors, the influence of marketers, circumstantial or environmental factors, may likely affect the consumer complaint behaviour process carried out by dissatisfied consumers. The study concluded that, Nigerian consumers do not take time to study the labels and products before buying and as a result, they seldom have full information about the products they buy. In addition, a lot of the consumers point out that the languages or terms used to describe the products particularly pharmaceutical products are too technical for them to understand, and the consumers' awareness of the laws meant to protect them is largely low, resulting in the lack of consumerism and the resultant absence of litigations against producers and sellers even in cases of apparent infringement of their rights.

Al-Ghamdi et al., (2007) carried out a study on measuring consumer satisfaction with consumer protection agencies: some insight from Saudi Arabia. The study revealed that consumer dissatisfaction on products and services provided to them can be ascribed to: suspicion in quality of products; product ingredients and pricing; widespread fraudulent practices; monopolization of industries by business organizations; and little provision of expiry dates.

Methodology
Study Area
The study area, Akure Metropolis, was created in 1976, due to the increase in the number of states in the Federal Republic of Nigeria from twelve to nineteen. The Metropolis which is within the axis of the state capital, comprises Akure South and Akure North Local Government Areas and is made up of beehive of economic activities in comparison with other Local Government Areas in Ondo State. Akure city is within the coordinates of 7°15'0"N 5°11'42"E/2.25000°N 5.19500°E, and has a population of 387, 100. The Metropolis is situated in Ondo state, one of the southwest of Nigeria, and lies between latitude 6° to 8° North and 5° East of Greenwich. Ondo state has a total area of 13,595,001 sq. m with a population of 3,400,000 (2006, Census). The state was part of formal western state before

1976. The climate of the State is made up of humid tropics with drier savannah up lands in the northern parts of the state, tropical rainforest in further North and swampy areas in the extreme south (2006, Census).
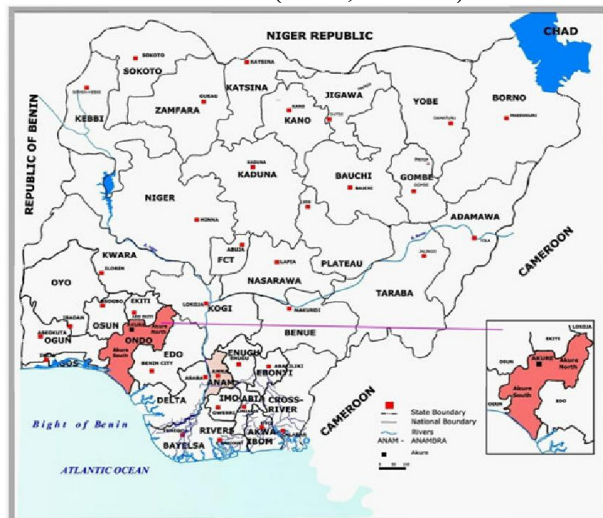

Fig: 1. Map of Nigeria Showing Ondo Akure, Ondo State, and Akure North and South which Constitute Akure Metropolis
Source: Wikipedia

Method

Survey design was used for this study multistage sampling technique was employed. The population of the study was made up of drug purchasers from pharmacy and patent medicine stores in Akure. 120 copies of structured questionnaires were disseminated to collect information from purchasers of drugs from pharmacy and patent medicine stores in Akure Metropolis. The pharmacy and patent medicine stores were randomly selected while the customers were selected using judgmental sampling technique. Dissemination and collection of the copies of questionnaires were performed by the researcher with the aid of trained research assistances who waited patiently for the drug purchasers to ensure that they filled and returned the copies of questionnaires immediately. Nevertheless, only 104 (87%) copies of the disseminated questionnaires

were recovered from the purchasers. Descriptive statistic (pie charts, percentages, mean and ranking methods were used to analyzed the data collected. Validated of the research instrument was carried out by experts in the fields of Marketing and Law, while the reliability was carried out with the use of Cronbach Alpha test. The pilot test was performed by administering 18 (15%) of the total copies of questionnaire to the purchasers of drugs in selected pharmacy and patent medicine stores in Ibadan, Oyo State, Nigeria. While running the pilot test, the suitability of the measuring instrument to measure what it is expected to measure was tested and the questionnaire was modified before it was distributed to the respondents, during the fieldwork. The questionnaire comprised two sections, A and B. Section A was used to collect information on personal bio-data of the respondents, while section B consisted of questions that made available responses used for analyzing the types of drug shops customers patronize and reasons for patronizing such shops, evaluate the extent of consumers' awareness of their rights under the Federal Competition and Consumer Protection (FCCP) Act and National Agency for Food, Drugs and Administration Control (NAFDAC) Act., determine whether customers return drugs to these shops and reasons for returning the drugs, examine the extent to which customers report cases of abuse to authorities and assesses the reasons why customers do not report cases of abuse to the authority in Akure Metropolis, Ondo State, Nigeria.

Results and Discussion

Socio-Demographic Characteristics of the Respondents

Table 1 reveals the summary of the demographic distribution of the respondents. The table shows that the respondents' whose

age group were between 30 – 39 years were 39 (38%), were more than those of other age groups. The reason for this might be because people within this age group are productive, within the age of bearing children and frequent drug shops to purchase drugs for their children, aged parents and other family members. Also, the respondents whose age group were within 20-29 years were 19 (18%), 40-49 years were 34 (33%), 50-59 years were 4 (3.8%), while within age group 60 years and above were 8 (7.7%).

Also, 39 (37.5%) of the respondents were married, 35 (33.6%%) single, 20 (19.2%) separated, 3 (2.9%) divorced, while 2 (1.9%) were Widow/Widower. Furthermore, the male respondents 64 (62.3%) were more than the female respondents. Nevertheless, this did not have effect on the outcome of the analysis. The female respondents were 40 (37.7%). Moreover, 19 (18.3%) of the respondents did not have formal education, 21(20.1%) had primary education, 9 (8.7%) had secondary education, 13 (12.5%) had NCE/OND certificate. Also, 31 (29.8%) had B.sc/HND certificate, 7 (6.8%) were M. Sc certificate holders, while the remaining 4 (3.8%) had P. hD or related degree certificate.

Table 1: Socio-Demographic Characteristics of the Respondent
Consumer's Awareness on Right of Drug Purchase
Figure 2 revealed that, out of the total population of 104 respondents, 69% claimed that they are aware of their right as a consumer when it comes to drug purchase, while the remaining 31% claimed that, they do not know their right in terms of consumers drug purchase. This result is in agreement with the study of Ishwar (2015) which concluded that, amongst the 16 well known consumer protection legislations under the study, almost one fourth consumers were completely aware of these legislations, close

Characteristics	Frequency (n=104)	Percentage (%)
Age (Years)		
20-29	19	18
30-39	39	38
40-49	34	33
50-59	4	3.8
60 above	8	7.7
Marital Status		
Single	35	33.6
Married	39	37.5
Separated	20	19.2
Divorced	3	2.9
Widow/Widower	2	1.9
Gender		
Male	64	62.3
Female	40	37.7
Level of Education		
No formal education	19	18.3
Primary Education	21	20.1
Secondary Education	9	8.7
NCE/OND	13	12.5
B.sc/HND	31	29.8
M.Sc	7	6.8
P.hD and Others	4	3.8

Source: Field Work, 2019

to one third consumers were partly aware and a little more than one third consumers never heard about these legislations. This result therefore implies that, a lot of consumers have been sensitized about their rights and they are aware of them. However, the result is in contradiction with those of Agbonifoh et al. (2007), who disclosed that, there are several consumer associations such as: Consumer's Club of Agwu. Consumers Association in Lagos, Tenant association, the Enugu Consumer Movement, whose activities have been limited to their local bases and have not

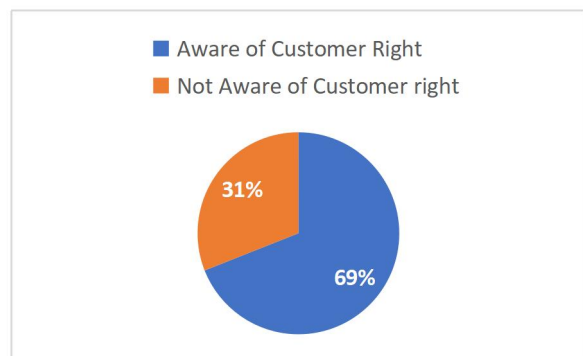been able to embark on nor receive sufficient publicity.

Table 3, shows the cross-tabulation of the type of pharmacy store the respondents patronize and the reason for patronage. It was observed from the result of the analysis that from the total population of 104 respondent, 50(48.1%) of the respondents claimed that they only patronize the big pharmacy stores, 33(31.7%) of respondents patronize the patent medicine stores while the remaining 21(20.2%) claimed that they patronize both the big pharmacy stores and patent medicine stores. Meanwhile, majority 29 (58%) out of the 50 respondents who patronize only the big pharmacy stores agreed that they patronize those stores because, their drugs are cheaper, they do not sell expired drugs, they hardly sell fake drugs, they change drugs if the drugs are returned to them with receipt and they sell

Fig. 2. Respondents' Awareness of customers Right Under consumers Law Source: Field Work, 2019

drugs by following strictly to prescription. While 22(66.7%) of the 33 respondents that patronize the patent drug stores stated that they patronize the stores because they are easily accessible. This result shows that reason while people go for patent medical store is majorly accessibility. The result is in disagreement with the assertion of Bello, Suleiman and Danjuma (2012) who disclosed that, rather than making purchases from major importers or dealers where the warranty of manufacturers will be more probably honoured, many consumers in Nigerian purchase from small time dealers that may not be disposed to exchange of goods, offering refunds, or make available post-purchase services when the goods may have gone through a chain of middle men before reaching such dealers.

Table 3: Reasons for patronage * Type of drug shop Customer Patronize Cross-tabulation

Reasons or patronage	Type of drug shop Customer Patronize			
	Big pharmacy stores only	The patent medical stores only	Both the pharmacy and patent medical stores	TOTAL
Their drugs are cheaper	1	6	0	7
They do not sell expired drugs	1	0	0	1
They hardly sell fake drugs	9	1	0	10
They change drugs if the drugs are returned to them with receipt	4	2	1	7

They sell drugs following strictly to prescription	6	2	3	11
All of the Above	29	0	0	29
Easily Accessible	0	22	17	39
Total	50	33	21	104

Source: Field Work, 2019

REASONS FOR RETURNING DRUG TO PHARMACY STORES

Table 4, shows the reason why those respondents that patronized pharmacy stores returned drugs to the stores. The result disclosed that, the most highly ranked reason for returning drugs to the pharmacy stores is because the dosage of the drug was changed by the by the doctor. The mean average for this reason was 4.03, followed by the drug is no longer required due to some reason, with mean average of 3.63. The least reason for returning the drugs was because the they were given drug different from the brand name they asked for (eg, given Chi Paracetamol instead of Emxor paracetamol etc), followed by the drug had expired. This implies that the big pharmacy stores hardly sell expired drugs and they exchange drugs returned for the sake of unsatisfied brand names.

TABLE 4: REASONS FOR RETURNING DRUG TO PHARMACY STORES

	VH	H	M	L	VL	MEAN	RANK
The drug had expired	2	3	10	42	14	2.11	3
The dosage of the drug was changed by the by the doctor.	30	19	15	7	1	4.03	1
The drug is no longer required due to some reason e.g. Death of patient	23	19	13	12	4	3.63	2
You were given drug different from the brand name you asked for (eg, given Chi Paracetamol instead of Emxor paracetamol etc)	1	4	2	23	41	1.61	4

Source: Field Work, 2019

REASONS FOR RETURNING DRUG TO THE PATENT MEDICAL DEALER

Table 5, shows the reason why those respondents that patronized patent medicine stores returned drugs to the stores. The result disclosed that, the most highly ranked reasons for returning drugs to the patent medical stores were because the drug had expired and the respondents were given drugs different from the brand name they asked for (eg, given Chi Paracetamol instead of Emxor paracetamol etc), The mean average for these reasons were 4.0. The least reason for returning the drugs was that the drug is no longer required due to some reasons e.g. Death of patient etcetera, followed by the dosage of the drug was changed by the doctor. This means that the respondents that patronize the patent medical stores are more prone to purchasing expired drugs and being given drugs with another brand name from that being asked for by the respondents.

TABLE 5: REASONS FOR RETURNING DRUG TO THE PATENT MEDICAL DEALER

	VH	H	M	L	VL	MEAN	RANK
The drug had expired	23	20	1	8	2	4	1
The dosage of the drug was changed by the by the doctor.	14	10	10	5	15	3.06	2
The drug is no longer required due to some reasons e.g. Death of patient	9	11	9	19	6	2.96	3
You were given drug different from the brand name you asked for (eg, given Chi Paracetamol instead of Emxor paracetamol etc)	22	21	4	3	4	4	1

Source: Field Work, 2019

Cases of report to consumer protection agency

Figure 3 shows that majority (81%) of the respondents claimed that they have not in any case reported their issues with pharmacy/patent medical stores to consumer protection agency before.
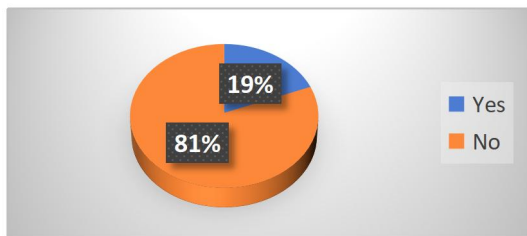

Fig. 3. Cases of report to consumer protection agency
Source: Field Work, 2019

Limitation as regarding taking Legal action on Consumer Protection

Table 6, present the responses of the respondent on a liker scale on the major limitations the respondents faced and the reasons why they did not take a legal actions as regarding consumer protection on drug purchase and issues of non-conformability of drugs with the prescribed and from the mean rank analysis which place opinion of the respondent on rank based on the respondent perspective it shows that the major reason why respondent refused to report to consumers protection agency include:

consumers not Knowing how to go about it, consumers prefers to rather bear the loss for fear of police case coming up and in Nigeria, both the accused and the person accusing a culprit suffer in police hands, therefore the consumers do not therefore report the cases and lastly, fear of financial implication of pursuing the case as this were ranked first, second and third respectively. This result is in agreement with the assertion made by Monye (2005), Eze, Nkamnebe, Idoko and Kalu (2009), Eluwa and Nwobodo (2010), Al-Ghamdi et al. (2007), Halliru (2012), Halliru (2012), Bello, Suleiman and Danjuma (2012) and Ndubisi, Anyanwu and Nwankwo (2016) that, consumers are in dangerous position of being freely exploited without difficulty by providers of services and producers of goods because, they hesitate to report cases of violation against marketers and manufacturers as a result of unnecessarily rigid judicial system that shields the marketers and manufacturers, ignorance, lack of customer awareness, low level of literacy, and education of the market transactions, high poverty rate judicial stress occasioned by the rigid compliance to strict legal rules by the judiciary, even when dealing with losses suffered in trade relations or transactions or customers' disgruntlement with providers or producers of services and goods.

Also, the attitude of non-commitment from the government towards protecting the rights of consumers even when the CPA act recognized the rights of consumers, does not precisely make provisions for these rights as they are only implied and subsumed into the functions of the council and the state committees by the act. Moreover, consumers do not take time to study the labels and products before buying and as a result, they seldom have full information about the products they buy, and even when they try to study the labels, the languages or terms used to describe the products particularly pharmaceutical products are too technical for them to understand let alone pursue cases against marketers and manufacturers. In consequent, there is absence of litigations against producers and sellers even in cases of apparent infringement of consumers' rights. In addition, the result is in agreement with the disclosure made by CPC Act 25 of 2004 that, consumers have no adequate time to complain nor go to court, they are listless about their predicaments, maybe due to their lack of awareness of the laws meant to protect them and as a result this leads to lack of litigations and consumerism against sellers and producers and even when cases of apparent infringement on the rights of consumers exist. Likewise, Bello, Suleiman and Danjuma (2012) assertion that consumers in Nigeria are incessantly abused and they have persisted remained expressionless to the several forms of trade misconducts of these sellers and producers.

Table 6: Limitation as regarding taking Legal action on Consumer Protection
Source: Field Work, 2019

Reasons	Very High	High	Mode rate	Low	Very Low	MEAN	RANK
Fear of financial implication of pursuing the case	55	23	11	10	5	4.09	3
I have called a consumer protection agency several times but the phone was not picked	20	19	36	19	10	3.19	5
I have called a consumer protection agency before, the phone was picked but several questions were being asked until I ran out of credit and did not have money to buy more credit and waste it	18	22	25	31	18	3.2	4
I have reported to the consumer protection agency before, the agency picked up the case but I backed out when the case was getting too long since it was costing me a lot of money on transportation	16	19	33	16	30	3.05	6
I have reported to the consumer protection agency before, the agency picked up the case but could not win because there was not enough legal backing to win the case	1	8	15	30	50	1.85	9
I have reported to the consumer protection agency before and my money was paid back to me and the pharmacy got a lot of warning and was made to apologies	2	5	30	20	47	1.99	8
I have threatened to report my case to the consumer protection agency before and when the pharmacy heard about it, they quickly returned my money	10	11	33	40	8	2.7	7
I rather bear the loss for fear of police case coming up and in Nigeria, both the accused and the person accusing a culprit suffer in police hands. I did not therefore report the case	45	49	2	3	5	4.21	2
Not Knowing how to go about it	70	15	5	10	4	4.32	1

Conclusion

In this study, it was observed that a lot of consumers are aware of rights under the Federal Competition and Consumer Protection (FCCP) Act. and National Agency for Food, Drugs and Administration Control (NAFDAC) Act., they majorly patronize the big pharmacy stores because

they sell cheaper drugs, they hardly sell fake drugs, they change drugs if the drugs are returned to them among other reasons, rather than patronize the patent medicine stores. They however agreed that they mainly patronize the patent medicine stores due their easy accessibility. The study also revealed that the main reasons why respondents' return drugs to the big pharmacy stores is because the dosage of the drug was changed by the by the doctor or the drug is no longer required due to some reason, while the major reasons for returning drugs to the patent medicine stores are because the drugs had expired and the respondents were given drugs different from the brand name they asked. Furthermore, majority of the respondents claimed that they have not in any case reported their issues with pharmacy/patent medical stores to consumer protection agency before for the following reasons: the consumers do not know how to go about it, they prefers to rather bear the loss for fear of police case coming up because in Nigeria, both the accused and the person accusing a culprit suffer in police hands, and fear of the financial implication of pursuing the case.

RECOMMENDATIONS

The paper therefore recommends that, the Nigerian consumers should be more informed about their rights under the Federal Competition and Consumer Protection (FCCP) Act and National Agency for Food, Drugs and Administration Control (NAFDAC) Act., while the Consumer Protection Council and other consumer protection agencies endeavour to enforce these rights. A more explicit, effective and all-inclusive legal implications on consumer protection that firmly stipulates consumer rights, both ethical and legal obligations of pharmacy/patent sores should be enacted and specifically emphasized rather than being merely imbibed in the Act. Furthermore, efforts should be strengthened on educating the consumers in order to have more knowledge on how to report, where to report, what prove to gather on issues relating to their abuse, and establish more effective consumer protection agencies closer to these consumers to aid and ease their reporting and pursuing cases of abuse in court.

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CHALLENGES ENCOUNTERED BY STUDENTS IN THE ACQUISITION OF ENTREPRENEURIAL SKILLS IN HOME ECONOMICS EDUCATION IN BENUE STATE UNIVERSITY, MAKURDI

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ABSTRACT

The study investigated the challenges encountered by students in acquiring entrepreneurial skills in Home Economics Education (HEE) in Benue State University, Makurdi (BSU). The study used survey design. The population consisted of 80 students in the HEE section of Department of Vocational and Technical Education, Benue State University, Makurdi Nigeria. The sample size was 38 students who are in the final year class. Research questions were analyzed using mean and standard deviations and hypotheses were tested using t-test. The study found no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. Similarly, no significant difference was found between male and female students perception on the personal based challenges. Also, the study found no significant difference between male and female students perception on the lecturers based challenges encountered. It was concluded that the challenges are capable of impeding the acquisition of entrepreneurial skills in HEE and should be addressed headlong. Recommendations include, the need to increase funding of Home Education programme, intensification of academic-industry collaboration in HEE and training and retraining of lectures.

Key words: *Challenges, Acquisition, Entrepreneurship, Entrepreneurial skills, Home economics education*

1.0   Introduction

The functionality of educational programmes is important especially in this 21st century. This is due to efforts that are geared towards attaining Sustainable Development Goals (SDGs) in areas such as poverty reduction and employment generation in addition to eradication of illiteracy. Home Economics happens to be one educational programme that its functionality is not in doubt. This is the field of study that teaches skilled areas; it combines knowledge from various areas with labour skills to provide the individual and family's livelihood. Home Economics is a type of vocational education that focuses on developing skills, abilities, understanding, attitudes, work habits, and appreciation, as well as providing workers with the knowledge and information they need to begin and advance in their careers (Iyam & Bessong, 2019). Home Economics is taught in Nigeria at the primary, secondary and university levels of education. A well-balanced Home Economics Education programme should educate students for life and living by assisting them in becoming self-sufficient members of society, thereby allowing them to play an important role in the nation's industrial world as well as the crucial duty of homemaking (Uwameiye, 2019). Home Economics is a skill-based field that encourages practitioners to be entrepreneurial.

Entrepreneurship entails being creative and innovative by mobilising resources to start and operate a business. It is defined as the knowledge, skills, and mind set required to create jobs by creating and launching new businesses (Anerua & Obiazi, 2011). The entrepreneurial skills in a person enables him or her to creatively utilize available opportunities within the environment to bring out something new or improve on the existing one.

Thus, entrepreneurial skills are those mental and physical efforts deployed for the development of a new product (Akpan, Unung & Usoroh, 2014). According to Anyakoha (2009), entrepreneurial skills include among others initiative, innovation, technical skill, creativity, and handiwork. Akunnaya (2012) however sees entrepreneurial skills as those that allow a person to maximize the resources available to him within the boundaries of his capabilities. Ahmed (2018) identifies entrepreneurial skills to include innovation, creativity and foresight skills. The ability to utilise resources within an individual's talents and provide something new in form of goods and services for the satisfaction of human needs is regarded as entrepreneurial skills.

A blend of Home Economics and entrepreneurship skills should enable a graduate of HEE to be self-employed all things are being equal. However, the acquisition of entrepreneurial skills in HEE in tertiary institutions has been challenging as well. It is in view of the above that this study was carried out to investigate the challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Statement of the Problem

The need to equip graduates with relevant skills for self-reliance has become critical in Nigeria as a result of the country's current unemployment problem. Unemployment among Nigerian graduates is very high. The graduates leave the university with little or no hope of securing any job for many years. In HEE there are diverse areas which are the courses that students are exposed to which culminate into entrepreneurial skills that they can make careers from or become self-reliant. Uwameiye (2016) states that it is common knowledge that vocational disciplines are the only ones that can teach practical skills to their students. Thus, Iyam *et al* (2019) maintain that as a skill oriented

subject, Home Economics possesses the potential of equipping the learners with manipulative skills which enable a student to be self-employed thus reducing the problem of employment in the country. However, as good as this may seem, graduates from HEE still seek for jobs rather than creating jobs. But, one observed that there are challenges which students face in the course of acquiring entrepreneurial skills in HEE that many hamper any meaningful efforts in utilising the knowledge for self-reliance.

Although, prior researchers such as Uwameiye (2019), Iyam *et al* (2019) and Ozoemena (2013) have investigated in this direction, there as gaps that exist that still need further research. Some of the studies are based on specific States of the federation or institution and may not be generalised given the specific circumstances of each state or institution thus warranting the conduct of similar research in another State and institution. Other studies dwell on vocational and technical education (VTE) in general of which some challenges may be specific to a particular area. It is in view of the above that the researchers decided to investigate into the challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Objectives of the Study
The main objective of the study is to investigate into the challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. The specific objectives are;
i. To ascertain the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.
ii. To determine the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.
iii. To ascertain lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Research Questions
i. What are the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?
ii. What are the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?
iii. What are the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?

Research Hypotheses
i. There is no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.
ii. There is no significant difference between male and female students perception on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.
iv. There is no significant difference between male and female students perception on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

2.0   Review of related Literature
The concept of entrepreneurship is not new in the contemporary world; it is about being innovative in any venture. It is used to describe the creative, innovative, risk taking and organisational process and functions of individuals who initiate, run and nature a business venture. (Onmonya, 2011). An entrepreneur refers to the person who takes the initiative and creativity to set up an enterprise while the process of undertaking a business venture is entrepreneurship.

Entrepreneurship skill acquisitions are trainings that an individual receives in preparation for owning a firm (Uwameiye, 2019). An individual's learning and training that enables the person to start and own a business is referred to as entrepreneurial skills acquisition. Home Economics is a skill-based discipline that encourages practitioners to start their own businesses. Students are exposed to skills in a variety of areas in HEE, which they might use to start a profession or earn a living (Uwameiye, 2019). Anyakoha (2015) identifies entrepreneurship opportunities in home management in clothing, food, housing and child care. Thus, in the study of child development a graduate can start and run a crèche, produce children's toy and can establish and run a nursery school. In the study of nutrition, a graduate can start and operate a restaurant, fast foods, bake and sell cakes. The knowledge from clothing will enable a graduate to establish and operate enterprise in tie and dye, laundry and dry cleaning, sewing or tailoring, interior decoration and event management.

There are a number of challenges identified in the literature that students encounter in entrepreneurship skills in HEE in particular and VTE in general. HEE is faced with acute shortage of skilled teachers at all levels of education especially at the University level (Oguntuyi, 2013). Ekpenyong (2008) highlights a shortage of suitable training facilities, stating that nearly half of Nigeria's VTE institutions have failed to reach approved national criteria. According to Ozoemena (2013) basic facilities such as furniture among others are not available in many institutions. Amoor (2008) identifies inadequate funding of VTE programmes. This challenges are capable of affecting students' perception and performance in entrepreneurial skills acquisition in HEE.

The theory that underpins this study is the cognitive theory. Cognitive learning theory occupy a unique position in history because the theory investigate the fascinating depths of the mind from a process perspective. The theory is credited to Jean Piaget following his theory of cognitive development in 1936. According to the theory the way one sees, organizes, stores, and retrieves information determines one's ability to learn. Problem-solving and the ease of storing and retrieving knowledge for application are the primary focuses. This theory is linked to this study because the decision to pursue an entrepreneurial career path is a deliberate and planed activity that comes from ones cognitive abilities.

Empirical studies reviewed include, Uwameiye (2019) who investigated into students challenges in entrepreneurial skills acquisition in HEE in Edo and Delta State of Nigeria. The research design adopted was survey. 82 students who were in their final year in tertiary institutions were selected for the study. Data were obtained using structured questionnaire. The mean and rank order was used in analysis. Findings revealed that the time allotted for practical courses and facilities available were inadequate and resources for learning were obsolete. Students' personal challenges included low interest in HEE, high financial demand, no proper motivation to acquire entrepreneurial skills in Home Economics. Teacher challenges included uninteresting teaching methods, use of archaic lecturer methods, and use of lecture methods to teach practical courses. The institutions investigated were in South – South geo-political zone (Edo and Delta state). There is the need for a similar study in another state in another geo-political zone. Also a more robust method of data analysis may be used.

Kantiok (2020) assessed awareness and career motivation for entrepreneurship practice in clothing and textiles. The researcher designed adopted for the study was survey and questionnaire was used to collect data from the respondents. The data

were analysed using percentage and frequency counts while simple mean was used for analysis. The results showed that the respondents have a fair knowledge of the entrepreneurship opportunities available in Home Economics. The average level of awareness was 42% and many of the respondents would like to take up entrepreneurship in clothing and textiles if the motivating factors are put in place.

Iyam *et al* (2019) studied the relevance of Home Economics sewing skills acquisition as a tool for sustainable economic development. Quantitative and qualitative research methods were employed and questionnaires and interviews were used in collecting data from 210 Home Economics students in University of Calabar. Data generated were analysed with the aid of SPSS version-20 where chi-square was used to test the hypothesis. The study results showed that sewing skills has the capacity to establish them after graduation and also admitted the difficulties they encounter which has to do with unwillingness to partake in the sewing practical as a result of difficulty to comprehend the process. The study did not dwell much on the challenges encountered by students in the acquisition of entrepreneurial skills in HEE and covered only sewing skills acquisition.

Eme and Nomeh (2015) investigated into entrepreneurship as a tool for providing desirable attitude and skills for home economics students in tertiary institutions in Anambra State. The work adopted a descriptive survey. Population of the study was 290 students. Data were analysed using weighted mean and presented in tabular form. The major findings as revealed by the results showed that Home Economics provides entrepreneurship skills for its students in tertiary institutions. The result also revealed that Home Economics is a course basically centered on skill acquisition and self-reliance as it gives the learner the opportunity to experience its skilful areas such as cake making, catering services,

weaving and looming, bead- making, clothing construction and soap production. This study is a related study but do not cover the challenging aspects of acquiring entrepreneurial skills in HEE.

Daluba and Odiba (2013) evaluated entrepreneurship skills development in students of VTE programmes in Kogi state. Data were collected from 99 lecturers and instructors of five departments that offered VTE in Colleges of Education in the State. Mean and standard deviation were used to analyse research questions and hypotheses tested using t-test. Students of vocational and technical education were found to require entrepreneurship abilities such as creativity, innovation, practicality, communication, administration, and others in order to be self-employed, according to the study.

3.0   Methodology

The research design used was the survey research design. The population of the study consisted of 80 students in the HEE section of Department of Vocational and Technical Education, BSU. The sample size was 38 students (30 female and 8 males) who are in the final year class. They were purposively selected because they have been exposed to Home Economics subjects more than the other classes and now that they are in the final year they are likely to be thinking of what they will encounter after graduation.

The researcher used a 21- item structured questionnaire titled Challenges Encountered by Students in the Acquisition of Entrepreneurial Skills in Home Economics Education (CESAESHEEQ). The questionnaire was developed from an extensive literature review relevant to the research questions and hypotheses. The questionnaire was divided into three sections A – D and covered all the objectives and hypotheses of the study. The instrument had some items on a five-point Likert scale with Strongly Agree (SA) = 5points; Agree (A) = 4points; Strongly Disagree (SD) = 3points

and Disagree (D) = 2point, Undecided (UD) = 1point.

Research questions were analyzed using mean and standard deviations. A criterion mean value of 3.0 was considered as an acceptance level, while any value less than 3.0 was considered unacceptable. This was based on the five-point Likert scale. Hypotheses were tested using t-test. Data obtained from the administration of the instruments were computed with the aid of Statistical Package for Social Sciences (SPSS) version 21.

4.0 Results
Research question 1
What are the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?

Table 4.1: Institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

S/no	Institutional based challenges	Mean	Standard Deviation	Remarks
1	Insufficient training facilities	4.63	.96	Accepted
2	Inadequate Laboratories	4.40	1.10	Accepted
3	Lack of modern equipment	4.33	1.15	Accepted
4	Inadequate practical sessions	4.30	1.15	Accepted
5	Inadequate power supply	4.20	1.06	Accepted
6	Inadequate skills content in the curriculum	3.73	1.28	Accepted
7	Lack of conducive learning environment	3.65	2.30	Accepted

The result of respondents' views on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU is shown in Table 4.1. Insufficient training facilities was highest with a mean of 4.63. This was followed by inadequate laboratories with a mean of 4.40 while lack of modern equipment follows with a mean of 4.33 and inadequate practical sessions had a mean of 4.30 among other challenges. The least was lack of conducive learning environment with a mean of 3.73. The standard deviation of the challenges ranges from 0.96 to 2.30 indicating low variation in the responses among the respondents.

Research question 2
What are the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?

Table 4.2: Personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

S/no	Personal based challenges	Mean	Standard Deviation	Remarks
1	Lack of interest in Home Economics as a course	4.63	.96	Accepted
2	Lack of previous background in Home Economics	4.40	1.07	Accepted
3	Herculean task involved is discouraging	4.20	1.06	Accepted
4	Poor motivation	3.40	1.50	Accepted
5	Lack of creativity by some students	4.37	1.10	Accepted

| 6 | Financial constraints | 4.40 | 1.00 | Accepted |
| 7 | Lazy attitude of some students | 4.20 | 1.06 | Accepted |

The Table above shows respondents view on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. The mean response to each question shows that lack of interest in Home Economics as a course with a mean of 4.63 is the highest challenge. This is followed by lack of previous background in Home Economics and financial constraints with a mean of 4.40 each. Lack of creativity by some students had a mean of 4.37. The least challenge is poor motivation with a mean of 3.40. The standard deviation of the challenges ranges from 0.96 to 1.50 indicating low variation in the responses among the respondents.

Research question 3

What are the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU?

Table 4.3: Lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

S/no	Lecturers based challenges	Mean	Standard Deviation	Remarks
1	Lecturers poor lecturing abilities	4.47	1.01	Accepted
2	Lecturers poor attitude towards practical classes	4.47	1.01	Accepted
3	Lecturers poor attendance at lectures and practical session	4.47	1.01	Accepted
4	More attention is paid to theory than practical	4.33	1.09	Accepted
5	Modern learning facilities are not utilized in teaching	4.30	1.24	Accepted
6	Lack of entrepreneurial skills to serve as role models	3.77	1.22	Accepted
7	One lecturer handling too many courses	3.70	1.62	Accepted

The Table above shows respondents view on lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. The mean response to each question show that lecturers poor lecturing abilities, Lecturers poor attitude towards practical classes and lecturers poor attendance at lectures and practical session with a mean of 4.47 each are among those challenges that have the highest mean, while lack of entrepreneurial skills to serve as role models and one lecturer handling too many courses with a mean of 3.77 and 3.70 respectively are the least challenges. The standard deviation ranges from 1.01 to 1.62, this indicates low variation among the respondents view on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Test of Hypotheses
Hypothesis 1
H_{O1}: There is no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Table 4.4: T test result of no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Institutional based challenges	Equal variances assumed	1.451	.236	0.694	36	.492
	Equal variances not assumed			.738	12.041	.474

The above Table shows result from the independent t test analysis. The result show that male and female students do not differ significantly on their rating of institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. Since $t_{36} = 0.694$, $p > 0.05$ we accept the null hypothesis and reject the alternative hypothesis, and conclude that there is no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Hypothesis 2

H_{O2}: There is no significant difference between male and female students perception on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Table 4.5: T test result of no significant difference between male and female students perception on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Independent Samples Test						
		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Personal based challenges	Equal variances assumed	3.519	.069	0.168	36	.867
	Equal variances not assumed			.201	14.625	.844

The above table shows result from the independent t test analysis. The result shows that male and female students do not differ significantly on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. Since $t_{36} = 0.168$, $p > 0.05$ we accept the null hypothesis and reject the alternative hypothesis, and conclude that there is no significant difference between male and female students perception on the personal based challenges encountered by

students in the acquisition of entrepreneurial skills in HEE in BSU.

Hypothesis 3
H$_{O3}$: There is no significant difference between male and female students perception on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Table 4.6: T test result of no significant difference between male and female students perception on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Lecturers based challenges	Equal variances assumed	1.983	.168	.540	36	.593
	Equal variances not assumed			.597	12.801	.561

The above table shows result from the independent t test analysis. The result shows that male and female students do not differ significantly on lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. Since t$_{36}$ = - 0.540, p > 0.05 we accept the null hypothesis and reject the alternative hypothesis, and conclude that there is no significant difference between male and female students perception on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU.

Discussion of Findings
The result of the analysis of research question one reveals that there is no significant difference between male and female students perception on the institutional based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. Institutional based challenges encountered by students in the acquisition of entrepreneurial skills in the University are insufficient training facilities, inadequate laboratories, lack of modern equipment, and inadequate practical sessions. Others include inadequate power supply, inadequate skills content in the curriculum and lack of conducive learning environment. The findings agree with Uwameiye (2019) and Iyam *et al* (2019) who found in their studies that the time allotted for practical courses and facilities available were inadequate and resources for learning were obsolete among the challenges that emanates.

The findings on research question two revealed that there is no significant difference between male and female students perception on the personal based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in the University. The personal based challenges include lack of interest in Home Economics as a course, lack of previous background in Home Economics, herculean task involved is discouraging, poor motivation, lack of creativity by some students, financial constraints and lazy attitude of some students. Herculean task involved in learning certain skills in areas such as clothing and textile and nutrition is discouraging to some students. This is

couple with financial constraints due to high cost of materials involved in certain Home Economics task and lack of motivational strategies that should stimulate a learner. This agrees with the findings of Uwameiye (2019), Kantiok (2020) and Iyam *et al* (2019) who found among the challenges to include low interest in HEE, high financial demand, no proper motivation to acquire entrepreneurial skills in Home Economics and that students would like to take up entrepreneurship in clothing and textiles if the motivating factors are put in place.

The result of the analysis of research question three reveals that there is no significant difference between male and female students' perception on the lecturers based challenges encountered by students in the acquisition of entrepreneurial skills in HEE in BSU. The lecturer based challenges some lecturers' poor lecturing abilities, poor attitude towards practical classes, poor attendance at lectures and practical session and more attention paid to theory than practical. Others include lack of utilization of modern learning facilities in teaching, some lecturers lack entrepreneurial skills themselves to serve as role models to the students and due to shortage of Home Economics lecturers one lecturer do handle may courses. This is capable of causing boredom on the part of the lecturer and students. The finding is in line with the study of Uwameiye (2019) who identified uninteresting teaching methods, use of archaic lecturing methods, and use of lecture methods to teach practical courses among other lecturer based challenges.

5.0   Conclusion and Recommendations

The acquisition of entrepreneurial skills in HEE by students is very important. It will aid the students to be self-reliant especially upon graduation. This is however impeded by challenges the students encounter which are institutional based challenges, personal challenges of the students and lecturers based challenges. These major challenges need to be addressed headlong if the introduction of entrepreneurship education into the school system in general and in HEE in particular is not to be derailed.

Therefore, the following recommendations are made:

i.   Increase funding of Home Economics Education programme. There is need to increase the funding from both internal and external sources. Being a course that is entrepreneurial in nature, the department of VTE itself could be entrepreneurial by producing and marketing the products and services that these students are to learn from and the proceeds channelled to funding HEE programme. External sources of funding from TETFUND should also be utilised for HEE.

ii. Intensify pursuit of academic-industry collaboration in HEE. This can be achieved through solicitation for sponsorship of HEE programmes from corporate bodies especially those in the hospitality industry, search for grants by researchers in the field and improved Students Industrial Work Experience Scheme (SIWES) linkage for students.

iii. Training and retraining of staff. If the challenges especially those that are lecturers based are to be mitigated, they have to be trained and retrained in modern methods of teaching especially using new technologies as well as sponsorship to mandatory continuing education programmes of professional bodies in Home Economics. In this way the lecturers may be kept abreast and not loss tract of current situations in the profession. This will also help improve networking among professional colleagues outside the institution.

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OKUN'S LAW AND THE ASYMMETRY OF ECONOMIC GROWTH IN NIGERIA

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ABSTRACT

The crux of this study is the evaluation of the asymmetric influence of the Gross Domestic Product in Okun's Law for Nigeria within the period 1986 to 2019. The study, in adopting the Vector Error Correction Model (VECM) and the Non-Linear Auto Regression Distributed Lag (NARDL), found out that while the Okun's law cannot be validated for Nigeria, negative asymmetric effect of economic growth exerts a greater influence on unemployment than its positive asymmetric effect. To this end, the study suggests the need for economic diversification and decimating infrastructural deficits, which has the capacity to reduce the negative economic growth effect on unemployment, and thus, translates to positive economic growth and reduced unemployment.

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1. Introduction

Tradeoffs exist between the basic Macroeconomic fundamentals such as inflation, unemployment, balance of payment and economic growth. The interrogation of interest for this paper is the unemployment-economic growth nexus as adumbrated through Okun's Law. In other words, the Okun's law is the theoretical anchorage of this paper. World Bank (2018) aptly captures unemployment as that component of labour force that are seeking for jobs, while economic growth is referred to as total goods and services captured in monetary terms that are produced in a country over a period of time, usually a year. In essence, it is the totality of output over a period measured in monetary terms (Andohol & Gisaor, 2017)

Okun's Law in the early 60's sought through empirical representation to show the relationship between unemployment and output growth using evidence from the United States of America (USA). Okun's prepositions outlined that given the period 1947 to 1960 of the USA, the dynamics of the unemployment-output growth nexus showed a negative relationship such that a statistical examination showed that if unemployment reduces by 1% it will lead to output growth of 3%. The import of Okun's law as articulated by Keynes (1935) that though the postulations of the law might not hold in its stringent form but that the law serves as an indicator, of how movement between unemployment and output can be observed, to assist in providing policy prescriptions towards solving them.

For the attainment of full employment, it means that unemployment is decimated to its minimum level to ensure spirited output growth over the period of analysis. In essence, unemployment relates to a nation's economic well-being by serving as an inhibitor to positive economic growth effects. To correct this distortion, it means that economic growth must be enhanced to provide activities that will reduce the pool of the army of unemployed.

Between the 80s and 90s, unemployment rate for Nigeria average about 4.5% (NBS 2020). This shoot up astronomically to about 17.5% by 1999 (NBS 2020). By the turn of the millennium until date unemployment rate has maintained a double-digit figure that has average about 13.5% over the period of study. The nature of unemployment is urban (with its open unemployment trait) and rural (with its disguised unemployment trait) in character, which has mutated from primary and secondary school leavers as noticed in the 60s and 70s to educated unemployed, in the post-SAP period. The quantity and quality of the army of unemployed labour, whose improvement in terms of size and skill, as structured by the government via development programmes overtime, have ranged from indirect and direct approaches to include the First, Second and Third National Development Plans from 1962 to 1985; Structural Adjustment Program (SAP) of 1986; Directorate of Food, Roads and Rural Infrastructure in 1987; National Directorate of Employment(NDE) in 1989; Better Life Programme (BLP) for Rural Women, Family Support Program (FSP), Family Economic Advancement Programme (FEAP), which trended until the late 90s; while from early 2000s to date, National Poverty Eradication Programme (NAPEP), National Economic Empowerment Development Strategy (NEEDS), 7-Point Agenda, Transformation Agenda, Social Investment Programs, were at the activity hub of tackling unemployment and providing job opportunities to the army of the unemployed.

An overview of post-independence Nigeria has reported that by the 70s economic growth grew at 6% traceable to the oil boom (NBS 2020), which ensured that despite the structural problems associated with the civil war, consumption, investment and industrial output were impressive, as such living standards were improved as well as

unemployment was not widespread. By the 80s, the economy shrunk significantly causing a recession at about -0.3% (NBS 2020). However, by the 90s the economy recovered and grew at about 4% annual growth (source?). By mid to late 2000s, the economy suffered recessions attributable to global financial crisis. This caused the economy to shrink at an average of -3.8% (NBS 2020). Nevertheless, it is note mentioning that from 2000 to 2019, there were sprouts in growth of the economy that average at about 2.8%. Summarily, the Nigerian economy has largely been unsuccessful in achieving desired growth that could not absorb the army of unemployed labour as required, since she became an exporter of oil. This is the rationale as argued by Nwokoma *et al.* (2014); Ogunyiola and Garba (2014) that the Nigerian economy has defied growth and development logic as propounded by Rostow (1960). Reasons attributable to this logic as explained by Dankumo *et al.* (2019) and Iwayemi (2006) include corruption, bad policies, insecurity, volatile and poor investment culture, slow sectoral transformation in industrial growth and development, high dependency ratio and deepening poverty trap, weak institutional framework.

Ever since then, in an effort to draw Okun's assertions to bear on country specific studies, cross-sectional panel of countries or regional data set by economists and policy makers have evolved a doctrine of wide range of divergent opinions. For Smith (1975), Gordon (1984),Weber (1995), Lee (2000),Oberst and Oelgemoller (2003), Ezzahidi and El Alaoui (2014) and Guisinger *et al.* (2015) have confirmed the existence of Okun's Law in contrast to Tingi and Lingi (2011), Habees and Rumman (2012), Zanin and Marra (2012), Bankole and Fatai (2013). But to Alhdiy *et al.* (2015), the existence of Okun Law is not that meaningful. Other studies such as Phiri (2018; 2015), Holmes and Silverstone

(2008), Knotek (2007), Moazzami and Dadgostar (2009) and Harris and Silverstone (2001) using modern econometric techniques do resolve on the propensity of asymmetric behaivour of the unemployment-output growth nexus in the short- and long-run. Further postulations by scholars such as Babalola *et al.* (2013), Dankumo *et al.*(2019) and Ihensekhien and Aisien (2018) have intuitively structured the discourse of the Okun's Law within the context of bi-directional causality between output and unemployment. Works on regional differences exist for the Okun's coefficient as located in Busetta and Corco (2012), Kangasharju *et al.* (2012). Further empirical works suggesting variations between the Okun's ratio is ascribed to Boulton (2010), Kitov and Kitov (2012). These mixed results that have ensured divergent opinions may have led Dankumo *et al.*(2019), Karim and Aomar (2016), Kargi (2014) to contend that variations in governance and structure of the domestic economy, different data periods and sets, variations of analytical methods may be responsible for the different results and opinions.

To this end, while taking cognizance of the divergent opinions as well as the evolving argument of the existence of asymmetric effects of economic growth on unemployment, it becomes pertinent to investigate these effects, taking evidence from Nigeria. To add, the reportage of these empirics suggest that asymmetric effects for country specific studies are peculiar to each country. It is to this connection that the study intends to complement literature in this regards, more so that to the best of the researcher's knowledge no work is situated within this context with evidence drawn from Nigeria. The remaining part of this study is structured as follows. Section 2 presents the empirical review. Section 3 details the methodology. The results of the study are presented in Section 4, while Section 5 concludes the study.

2. Empirical Review

Empirics in relation to Okun's law suggest that different periods, methods and data sets give divergent opinions. For instance, Bankole and Fatai (2013) uncovers invalidity for Okun's law unlike Amossoma (2013) for Nigeria that has represented a validity of the law. Again for others such as Habees & Rumman (2012) for Arabian Countries and Jordan, Lall, Jalil, & Hussain (2010) who examined Okun's relationship for some developing Asian countries reveals no absolute relationship between unemployment and growth. Tillmann (2010) show that Okun's Law is weak for some countries starting from 90's.

For some studies which show partial validity of the Law include Beaton (2010) for USA and Canada, Oberst & Oelgemoller (2013) for Germany and Hutengs & Stadtmann (2013) for Central and East Europe Countries. Further findings by Hutengs & Stadtmann (2013) show a strong validity for the law, amongst young population as against the old population in Euro zone.

Reports emanating from Zannin & Marra (2012) for Euro zone, Busetta & Corco (2012) for Italy, Kangasharju, Tavera & Nijkamp (2012), Cazes, Verick & Hussami (2011) for USA and EU and Gordon (2010 and 2011) for USA, Canada and Spain have suggested different coefficients for different countries at different time variations given regional differences. To add studies such as Boulton (2010) for 10 West Europe Countries, Andrei, Vasile & Adrian (2009) for Romania, Kitov (2011), Kitov & Kitov (2012) for developed countries, Huang & Yeh (2013), Mitchell & Pearce (2009) and Pierzioch, Rulke & Stadtmann (2011) for G7 countries have suggested different ratios other than those suggested by Okun's Law.

Further, reports on Okun's Law, in some instances have suggested a strong relationship unemployment and economic growth. Such studies include Ball, Leigh & Loungani (2013) for USA, Moazzami &

Dadgostar (2009) for 13 OECD countries, Lee (2000) for OECD Countries, Hopkin & Blyth (2012) for OECD, Sogner & Stiassny (2000) for 15 OECD countries, Herwartz & Niebuhr (2011) for EU countries, Huang & Lin (2008) for USA and Villaverde & Maza (2009) for Spain. Other country specific studies such as Bakas & Papapetrou (2012), Ibragimov, Karimov & Permyakova (2013), Giha, Leat & Renwick (2012), Mosikari (2013) and Tingii & Lingii (2011) have all suggested a strong validity for Okun's law.

The flurry of empirical literature on validity of Okun's law has provided pointers to the asymmetry effect of the law. Thus, modern econometric techniques have enabled the estimation of the asymmetrical frame of Okun's Law, which as observed by authors, that the linear frame of the Okun's Law is inconsistent with Keynesian principles. They argued that variations in output and unemployment differ depending on the phase of business cycle of an economy. Further, that the non-linearity of Okun's Law is consistent with the nonlinear Philip's curve, wherefore the tradeoff ratios, differ at different phases of the business cycle. Most recently, monetary policy stance advocates for asymmetry of variables given that linear based policy rules have the capacity of producing misleading results. The case made for nonlinearity of Okun's law is also structured in the ability of the nonlinear specification of the law, whose flexibility captures output cost that are cyclical in nature as well as precise enough for macroeconomic modelling. Yet other reasons validating the nonlinearity of Oku's law is in the propensity of job contracts, within heterogeneous firms, spurring asymmetry in unemployment. These views, as uncovered in the foregoing arguments, have ensured modelling in tandem with asymmetric frame of Okun's law. The foregoing arguments are documented in works providing the rationale for existences of such asymmetries include Shin, & Greenwood-Nimmo (2014), Shaling (2004), Filardo (1998), Palley (1993), Campbell &

Fischer (2000), Lang & De Peretti (2009), Lee (2000), Viren (2001), Harris & Silverstone (2001) for OECD countries, Crespo-Cauresma (2003), Holmes & Silverstone (2008) for USA, Phiri (2018) for Swazi Kingdom and Phiri (2015) for South Africa.

In conclusion, it is apt to summarize that empirical literature in validating Okun's Law suggest divergent results obtained from different country-specific, regional and cross-sectional studies, while using either output gap or unemployment gap given the bidirectional trade off of the Law, as well employing different data periods with different methodological approaches. This is confirmed from the empirics attached on appendix 1, 2, & 3.

A cursory observation of all these works has shown the absence of any work to the knowledge of the researcher that has examined the asymmetric nexus between economic growth and unemployment, while validating the okun's law for Nigeria. The rationale for country specificity as regards studies validating Okun's Law as provided by Zannin &Marra(2012), Busetta &Corco(2012) have suggested that time and country unique variations as well as regional differences have the capacity of providing different Okun ratios across countries. This has provided the gap for examining the extent which economic growth asymmetry affect the validation of okun's law in Nigeria.

3. Methodology

Given the ex-post facto research design, the study utilized the VECM(as suggested by Dankumo *et al.* 2019, Ihensekhien and Aisien 2018, Algheyisi 2015, Madito & Rhumaio, 2014, Anyanwu 2013 Babalola *et al.* 2013), who have intuitively structured the discourse of the Okun's Law within the context of bi-directional causality between output and unemployment) and NARDL methodologies for estimation. While the

VECM methodology is a system-based equation that require pre-testing for unit root, the NARDL method is a single reduced form equation that does not require pre-testing for unit root, but whose estimation must not be with series integrated of order 2 i.e. I(2). Additionally, the NARDL framework is must suited for non-linear trends with small and finite samples, while determining long run relationship through the Bounds testing of Cointegration. On the other hand, the cointegration relationship for the VECM model is better estimated from the first differenced Johansen Cointegration. Further, the VECM methodology utilizes the impulses responses and variance decomposition to better explain the short run dynamics and the better predictor of a variable of interest in the long run. The Lag Selection criteria is drawn to select the optimal lag for the representation of both the VECM and NARDL models specified for the study. The validation of results is ascertained via some Post diagnostic tests to include autocorrelation, variances or residuals, normality, and stability tests.

3.1 Model specification

There are two methods of specifying the Okun's Law as suggested by Okun (1962). These are the first difference model or the gap model. For this study, the first difference model is adopted following the works of Ihensekhien & Aisien (2018), Karim & Aomar (2016), Hilmer & Hilmer (2014) and Barreto & Howland (1993) which allude to its statistical simplicity of evaluating the variables directly from available empirical data. The first difference model estimates the relationship between the logarithm of actual observed growth domestic product(y) and the observed rate of unemployment (u). This is specified as:

$$ur_t - ur_{t-1} = \Omega_t + \omega(y_t - y_{t-1}) + \varepsilon_t$$

Where   is the change in the unemployment independently of change in growth, $\bigcirc$ is the Okun's coefficient and ε is the error term. Nevertheless, as the growth rate is a variable that tends to zero in eqn. (1) we have

$$\Delta \log (y_t) = \log (y_t/y_{t-1})$$

$$= \log (1 + g)$$

$$= \lim_{0} \{\log (1 + g)\} = g$$

Therefore, eqn. (1) becomes

$$\Delta ur_t = \Omega_t + \bigcirc g_t + \varepsilon_t \ldots\ldots\ldots(2)$$

Where;

Δur_t = change in unemployment rate at time t

Ω_t = intercept or the average economic growth of full-employment or potential output at time t

$\bigcirc$ = the Okun's coefficient given that $\bigcirc < 0$

g_t Or gdp$_t$ = growth rate at time t

ε_t = error term

$$-\left\{ \Omega \Big/ {}_{-\bigcirc} \right\} = \text{Rate of Output Ratio for}$$

stable unemployment rate
Re-specifying equations 2 into the VECM and NARDL format as eqn. 3 and 4 respectively we have,

$$\Delta ur_t = \Omega_0 + \sum_{i=1}^{p} \Omega_{1,i} \Delta ur_{t-i}$$
$$+ \sum_{i=0}^{p} \bigcirc_{2,i} \Delta gdp_{t-i}$$
$$+ \Psi ECT_{t-1} + \varepsilon_t$$

$$\} \ldots\ldots\ldots (3)$$

$$\Delta gdp_t = \delta_0 + \sum_{i=1}^{q} \delta_{1,i} \Delta ur_{t-i}$$
$$+ \sum_{i=0}^{q} \eta_{2,i} \Delta gdp_{t-i}$$
$$+ \Phi ECT_{t-1} + \mu_t$$

$$\Delta ur_t = \omega_0$$
$$+ \sum_{i=1}^{n} \omega_{1i} \Delta ur_{t-i}$$
$$+ \sum_{i=0}^{n} \omega_{2i} \Delta gdp_{t-i} - \sum_{i=0}^{n} \omega_{3i} \Delta gdp_{t-i}$$
$$+ \gamma_1 ur_{t-1} + \gamma_2 gdp_{t-1} - \gamma_3 gdp_{t-1}$$
$$+ \rho_1 ECT_{t-1}$$
$$+ \mu_{1t}$$

$$\tag{4}$$

Where;
GDPt = Gross Domestic Product (GDP) measured in current US\$
UR = the unemployment rate (UR) measured in percentages
Both variables are sourced from 2019 World Development Indicators

4. Results and Discussions
Descriptive Analysis
Observations on table 1 show that for the period 1986 to 2019, Gross Domestic Product (GDP) measured in current US\$ averaged US\$248billion, as it peaked in year 2014 at about US\$660billion, while also recording its minimum value in year 1994 at about US\$56billion. For the unemployment rate (UR), it has averaged at about 10.9% over the period 1986 to 2019. Its minimum and maximum value depicts 1.8% and 27.1% in the year 1995 and 2019 respectively.

Table 1: Descriptive Statistics of the study Variables		
Description	**GDP(Current US\$)**	**UR(%)**
Mean	248,000,000,000.00	10.90294
Maximum	660,000,000,000.00	27.1
Minimum	56,000,000,000.00	1.8
Jarque-Bera	4.31	2.044974
Probability	0.12	0.359699

Observations	34	34

Source: Author's Compilation

Unit Root Test

The ADF and KPSS unit root results reported in Table 2 show order of integration or absence of stationarity at order 1. This reveals that to avoid spurious results the differenced Vector Auto Regression model is estimated.

	ADF		5% Critical	KPSS		5% Critical	Order of integration
Variables	Levels	First difference		Levels	First difference		
GDP	-0.2648	-5.8436*	-2.9571	0.5793	0.2865*	0.4630	I(1)
UR	-0.9887	-4.9487*	-2.9571	0.6008	0.0926*	0.4630	I(1)

Table 2: Unit Root Tests Results

Note: *Prob. < 0.05 to indicate absence of Unit Root.

Source: Author's Compilation

To also avoid an over parameterized model, which is likely to obtain spurious estimates, the study utilized the AIC lag order selection criterion, as presented in Table 3, to select an optimal lag structure of 3 in estimating the VAR model.

Table 3: VAR Lag Order Selection Criteria
Endogenous variables: UR LN_GDP

Lag	LogL	LR	FPE	AIC	SC	HQ
0	-138.36	NA	29.36352	9.055462	9.147978	9.085620
1	-63.4073	135.3979	0.302205	4.477888	4.755434*	4.568361
2	-60.4192	5.012220	0.324038	4.543175	5.005752	4.693963
3	-53.0310	11.43988*	0.263069*	4.324578*	4.972185	4.535682*

* indicates lag order selected by the criterion

LR: sequential modified LR test statistic (each test at 5% level)

FPE: Final prediction error

AIC: Akaike information criterion

SC: Schwarz information criterion

HQ: Hannan-Quinn information criterion

Source: Author's Compilation

To further check for whether a long run cointegration exists between the variables of interest the Johansen Cointegration Trace and Max Eigenvalue are estimated (see table 4)

Table 4: VAR Cointegration Test
Series: UR LNGDP

Unrestricted Cointegration Rank Test (Trace)			
Hypothesized No of CE(s) Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**

Hypothesized No of CE(s)	Eigenvalue			
None *	0.398317	16.29189	15.49471	0.0379
At most 1	0.001096	0.035090	3.841466	0.8514

Trace test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No of CE(s)	Eigenvalue	Max-Eigen Statistic	0.05 Critical Value	Prob.**
None *	0.398317	16.25680	14.26460	0.0239
At most 1	0.001096	0.035090	3.841466	0.8514

Max-eigenvalue test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

Source: Author's Compilation

The results in Table 4 show that there exists at least 1 cointegrating equation at 5% level of significance. This means both the Trace and Max Eigenvalue of the Johansen Cointegration test denotes that there exists a long run relationship between unemployment rate and Gross Domestic Product within the period selected for the analysis. The unit root test as further substantiated by the Johansen Cointegration test has shown that the VAR model to be estimated is the Restricted VAR or the VECM model, whose results and diagnostic tests are presented in Tables 5 and 6 respectively.

Table 5: Vector Error Correction Estimates	
UR(-1) = -112.5 + 4.76 LNGDP(-1)	
[-6.36191]	
Error Correction:	D(UR)
CointEq1	-0.673352
	(0.31173)
	[-2.16002]
R-squared	0.320832
Standard errors in ( ) & t-statistics in [ ]	

$$\Gamma \left\{ {}^{\Omega}\!\big/_{-\mathcal{O}} \right\} = \quad - \left\{ {}^{112.5}\!\big/_4 \right. =-\,23.6$$

Table 6: Diagnostic Test
VEC Residual Serial Correlation LM Tests
Null hypothesis: No serial correlation at lag h

Lag	Rao F-stat	df	Prob.
1	0.749586	(4, 38.0)	0.5645

VEC Residual Heteroskedasticity Tests
Null hypothesis: Presence of Homoskedascity

	Chi-sq	df	Prob.
	30.55017	42	0.9050

VEC Residual Normality Tests
Null Hypothesis: Residuals are multivariate normal

Component	Jarque-Bera	df	Prob.
	18.22662	4	0.0011

Source: Author's Compilation

A cursory look at Table 5 shows that the long-run Okun coefficient explains a percentage change in Gross Domestic Product leads to a 4.76% increase in unemployment, which is contrary to the a priori relationship of the law that stipulates a negative relationship between the unemployment-output growth nexus. This substantiate the argument that Okun's law does not hold for Nigeria within the period of analysis. This is in tandem with works for Nigeria such as Akanbi (2015) Bankole & Fatai(2012), Adenuga, Babalola & Saka(2013), Amassoma & Nwosa(2012) and Moosa(2008) for Morocco. However, Alyu (2012) for Nigeria found Mix results validating Okun's Law in the short run but a positive relation is validated for the long run.

Further, for unemployment to maintain a stable rate it means that gross domestic product should be reduced by 23.6%. This finding and representation is curious, as to which effect (positive or negative) is plausible to cause unemployment to maintain a stable rate, given the asymmetric effect of GDP on unemployment. To address this curiosity, estimated results are tabulated on table 9, which situates the crux and novelty of the study. To explain the short run estimates, the error correction dynamics, stipulates that in the event of a short run shock on the system, it will be corrected by 67.3% in the next period and unto the next for the dis-equilibrating shock to fizzle out, which ensures a return to stability in the system. The short run results for the VECM are better explained in the impulse response results depicted in Tables 7 and figure 2 respectively.
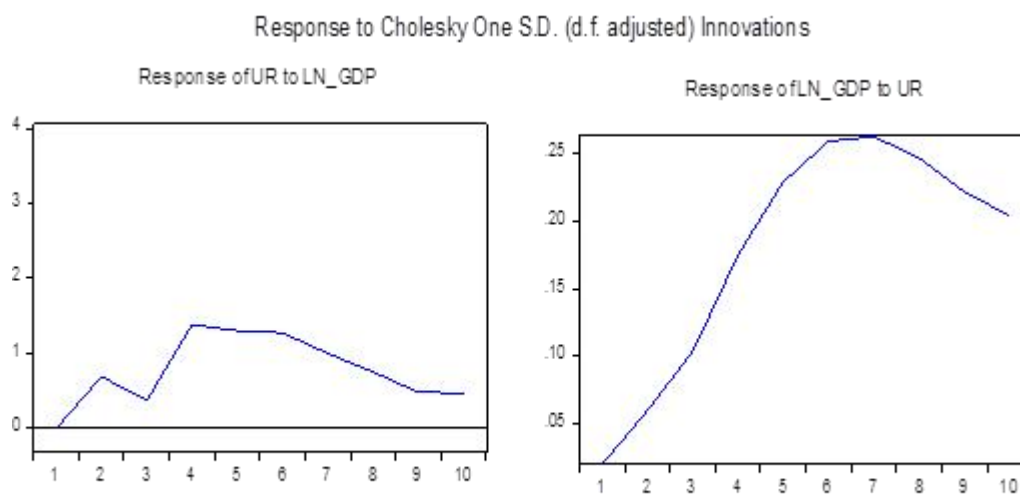

Fig 2: Impulse response Relationship between Unemployment and Gross Domestic Product

Table 7: Impulse Response Statistics

Period	Response of UR to LNGDP	Response of LNGDP to UR
3	0.373050	0.103995
6	1.276530	0.259205

10	0.473345	0.204032
Cholesky Ordering: UR LNGDP		
Source: Author's Compilation		

The Impulse response results in Table 7 following Cholesky ordering show that a one standard deviation or innovation in growth rate (LNGDP) leads to 0.37%. 1.27% and 0.47% temporal change in unemployment rate (UR) in the short term, medium term and long term respectively.

in the short term and medium term but starts declining in the long-run by 0.1%, 0.25% and 0.20% respectively. This substantiates that unemployment predicts growth rate more than growth rate predicts unemployment in Nigeria, within the period of analysis. The results of the variance

Table 8: Results of Variance Decomposition			
Variance Decomposition of UR:			
Period	S.E.	UR	LNGDP
3	6.200138	98.39838	1.601620
6	6.927745	87.79472	12.20528
10	7.356801	85.44670	14.55330
Variance Decomposition of LNGDP			
Period	S.E.	LNGDP	UR
3	0.220766	30.46161	69.53839
6	0.492862	67.99339	32.00661
10	0.753470	67.99245	32.00755
Cholesky Ordering: UR LNGDP			
Source: Author's compilation			

On the other hand, when the shock emanates from unemployment, growth rate though exhibiting a temporal characteristic explodes

decomposition in Table 8 further buttress this argument.

A cursory look at Table 8 shows that when decomposing the variances of unemployment rate (UR) for the short term, medium term and long term, own shocks for unemployment rate account for more of the variances at 85.4% than when they are traceable to economic growth rate with shocks at 14.6% respectively. The same scenario plays out when decomposing the variance of growth rate as its own variances or shocks are greater than the variances of unemployment rate, which is represented at 68% and 32% respectively. Nevertheless, the prominence in this analysis situates that unemployment better predicts economic growth rate than when economic growth rate is a predictor of unemployment.

The robustness test for the VECM as reflected in Table 6 shows the absence of autocorrelation and heteroscedasticity. Even though the results are not multivariate normal, they are considered tenable, given that normality is not a serious econometric problem to elicit spurious estimates (Gujarati & Porter, 2009), in the presence of stability test, which is presented in figure 3.
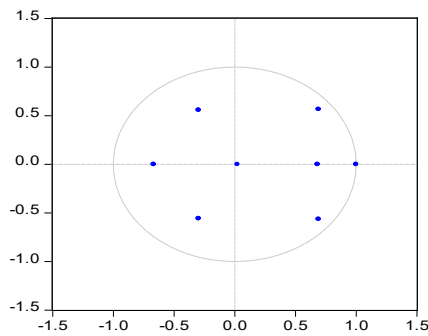
Fig 3: Inverse Roots of AR Characteristics Polynomial

The inverse roots of Auto Regression (AR) characteristics polynomial have shown all the points falling within the unit circle to depict stability of the parameter estimates. This further decimates the irrelevancy of the normality problem envisaged.

To connect to the issue of asymmetric or non-linear effect of the economic growth rate on unemployment as well elucidate on the finding that economic growth rate should be reduced to lead to a reduction in unemployment, the Non-linear Auto Regression Distributed Lag (NARDL) Model is estimated. The NARDL results and diagnostic tests are presented in Tables 9 and 10 respectively.

Table 9: Estimates of NARDL Model

Dependent Variable: D(UR)

Dynamic regressors (5 lags, automatic): LNGDP(POS) LNGDP(NEG)
Selected Model: ARDL(1, 5, 2)

Levels Equation

Variable	Coeff.	Std. Error	T-Stats.	Prob.
LNGDP_POS	-17.64	11.38	-1.55	0.1395
LNGDP_NEG	-115.7	60.30	-1.92	0.072
C	-89.85	49.44	-1.82	0.0868

ECM Regression

Variable	Coeff.	Std. Error	T-Stats	Prob.
UR(-1)*	-0.34	0.167	-2.06	0.0551
D(LNGDP_POS)	-3.71	9.73	-0.38	0.708
D(LNGDP_POS(-3))	39.46	10.22	3.86	0.0013
D(LNGDP_POS(-4))	25.57	10.85	2.36	0.0308
D(LNGDP_NEG)	-13.99	12.63	-1.11	0.2831
CointEq(-1)*	-0.34	0.079	-4.32	0.0005

Adjusted R-squared	0.45	
F-statistic	9.09	0.00006

Table 10: Diagnostic Tests for NARDL Model

Breusch-Godfrey Serial Correlation LM Test:

Null hypothesis: No serial correlation at lag h

Compt.	Value	df	Prob
F-stats	2.18	F(2,15)	0.15

Heteroskedasticity Test: Breusch-Pagan-Godfrey

Null hypothesis: Presence of Homoskedascity

Compt.	Value	df	Prob.
F-stats	0.68	F(10,17)	0.73

Jarque-Bera Normality Test

Null Hypothesis: Residuals are multivariate normal

Compt.	Value	df	Prob.
Jarque-Bera	6.36	4	0.04

Ramsey RESET Test

Null Hypothesis: No Omitted Variables

Compt.	Value	df	Prob.
F-stats	2.08	(1, 16)	0.17

Wald Test:

Null Hypothesis: C(4)=C(9)=0

F-Bounds Test		Null Hypothesis: No levels relationship			Compt.	Value	df	Prob.
Test Statistic	Value	Signif.	I(0)	I(1)	F-stats.	6.60	(2, 17)	0.008
F-statistic	3.97	5%	3.1	3.87				

Table 9 portrays the dynamic NARDL model at 5 lags with the optimum ARDL (1, 5, 2) model selected using the Akaike Information Criterion (AIC) as a justifying criterion. Based on the F-Bounds test value of 3.96 which lies above the I(1) value of 3.87, there is a long run form between the variables of interest. The levels equation or long run equation reveal a negative relationship of the positive and negative effects of growth rates on unemployment. However, the negative asymmetric effect is significant at 10% level of significance, while the positive asymmetric effect is not significant. This connotes that the negative asymmetric economic growth rate effect is what exerts influence on unemployment as against the positive asymmetric economic growth rate. A unit of negative economic growth rate or a period of recession increases do transmit an increase in unemployment by 115% given the period interval of the study. This has shown a correlation with studies such as Dankoma et al(2019), Yelwa, et al (2015), Ogueze & Odim(2015), Mosikari (2013) and Tingii & Lingii (2011) that have all suggested a strong validity for Okun's law. The unfolding dynamics has given credence to the earlier assertion of reducing growth rate, which in this case is negative economic growth rates or recession causes a decline in unemployment. To this end, for

unemployment to maintain a stable rate it means that negative or recessive gross domestic product (LNGDP_NEG) should be at $-\frac{-89.8}{-115.7} = \mathbf{0.78\%}$.

The short run asymmetric model or Error Correction Model (ECM) regression has shown that all the contemporaneous positive and negative economic growth rate asymmetries exhibit negative and insignificant relationship to unemployment rate. Nevertheless, lag effects of unemployment and positive economic growth rate asymmetry do significantly influence unemployment rate negatively and positively respectively within the period of the analysis. This means that the Okun law is not a short run phenomenon but a long run dynamic whose economic growth asymmetric influence is predicted more by the lagged effects and not the contemporaneous effects. This finding is authenticated by the Wald test whose F-stats of 6.6 and probability of less than 5% level of significance on table 10 show presence of long run asymmetry. Further discourse on the asymmetric variable, in this case the economic growth rate (LNGDP), to ascertain whether it is the positive or negative asymmetric effects of LNGDP that has greater influence on unemployment within the period of study, the plot is reflective on fig 4.
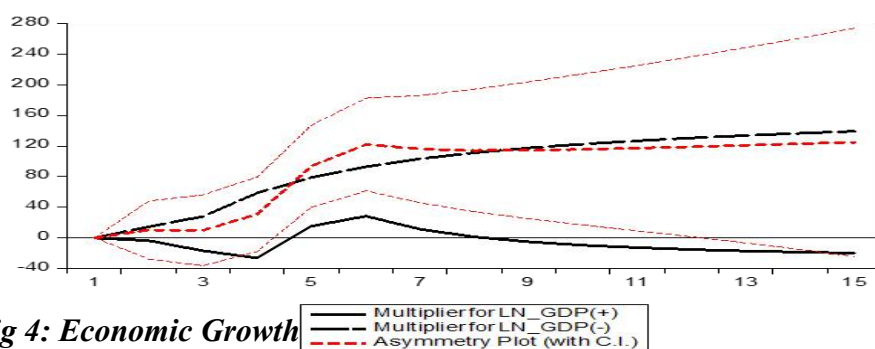

Fig 4: Economic Growth

A preview of fig 4 shows the existence of economic growth rate asymmetry, further buttressed by the significant Wald test statistic that has revealed long run asymmetry plot of economic growth rate impulses. The plot means that the negative multipliers of economic growth rate (indicated by the dotted black line), contributes more to the aggregated economic growth rate movements (dotted red line) in Nigeria, which in turn transmits to unemployment rate. In essence, the proportion, which negative economic growth rate multipliers, adds to the unemployment phenomena, far outweighs the proportion, which positive economic growth reduces unemployment rate in Nigeria. This explains why unemployment rate and economic growth rate are moving in the same direction.

The diagnostic tests of the NARDL model on table 10 reveal that though, the Jarque-Bera normality test are not residual multivariate normal, which as adduced elsewhere in this work as not a serious problematic in estimation. However, the test of serial correlation, heteroskedasticity and Ramsey Reset test for model mis-specification are appropriate and an indicator that parameter estimates have not yielded spurious coefficients. Further substantiating information to ensure that parameter estimates are stable and could be used for forecasting is provided in the Cusum and Cusum squared information elicited in fig 5
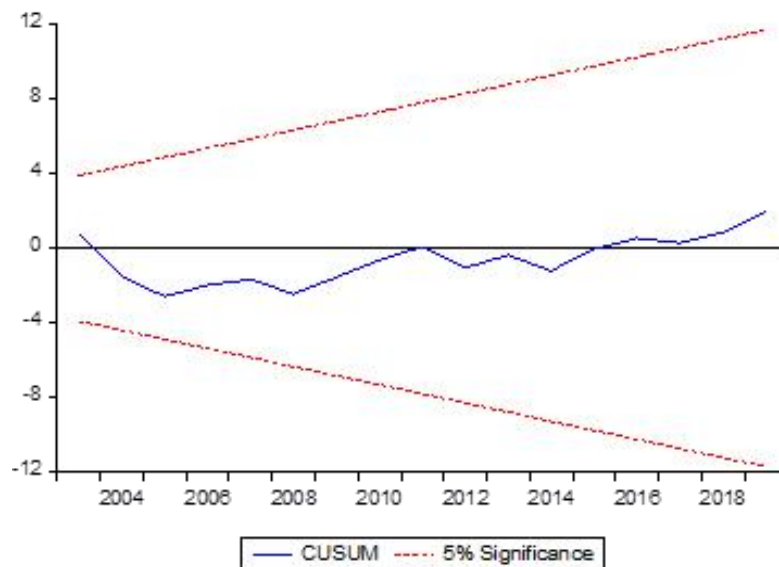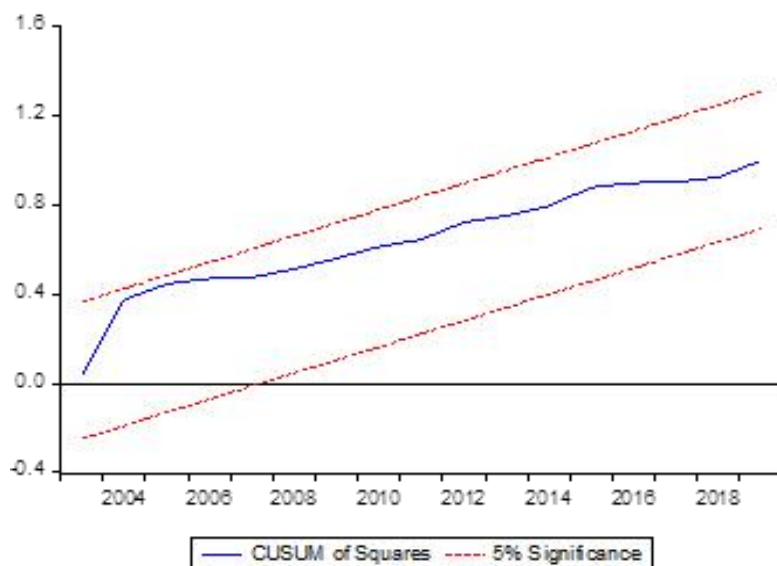
Fig 5: Cusum and Cusum of Squares for the NARDL model

Observation of Fig 5 shows that the model estimated is appropriate as the residuals trend within the 5% level of significance; as such, the tendency of residuals causing distortions on the model is highly unlikely.

Conclusion and Policy Recommendations

Okun's Law posit a nexus between change in unemployment rate and change in economic growth rate. That a 1% increase in economic growth transmits to a 3% reduction in unemployment. This means that the relationship of the change in unemployment- change in economic growth rate nexus is a negative phenomenon. However, specifically, commentators have alluded to the change in economic growth exhibiting a non-linear trend or asymmetric trait in recession (negative) and expansion (positive) that has the tendency to transmit divergent impulses on unemployment rate. To this end therefore, this study investigated whether Okun's Law is validated for Nigeria given the period 1986 to 2019, thereafter, disaggregating the economic growth rate into an asymmetric function to observe the nature and extent of the asymmetric effect on unemployment. The study utilized the VECM and NARDL methodologies to arrive at the following findings;

Okun's law cannot be confirmed for Nigeria given the period of the study

i. Even though, unemployment - economic qrowth nexus is a long run phenomenon, but the innovations or shocks to the system exhibit temporal changes as the system returns to equilibrium.

ii. Negative asymmetric effect of economic growth r exerts a greater influence on unemployment rate than the positive asymmetric effect of economic growth rate.

iii. Unemployment rate is a better predictor of GDP than GDP is of unemployment rate.

iv. Lagged effects of the unemployment rate-economic growth rate nexus rather than its Contemporaneous effects exert stronger influence in this relationship.

To this end, the study suggests the following recommendations;

i. Since the confirmation of Okun's Law becomes absent for Nigeria, given that unemployment and GDP are moving in the same direction, to cause a reversal of this situation, there is need to diversify into the real sector. This will improve GDP, while reducing unemployment as well as turning the curve from Nigerian's mono-economy to a diversified economy that is no

longer dependent on oil and its associated global vagaries.

ii. Strategic rather than tactical policies should be at the core of strategizing development and enhanced mechanics for the unemployment-economic growth nexus, given that this nexus is a long run rather than a short run phenomenon.

iii. To ensure a stable rate of unemployment, more so that negative asymmetry of GDP exerts more influence than its positive asymmetry, there is need to cause the reduction of the negative GDP asymmetric effect, by decimating infrastructural deficits. This has the capacity of precipitating positive GDP asymmetric effects, which is the trade off with its negative component. This reduction will spiral growth and reduce unemployment in the economy.

iv. To reduce unemployment and increase GDP substantially, given that, unemployment predicts GDP better than the reverse; the target should be towards labour productivity, which transmits to an enhanced GDP growth.

v. In considering, the restructuring of unemployment and growth enhancing policies, given that lagged effects rather than contemporaneous effects exerts stronger influence in the unemployment-economic growth nexus, policy makers should pay heed to historical or previous experiences of the existing policies more than the current experiences of these policies. This will guide towards re-engineering these policies for efficient and effective delivery.

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S/No	Authors	Specification and research methodology	Sample	Main results
		Appendix 1: Empirical Literature on Okun's Law		
	North Africa			
1	Furceri (2012)	Output-gap modeling. Regression in Static panel (MCO) and Dynamic panel (GMM)	Algeria 1980-2008	Validity of the law, but weakness in the Okun's coefficient (0.05). The dominance of low growth-jobs sectors and the rigidity of labour market institutions have a great impact on unemployment and its reaction to growth.
2	Driouche (2013)	Output-gap and differences modeling. Analysis of the cointegration (ECM)	Algeria 1980-2011	Lack of a cointegrating relationship between the unemployment rate and the growth rate.
3	Elshamy (2013)	Output gap modelling. Analysis of the cointegration (ARDL)	Egypt 1970 - 2010	The Okun's coefficient is negative and statistically significant with regard to the long and short term.
	The World Bank (2014)	Output-gap and differences modeling.	Egypt 2000q1-2013q1	Growth has a negative impact on the national and female unemployment rate. For men, the relationship is negative but not significant.
4	Alhdiy, Johari, Mohd Daud & Rahman (2015)	Differences modeling. Analysis of the Cointegration (ECM)	Egypt 2006q1-2013q1	The lack of long-term relationship between growth and unemployment is attributed to the dominance of capital-intensive sectors.
5	Ezzahidi & El Alaoui (2014)	Differences modeling.	Morocco 1999-2009	An additional point of growth makes decrease the rate of unemployment by 0.14%.
6	Bouaziz & El Andari (2015)	Output-gap modeling. Analysis of Cointegration (ECM)	Tunisia 1990q1 -2014q1	The Okun's law is valid in Tunisia, with a coefficient that is around -0.7.
7	Moosa (2008)	Output-gap modeling. Analysis of the Cointegration(ARDL)	Algeria/Egypt/Morocco/ Tunisia 1990-2005	The Okun's law is invalid for three reasons: the mismatch Algeria/Egypt/between labour supply and demand, the rigidity of the labour market insitutions, and the dominance of public, oil and gas and 1990-2005 mining sectors.
	Southern Africa			
8	Leshoro (2014)	Analysis of the cointegration (ECM)	Botswana 1980-2011	Presence of a negative relationship between employment and growth because of the dominance of the mining sector in national employment.
9	Ashipala & Eita (2010)	Output-gap modeling. Analysis of Cointegration (ECM)	Namibia 1971-2007	Absence of the relationship of Okun in Namibia. However, the growth of investment and the wages flexibility tend to reduce the unemployment rate.
10	Geldenhuys & Marinkov (2007)	Output-gap modeling.	South-Africa 1970-2005	Okun's law is valid in South Africa
11	Leballo & Moroke(2013)	Output-gap and differences modeling. Analysis of the cointegration (ECM)	South-Africa 1990q1-2013q1	The lack of causality between growth and unemployment in South Africa
12	Phiri (2014)	Output-gap and differences modeling. Analysis of the Cointegration(MTAR)	South-Africa 2000-2013	In the long term, growth may not reduce unemployment in South Africa.
	West Africa			
13	Baah & -Boateng(2013)	A Probit model on a cross section	Ghana 1991-2006	the importance of the low growth-jobs sectors reduce the intensity of economic growth in employment
14	Baah & Boateng -(2016)	Kapsos' employment elasticity (2005)	Ghana 2005 -2013	The weak growth in agriculture and services, coupled to the high growth of the mining and hydrocarbons, largely explains the weak unemployment to growth relationship
15	Bankole & Fatai (2013)	Output-gap and differences modeling. Analysis of the cointegration (ECM)	Nigeria 1980-2008	Okun's law is not valid in Nigeria.
16	Adenuga, Babalola & Saka (2013)	Output-gap and differences modeling. Analysis of the cointegration (ECM)	Nigeria 1980-2012	Okun's law is not valid in Nigeria
17	Akanbi (2015)	Output-gap and differences modeling. Analysis of the cointegration (ECM)	Nigeria 1985- 2010	Okun's law is not valid in Nigeria. However, the unemployment is negatively correlated with the foreign
	Source: Adopted from Karim & Aomar (2016)			

S/N	Names of Authors and Year of Studies	No. of Contries	Period	Dependent variable(s)	Independent variable(s)	Methodology	Okun's Coefficient Obtained
	Appendix 2a: Empirical Literature of Okun's Law						
1	Prachowny (1993)	1(United States)	1975Q1- 1988Q4	Output growth gap	Capacity utilization gap, Unemployment gap,labour supply gap and hours gap	OLS(first difference and production method)	-0.62 and -0.67
2	Weber (1995)	1(United states)	1948Q1- 1988Q4	Unemployment gap and output	Output gap and unemployment gap	OLS,ARDL, VAR and rolling OLS	-0.32, -0.22 and -0.26
3	Moosa (1997)	7(United States,France,Japan,United Kingdom,Canada, Italy and Germany)	1960- 1995	Unemployment gap	Lagged unemployment gap and Output gap	OLS ,rolling OLS and SUR	-0.49 and -0.09
4	Lee(2000)	16 OECD Countries and Germany	1955-2006; 1960-2006;1999-2006	Output gap	Unemployment gap	Panel Least Squares(PLS); First difference and HP Filter	-0.22
5	Harris & Silverstone(2001)	6(Canada, Japan, US,Australia,New Zealand and UK)	1978Q1- 1998Q3	Unemployment Rate	Output rate	ECM(first difference)	-0.09 and 0.5
6	Geldenhuys & Marinkov(2007)	1(South Africa)	1970-2005	Output gap	Unemployment gap	HP , BN and BP filters	-0.24, -1.09,-0.17 and -0.78
7	Amassoma & Nwosa (2013)	1(Nigeria)	1986-2010	Productivity growth	Unemployment, labour force, capital, inflation,government expenditure	Cointegration and ECM	1.12 and 1.35
8	Akeju & Olanipekun(2014)	1(Nigeria)	1980-2012	Unemployment gap	Output gap	Cointegration and ECM	0.097 and 0.069
9	Adachi (2007)	2(Japan and US)	1969- 2000	Output	unemployment	OLS(first difference)	-6.18 and -1.81
10	Tombolo & Hasegawa(2014)	1(Brazil)	1980Q1- 2013Q3	Unemployment	Output	OLS (first difference)	-0.1878
11	Kargi (2013)	34 OECD countries	1987-2012	Unemployment	Output	OLS(first difference)	-0.27
12	Boulton (2010)	10(eastern European countries)- Poland, Romania, Slovakia, Slovenia, Bulgaria, Czech Republic, Hungary, Latvia and Lithuania	1991-2008	Real GDP	Unemployment	OLS (first difference)	0.83, -4.2, -3.44,-4.54,2.71,0.26,-5.44,1.87 and -2.74
13	Madito & Khumalo(2014)	1(South Africa)	1967Q1-2013Q4	Economic growth rate	Unemployment rate	VECM(first difference)	-0.618
14	Ho(2002)	1(Macau)	1993-2001	Output	Unemployment	OLS(first difference)	-1.6951
15	Andrei (2009)	1(Romania)	24Q000 Q1-2008	Output gap	Unemployment gap	OLS	-0.493
	Source: Adopted from Ihensekhien & Aisien(2018)						

Appendix 2b: Empirical Literature of Okun's Law

S/N0	Names of Authors and Year of Studies	No. of Contries	Period	Dependent variable(s)	Independent variable(s)	Methodology	Okun's Coefficient Obtained
16	Hutengs & Stadtmann(2012)	Euro zone		Unemployment	GDP	OLS(first difference)	-0.034, 0.91, -0.75 and -0.234
18	Zanin & Marra (2012)	9(Spain, Portugal, Netherlands, Italy, Ireland, Greece, Finland, Austria and France)	1996- 2009	Unemployment	Real GDP growth	OLS and rolling OLS(first difference)	-0.34, -0.14, -0.19,-0.05,-0.31,-0.07,0.12,-0.32 and -0.10
19	Barreto & Howland(1993)	1(Japan)	1953- 1982	Unemployment Output	Output, Unemployment	OLS(first difference)	-0.032, -9.46
20	Tatoglu (2011)	19 European countries	1977-2008	Unemployment, output	Output, unemployment	Panel co integration and Panel ECM	0.003, 0.007,-0.087,-0.075
21	Ozel & Sezgin (2013)	7{Industrial countries(G7)	2000-2011	Unemployment Rate	Growth rate and Productivity	Panel least squares, Fixed and Random effects	-0.351, -0.25
22	Khemraji, Madrick & Semmler(2006)	4(US, France, UK and Germany)	1961- 2000	Output	Unemployment	OLS(first difference)	-9.83, -3.12,-4.36,-5.67
23	Elshamy (2013)	1(Egypt)	1970- 2010	Output	Unemployment	OLS,ECM(Gap model)	-0.021
24	Salman (2012)	1(Sweden)	1993Q1- 2011Q2	GDP growth rate	Total unemployment, female and male unemployment rates	OLS(first difference)	-0.076, -0.084,-0.079
25	Ihensekhien (2016)	42(SSA countries)	1991-2013	Unemployment rate	GDP growth rate	Panel Least squares and OLS	-0.049
26	Ihensekhien & Erhi (2016)	Nigeria	1991-2015	GDP growth rate	Total unemployment rate, youth unemployment rate, male unemployment rate, and female unemployment rate	OLS	53.45, 104.1,26.23,14.03
27	Ihensekhien & Asekome (2017)	23(Low income countries in SSA)	1991-2013	Youth unemployment rate	GDP growth rate	Panel Least Squares and OLS	-0.171
28	Ihensekhien & Ovenseri-Ogbomo(2017)	23 (Low income countries in SSA)	1991- 2013	Total unemployment rate	GDP growth rate	Panel Least Squares and OLS	-0.075
29	Mojica & Tatlonghari (2017)	Philippines economy	1990Q3-2014Q3; 1990Q3-2005Q3;2005Q3-2014Q3	Unemployment Rate	GDP growth rate	OLS	-0.85, -0.92, -0.7
30	Ihensekhien & Aisien(2018)	6(Upper Income Countriess in SSA)	1991-2017	unemployment gap	GDP growth raate	Panel Least Squares	-0.142
	Source: Adopted from Ihensekhien & Aisien(2018)						

S/No	Authors	Specification and research methodology	Sample	Main results
Appendix 3a: Empirical Literature for Okun's Law				
1	Lal, Jalil & Hussain (2010)	Output gap. Panel analysis of the cointegration .	Asian Countries 1980-2006	the law is not valid in all Asian countries
2	Rubcova(2010)	Output gap and Difference modelling. Panel analysis of the cointegration .	Baltic States 1997-2007	No strong relationship between output and unemployment
3	Villaverde & Maza(2007)	Output gap and Difference modelling. Panel analysis of the cointegration .	17(Spanish regions 1980-2004)	Okun law is validated for 15 regions.
4	Christopoulos (2004)	Output gap and Difference modelling. Panel analysis of the cointegration .	13(Greek regional economies)	Okun law is valid for 6 regions .
5	Guisinger , Ruben, Owyang & Sinclair (2015)	Output gap and Difference modelling. Panel analysis of the cointegration .	All the States comprising of the USA	Okun law is significant for all showing coefficients ranging from -1.67 to -4.38
6	Freeman(2000)	Output gap and Difference modelling. Panel analysis of the cointegration .	8 USA regional economies from 1958 to 1998	there are slight reegional differeces in the value of Okun law ranging from -1.84 to -3.57
7	Fouquau(2008)	Difference approach using regime-switching modelling. Panel analysis of the cointegration .	20 (OECD countries 1970 to 2004)	there exist a non-linear and asymmetric relationship
8	Dankumo, Ishak & Onisanwa(2019)	Output Gap using ARDL methodology	Nigeria (1996 to 2017)	the result favours validity for Okun Law
9	Tiryaki & Ozkan(2011)	Output Gap. Engle-Granger analysis	Turkey(1998 to 2010)	unidirectional causality exist from output to unemployment
10	Mohsenia & Jouzaryan(2016)	Output Gap. Engle-Granger analysis	Iran(1996 to 2012)	Negative relationship between unemployment, inflation and economic growth
11	Dritsakis & Stamatiou(2016)	Output Gap. Engle-Granger analysis	Greece(1995 to 2015)	unidirectional relationship from unemployment to economic growth both in the short and lon run.
12	Noor, Nor, & Ghani (2007)	Output Gap. OLS methodology	Malaysia	negative impact of unemployment on growth
13	Yelwa, David & Awe(2015)	Output Gap.	Nigeria(1987 to 2012)	Unemployment has a negative impact on output
14	Ogueze & Odim(2015)	Output Gap.	Nigeria	Unemployment is negatively related to economic growth
15	Onwachukwu(2015)	Output Gap.	Nigeria	Unemployment is negatively related to economic growth
16	Enejoh & Tsauni(2017)		Nigeria(1970 to 2016)	there exist a long run positive relationship between unemployment and economic growth
17	Aliyu(2012)		Nigeria	Okun's law validated in the short run but becomes positive in the long run
Source: Author's Compilation				

S/No	Authors	Specification and research methodology	Sample	Main results
Appendix 3b: Empirical Literature for Okun's Law				
18	Mosikari(2013)		South Africa	no relationship between unemployment and growth
19	Ditimi and Ifeakachukwu(2013)		Nigeria	positive relationship exist between unemployment and growth
20	Calmfors & Holmlund(2000)	Output gap. Cointegration analysis	Sweden	that there exist a significant inverse relationship between economic growth and unemployment
21	Kreishan(2011)	Output gap. Cointegration analysis	Jordan(1970- 2008)	results shoe that th eeffect of economic growth on employment is not significaant
22	Ozel, Sezgin & Topkaya(2013)	Output gap and Difference modelling. Panel cointegration analysis	G7 Countries(2000- 2011)	results reveal that economic growth reduced unemployment significantly during the Pre and post financial crisis period.
23	Anyanwu(2013)	Output gap and Difference modelling. Panel cointegration analysis	Africa(1991-2009)	the results suggest that real GDP growth positively reduce unemployment in the continent
24	Abbas(2014)	Output Gap approach. ARDL Bounds Approach methodology	Pakistan(1990-2006)	significant and inverse relationship is noticed in the long run between unemployment and economic growth but the short run relationship is insignificant
25	Bayer(2014)	Output Gap approach. ARDL Bounds Approach methodology	Turkey (2000Q1 - 2013Q3)	economic growth significantly reduces unemployment in both the short run and long run.
26	Madito & Khumalo(2014)	Output gap approach Vector Error Correction Modelling Technique	South Africa(1967Q1- 2013Q4)	a significant negative relationship exist between unemployment and economic growth.
27	Rosoiu & Rosoiu(2014)	Output gap approach. Least Squares estimation technique	USA(1977-2012)	study upholds the validity of Okun's Law
28	Aigheyisi(2015)	Output gap Approach. Cointegration and Error correction modelling	Nigeria(1982 to 2012)	results show that Okun's law is significant in the short run but it isinsignificant in the long run
29	Meidani & Zabihi(2011)	output gap approach. ARDL methodology	Iran(1971-2006)	Unemployment rate has a significant and negative effect on per capita GDP in both the short and long run
30	Loria & De Jesus(2007)	Output gap Approach. Cointegration and Error correction modelling	Mexico(1985Q1 to 2006Q4)	Okun coefficient using three structural equatios reflect the Okun coefficient range between 2.3 to 2.5. in addition that there exist a bidirectional causality between output and unemployment.
31	Rezitis & Apergis(2003)	output gap approch. Panel analysis	Regional areas in Greece(1960 to 1997)	marginal interregional differences. The Law exhibits a structural break in 1981, thereafter unemployment becomes less reactive to output changes
32	Zagler(2003)	Output gap approach. VECM methodology	4(European countries)	there exist a positive and long run impact between economic growth and unemployment but in the short run. The validity of okun's law is substantiated
33	Arewa & Nwakanma(2012)	Output gap and First differnce models	Nigeria	no support for Okuns Law
34	Ihensekhien & Aisien(2018)	unemployment gap approach. Panel least Squares methodology	6(Upper Income Countriess in SSA)1991- 2007	Okun's law validated with a coefficient of -0.142
Source: Author's Compilation				

TAX AWARENESS, TAXPAYERS PERCEPTION AND TAX COMPLIANCE OF SMALL AND MEDIUM ENTERPRISES IN KWARA STATE, NIGERIA

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ABSTRACT

Contribution of income taxes to the total revenue of Kwara State government is consistently fluctuating and relatively shrinking due to low tax compliance. Thus, this study investigates empirically the factors underlying individual taxpayers' compliance of Small and Medium Enterprises. The specific objectives are: (i) examines tax awareness influence on tax compliance of SMES owners in Kwara State, and (ii) it investigate the effect of taxpayer's perception of government responsibilities on tax compliance of SMEs owners in Kwara state. Primary data were collected through self-administered questionnaires and were analysed using both descriptive and inferential statistical tools, statistics peason's correlation and multiple regession were adopted for inferential statistical analysis. Results showed that: (i) tax awareness has positive significant relationship with tax compliance at 0.05% level of significance, (ii) and that taxpayer's perception about government responsibilities significantly and positively affect compliance level of SMEs owners. In line with the findings, the study concludes that tax awareness and taxpayer's perception on government responsibilities had a strong significant positive relationship with the tax compliance of SMEs owners in Kwara State. The study recommends that, government should therefore do everything possible to increase public awareness on tax matters so as to increase tax compliance. If this is done more revenue is likely to be generated into the coffers of Kwara State Government.

Introduction

Tax non-compliance is a universal phenomenon hindering efficient tax revenue generation by the government in developed and developing countries. Thus, the increasing incidence of tax noncompliance has led to the loss of huge amount of tax revenue to the various levels of government globally. Generally this has become a matter of great concern to the government, tax authorities and as well as researchers on the consequences it has on economic growth and development (Abubakari, 2013).

Tax noncompliance is suggested to be even more severe problem in developing and transitional countries. For instance, Statistical evidence shown that as US$285 Billion tax revenue was loss annually to tax non-compliance (Cobham, 2005). In Nigeria, at Federal Government level, severity of tax compliance problem as recorded by Federal Inland Revenue Service (FIRS) indicates 654 tax cases were audited in 2008 and this resulted to ₦92.2 Billion tax revenue loss to the Federal Government (Federal Inland Revenue Service, 2009). At state government level, governments had also recorded huge amount of loss of tax revenue to tax noncompliance. This is particularly more prominent among Small and Medium Enterprise (SMEs) owners in sub-sector.

Small and Medium Enterprises (SMEs) occupy a center stage in the transformational activities of most national economic, developed and developing countries all over the world. This is not Unconnected with the fact that SMEs owners are no doubt important catalysts in tax revenue generation to the government for economic growth and development (Ahiawoddzi & Adade, 2012).

In Nigeria specifically, about 80 percent of the country's labor force is employed by SMEs owners. It has equally been documented that SMEs provides 70 percent of industrial sector employment and 60 percent of the agricultural sector employment (Adelaja, 2007). As a matter of fact, the role of SMEs in the economic growth and development cannot be down played. This means, any policy aimed at maximizing tax revenue generation should target SMEs owners. However, developing appropriate tax system that effectively rope SMEs owners into tax net as many as possible is always difficult (Odeyemi, 2010).

Numbers of factors have been argued as contributing to the difficulty in taxing the SMEs, which include but not limited to: low standard of record keeping; level of awareness about tax matters and its importance to economy growth of the state; lack of voluntary compliance and lack of permanent place of operation (Stephen & Adiburaseidu, 2011). Thus, the question on the factors that determines taxpayers' compliance to tax laws have attracted the attention of both government and academics in developed and developing countries.

1.1 Statement of the problem

Problem associated with tax revenue generation nationwide is the reaction of taxpayers to factors such as tax awareness and taxpayer's perception on government responsibilities that shape compliance attitudes of taxpayers. These reactions may have effects on the government ability to generate tax revenue. Recently, the problem of tax compliance as related to the attitude of tax payers was amplified by the Minister of Finance on Television Program (Good Morning Nigeria Programme of the Nigerian Television Authority) on the 6'h of March, 2018 that, the expected tax return is yet to be achieved. She reiterated that more than 130,000 individuals have been identified for not fully complied with tax payments (Abubakari, 2013).

Administration and collection of income tax from taxable individuals has been burdensome most especially from SMEs owners. Most SMEs owners refuses to pay tax because they are unaware of process of

taxation and magnitude effect that taxes have on growth and development of economy. Low level of tax awareness by the taxable income earners discourage them to fulfill their tax obligations such as to register with tax authority as taxpayer, reporting and paying their taxes properly as at when due. These categories of taxpayer do not have much understanding and unaware about tax system and how taxes have been administered, all these inhibit tax compliance level among small and medium enterprises owners. It hardly to find a handbill on periodic basis that contains information about tax management by the government, the right and duties of tax payers and government does not seem not to engage the taxpayer in town hall meeting for sensitization on tax matters, jingles radio and television programme (Odeyemi, 2010).

The assessment and collection of income tax from taxable individuals has been a difficult task in this country. The reasons are that there has been apathy not only on the part of paid individual that usually pay income tax through the system of pay as you earn (PAYE) but also on non-paid individuals (small and medium enterprises owners). SMEs see and perceive on how government utilizes the taxpayers money on 'white elephant' projects that has no positive direct impact or them, and they see tax officers as instrument of oppression that's live above their means. This serve as basis for non-paid individuals to refuse to pay tax because they perceives that taxes paid to government has no benefit to them and are not encouraged on how taxpayer's money is being used by the government.

The reviewed literatures show that most empirical works on tax compliance focus on group motivation, social psychology, demographic characteristics, cultural norms and taxpayer's attitudes towards the government are most used indicators of tax compliance in developing countries (e.g. Fagbem, 2013; Abubakari, 2013 Adesina, 2016). However, few studies on tax awareness and the level of tax compliance as most research works in this regard were situated in developed countries such as (Alm 2013; Boket 2013 & Radlane, 2012). Presently, there is no empirical evidence on the effect of tax advocacy and little empirical evidence on tax fairness in Nigeria.

Furthermore, studies that have investigated the factors affecting tax compliance in Nigeria and developing countries such as (Abiodun, et al., 2017 and Akubo, et al., 2016), in their studies regression analysis were used and most of the variables involve are latent in nature. This study would improve this methodology problem by using a more robust multiple regression analysis. Therefore, the multiple regression analysis becomes relevant in identifying the factors of tax compliance among small and medium enterprises in Kwara state.

1.2 Research Questions

The study attempt to provide answers to the following research questions:

a. How does tax awareness influence tax compliance of SMES owners in Kwara State?

b. What is the effect of taxpayers' perception of government responsibilities on tax compliance level of SMEs owners in Kwara State?

1.3 Research Objectives

The general objective of this study is on tax awareness, taxpayers' perception and tax compliance of Small and Medium Enterprises in Kwara State, Nigeria. In line with this, the specific objectives of the study are as to:

a. Determine the extent to which tax awareness has association with tax compliance level of SMEs owners in Kwara state; and

b. Evaluate the influence of taxpayers' perception of government responsibilities on tax compliance level of SMEs owners in Kwara state.

1.4 Research Hypotheses

The following research hypotheses were stated in null form in order to answer research questions:

H0$_1$: Awareness has no significant effect on tax compliance level of SMEs owners' in Kwara state.

H0$_2$: There is no significant relationship between taxpayers' perception responsibilities on tax compliance level of SMEs owners' Kwara state.

2.1 Literature Review
2.1.1 Concept of Tax Compliance

The definition of tax compliance in its most simple form is usually cast in terms of the degree to which taxpayers comply with the tax law. However like many such concepts, the meaning of compliance can be seen almost as a continuum of definitions. This ranges from the narrow law enforcement approach, through wider economic definitions and to even more comprehensive versions relating to taxpayer decisions to conform to the wider objectives of society as reflected in tax policy (Desta, 2010).

Taking the narrow end of the continuum first, one suggestion is that the degree of non- compliance may be measured in terms of the 'tax gap'. This represents the difference between the actual revenue collected and the amount that would be collected if there were 100 per cent compliance. Andreoni, Erard and Feinstein (2008) include a time dimension to compliance but are still mainly concerned with tax evasion as the central part of the tax gap definition. As they put it: 'A popular indication of the magnitude of evasion is the tax gap - the difference between the federal income taxes households actually owe, and what they report and pay voluntarily on a timely basis.' Regarding time dimension, James (2014) states that a taxpayer might eventually pay his/her full liability but, if the payment is late, the taxpayer cannot be considered to have been compliant.

A fuller economic definition of compliance should also take into account other possible economic effects of the tax system and its enforcement. There has been some economic analysis of such possibilities, for example, Cowell (2015) who considered the case where a worker can choose not just between working in the legal or illegal sectors but how much time to spend in work of any sort as opposed to leisure. It has also been specifically shown that uncertainty in tax audits could affect labor supply. It seems reasonable to conclude that tax administration could reduce potential tax revenue by discouraging taxable economic activity.

Franzoni, (2009) further notes that tax compliance means true reporting of the tax base, correct computation of tax liabilities (accuracy), timely filing of tax return, and timely payment of the amounts due i.e. timeliness.

In all the expressions, compliance can be understood as acting in accordance with the law and non-compliance is deviation from the law. Based on the above expressions the definition of tax compliance can be shortly refined as the desire or willingness of the taxpayers to act in accordance with the tax law and the voluntary effort they exercise to pay their tax liability on timely basis.

2.1.2 Tax Awareness

Taxpayers' awareness can be described as a method of educating the people about the whole process of taxation and why they should pay tax. Taxpayer awareness assists taxpayers in meeting their tax obligations to the government. The primary existence of taxpayer education is to encourage voluntary compliance amongst taxpayers. Taxpayer awareness is one of the strategies of improving service delivery to the taxpayers. Improving service delivery is critical to enhance voluntary tax compliance (Fjeldstad & Ranker 2003).

The tax awareness component is expected to deal with non-compliance practice among the taxpayers especially in the informal sector (Kimingu & Kileva, 2007). This is based on the possibility of non-compliance being unintentional, where the taxpayer is not aware of his/her tax obligations or fails to fulfill his/her tax obligations due to ignorance of tax laws and procedures or may be intentional due to the compliance attitudes. Taxpayer awareness program serves to: create taxpayer awareness of tax laws and procedures, educate taxpayers on their tax responsibilities and rights, assist and motivate taxpayer to comply voluntarily, assist taxpayers on reporting the correct income and amount of tax, maintaining close relationship between the tax authority and the taxpayer continuously, and instill public confidence in taxation system (Oyedele, 2009).

Furthermore, tax awareness is the level of knowledge or sensitivity of the taxpayers to tax legislation. Tax advocacy refers to the processes, by which taxpayers become aware of tax legislation and other tax related information (Hasseldine, Holland & Rijt 2009). The level of formal general education received by taxpayers is an important factor that contributes to the understanding of tax requirements, especially regarding registration and filling requirements. Generally, citizens have very limited knowledge on government true expenditures and the cost of public services provided by the government (Csontos, Kornai, & Toth 2010). Hence, those taxpayers without tax knowledge are compelled to solicit the service of tax professionals.

Increase awareness of a tax initiative is essential to gain public acceptance and confidence. Awareness has to be spread in order to inform all taxpayers about the direction and objectives the tax authorities wish to achieve by administering taxation policy (Yan, Arokiasamy & Suat, 2010).

2.1.3 Taxpayers Perception on Government Responsibilities

The presence of government expenditures may motivate tax compliance level from taxpayers (Alm, Jackson & Mckee, 1992; Andreoni & Kornai, 2008). Individuals may pay tax because they value the public goods and services provided by the government, recognizing that their payments are necessary both to help finance the goods and services and to get others to contribute. A taxpayer therefore is seen as exchanging purchasing power in the market in return for the government services (Levis, 1998).

Alm, et al, (1992) opined that positive benefits from government social activities and provisions of infrastructural development by government may increase the probability that taxpayers will comply voluntarily, without direct coercion. Without a material benefit, compliance becomes less assured. Although most taxpayers cannot assess the exact value of what they receive from the government in return for taxes paid, it can be argued that they have general impressions and perspectives concerning their own and other's terms of trade with the government. It is then reasonable to assume that a taxpayers' behavior is affected by his satisfaction or lack of provision of social amenities by the government.

Similarly, Due (2001), also argue that, perspectives toward the general level of taxation and increases of taxes are dependent, of course, on perspective about the desirability of governmental programs and on attitudes toward the government itself. On the other hand, Fjeldstad, (2003) citizens' willingness to pay taxes voluntarily rests on the government's capacity to provide services and its demonstrated readiness to secure the compliance of the otherwise non-compliant satisfaction with his terms of trade with the government. Thus, if the government responsibility perceived to be unjust, tax evasion may, at least partly, be considered as an attempt by the taxpayer to adjust his terms of trade with the

government. Wahlund (1992) also stated that tax compliance is related to political affiliation that is people favoring parties with social democratic values tend to comply more than people voting for liberal parties.

2.1.4 Small and Medium Enterprises
Small and Medium Enterprises (SMEs) are characterized by uncertainty, innovation and evolution and as such, a firm understanding of SMEs would require a good knowledge of its features. As noted by Aderemi (2003), SMEs are usually small, owner or family managed business offering basic goods and services, which tend to lack organizational and management structures with the urban ones tending to be more structural than their rural counterparts.

In Nigeria, Micro, Small and Medium Scale Enterprise (MSME) policy by Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in 2007 has defined Micro Enterprise as one whose total assets (excluding land building) is less than 5 million naira with less than 10 employees while Small Enterprise has been its total assets (excluding land and building) to be more than 5 million naira but less than 50 million naira with more than 10 employees but less than 50. Medium scale firms are those having more than 50 employees but not exceeding 200 with total assets (excluding land and building) of more than 50 million but not exceeding 500 million.

2.2 Theoretical Framework
2.2.1 Social Capital Theory
The theory of social capital was propounded by Bourdieu, makes a distinction between three types of capital: economic, social, and cultural-symbolic (Bourdieu, 1972). Economic capital is characterized by the power of direct conversion into money, and is institutionalized in the form of property rights. The social capital theory further distinguishes among three types of capital: physical (the capacity to develop tools and production), human capital (the capacity to develop knowledge and skills of individuals), and social capital in terms of the capacity to involve individuals in social ties (Coleman, 1988; 1994). Physical capital refers to physical objects, the human capital to attributes of individuals, and social capital to links between individuals, i.e. social networks and the norms of reciprocity and trustworthiness that arise from them.

This theory affirms that, tax compliance by citizens is specifically influenced by their individual behavior and social norms. The theory assumes that individual behavior in taxation is basically influenced by social interaction like other forms of behavior (Ali 2013). The theory follows that an individual is most likely to comply with tax requirements if he believes members of his reference group also comply, just as he is also likely not to comply if he believes that members of his reference group do not comply (Walsh, 2012).

The social capital theory presuppositions that individual behavior in taxation is basically influenced by social interactions like other forms of behavior (Bello & Dajuma, 2014). The theory also presupposes that the fear of social stigmatization as one of the possible deterrent factor tax compliance (Kirchler, 2017), and the existence of the social norms effect on compliance behavior. The relevance of this theory is that small and medium enterprises are likely to be influenced by social groups, gender and family member influence to comply on payment of income tax as when due.

This theory suggest that if the government comply with social norms and attaching specific goals to specific taxes and employ Management By Objective principles in formulating tax policies then people will comply with the social norms by paying their taxes. Appah and Oyadonghan (2011), also accepted the position above and

claimed that government behavior dictates part of masses reactions to level of tax compliance.

2.2.2 Expectancy Theory of Motivation

Expectancy Theory of Motivation also known as Valence-Instrumentality-Expectancy Theory which was propounded by Vroom in 1964. The Expectancy Theory provides an explanation of why individuals choose one behavioral over others and classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. The ideal with this theory is that people are motivated to do something because they think their actions will lead to their desired outcome (Redmond, 2009).

However, this theory affirms that government expenditures serve as a motivating factor for taxpayer compliance, especially when the taxpayers value the goods and services they perceive to be receiving from the government (Bello, et-al, 2014). Thus, the taxpayers will be more willing to comply when they are satisfied with provision of services from government, even in the absence of detection and punishment. Conversely, they are also likely to adjust their terms of trade, by reducing compliance when they are dissatisfied with services provided by the government, or even when they dislike the way their taxes are been spent (Torgler, 2003). The expectancy theory of motivation argues that the strength of tendency to act depends on the strength of an expectation that an act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Tamunomiebi & Zeb-Obipi, 2009).

2.3 Empirical Review

Al-Mamun (2014) who carried out research work in Malaysia, explored the impact of demographic factors on tax compliance attitude. The study was conducted using research survey design, data were collected through questionnaire and the data were analyzed using least square regression method. The result of the study found that education level is significantly correlated with tax compliance level.

Musau (2015) assessed the factors influencing tax compliance among SMEs in Nairobi County. The sample size of the study was 398 respondents and data was analyzed with binary probit regression model. The findings of the study revealed that when an individual perception about difficulties of evading taxes increases, the high likelihood of being tax compliant among SMEs in Nairobi County. The findings of the study also revealed those individuals who are satisfied with what the government is offering as public goods and service from taxes; have enough tax information; trust government officials in handling their taxes; and have the perception that if tax filing procedures are less complex, taxpayers are likely to comply with tax payment.

Hite (2017) carried out a study on effect of tax education on tax compliance. Chi-square statistics was used to examine relationship between tax education and tax compliance. The results of study found that there are gains in assisting compliant taxpayers meet their fiscal obligations rather spending more resources pursuing the minority non-compliers. Assisting taxpayers by improving the flows and quality of information or educating them (e.g. TV campaigns) into becoming more responsible citizens has the potential to yield greater revenue rather than If it were spent on enforcement activities.

Clement, Abiodun and Abiola (2017) in their research work, examined the impact of tax information, administration and knowledge on taxpayers' compliance of Block Maudling Firms in Ekiti State, Nigeria using a survey research design. The

data obtained through questionnaire and were analyzed using the ordinary least square regression method. The results of their study shows that tax information and knowledge had positive significant impacts on tax compliance while tax administration had an insignificant impact on tax compliance accordingly. Thus, the study indicated that tax information, tax knowledge has higher tendency to promote tax compliance level than tax administration.

Torgler (2014) undertook numerous cross-national studies in developing and transitional countries and examined factors that affect tax compliance, These studies utilized the WVS and EVS data set to identify value and belief system among taxpayers the empirical finding of these studies in all these countries indicates that increasing in individuals trust in government and legal system has significant positive effect on tax compliance

Akubo, Akowe and Ayuba (2016) investigated Tax compliance behavior of small scale enterprises in Bassa Local Government of Kogi State. A research survey design was used and data were gathered from the register of the Council. The hypotheses were tested using one sample chi-square. Results of their study shows that taxpayers' social psychological factors have significant influence on tax compliance level.

2.4 Summary and Gaps Identified in the Literature
The review unveiled that there are still remained unanswered questions on factors determine voluntary tax compliance. Therefore, this study provides further evidence to bridge the gaps identified in the literature.

The reviewed literatures show that most empirical works on tax compliance focus on group motivation, social psychology, demographic characteristics, cultural norms

and taxpayer's attitudes towards the government are most used indicators of tax compliance in developing countries (e.g. Fagbem, et al., 2013; Abubakari, et al., 2013 Adesina, et al., 2016). However, few studies on tax awareness and the level of tax compliance as most research works in this regard were situated in developed countries such as (Alm 2013; Boket 2013 & Radlane, 2012). Presently, there is no empirical evidence on the effect of tax advocacy and little empirical evidence on tax fairness in Nigeria.

Furthermore, studies that have investigated the factors affecting tax compliance in Nigeria and developing countries such as (Abiodun, et al.,2017 and Akubo, et al.,2016), in their studies regression analysis were used and most of the variables involve are latent in nature. This study would improve this methodology problem by using a more robust multiple regression analysis. Therefore, the multiple regression analysis becomes relevant in identifying the factors of tax compliance among small and medium enterprises in kwara state.

However, this study is tending to bridge the gaps identified in the literature by look into the factors affecting tax compliance among small and medium enterprises in kwara state. Tax awareness and perception of taxpayer's perception towards government responsibilities all together will be use as proxy to measure independent variables.

METHODOLOGY
3.1 Research Design
This study employed survey research design. The basic idea behind this research design is to measure the impact of one variable on the others. It involves the use of questionnaire survey technique and testing of hypothesis or answering research questions obtain from primary data (Pallant, 2007). Perceptional data of this nature can be effectively obtained through a survey research design.
3.2 Population of the Study

Given the research questions raised in chapter one the appropriate unit of analyses are the owners of SMEs in kwara state. The sample frame which form the population for this study are the registered SMEs owners in the record of kwara state internal revenue service (KWIRS). Accordingly 365 SMEs owners obtained from the KWIRS record.

3.3 Determination of Sample Size and Sampling Technique

The sample size of this study was 186 as determined by Krejcie and Morgan (1970) table. This number was selected using stratified sampling technique to achieve fairly representative of the population. This sampling method was informed by the relative homogeneity of SMEs characteristics of the enterprise under study. To achieve this, the researcher categorized all the SMEs owners in Kwara State that make up the sample size into homogeneous strata base on the nature of their business such as (i.e., Manufacturing/agro-allied, Trading, Service and Others).

3.4 Method of Data Collection

Primary data were gathered specifically for this research work with the use of self-administered questionnaire for the SMEs owners that can read and write while the researcher's assisted the respondents that cannot read and write by reading and interpreting the content of questionnaire to them. The questionnaires were divided into two main sections. The first section designed in ordinance and nominal scales, capturing the Demographic Characteristics of the respondents and second section which was designed on 5- point Likert scale to elicit response on questions relating to dependable variable, that is, SMEs owners' tax compliance in kwara state. On determinants (independent variables), questions were established on tax awareness and taxpayer's perception on government responsibilities.

The study used structured questionnaire as data collection instrument. Questionnaire was used because it helps the researcher to collect large amount of data in large areas within a short time thus saving time for the study (Asika, 1991). The questionnaire contained closed ended questions which were based on the research questions and objectives of the study. The questionnaire was directed to the SMEs owners that make up the sample size of the study. The items of the questionnaire were adapted from the work of James (2014) on an investigation of factors influencing taxpayers' compliance behavior: evidence from Nigeria.

3.5 Methods of Data Analysis

The study used both descriptive and inferential statistics techniques were used to analysis the data gathered from the survey through the questionnaires. The descriptive statistics in this study includes the frequencies and percentages. While Pearson's correlation and regression analysis are used for inferential statistical analysis. In order to analyze multiple independent variables and the dependent variable as well to be able to predict the dependent variable from the independent variables, a multivariate statistics would be appropriate. (Tabacnick & Fieell, 2007). Therefore, Multiple Regression test was used on the variables

3.6 Model Specification

This model was adapted with modifications from Richardson (2006), model had been used to identify the direct association between the four dimensions of tax fairness, Organizational strength of tax authority, Awareness level of taxpayers and Cultural factors, as independent variables that determine the tax compliance behavior. It is basically used to identify the determinant factors that affect tax payers' voluntary compliance in the study area.

$$TCOMPI = \alpha 0 + \beta 1 AWRi + \beta 1 TPGi + Ei \ldots\ldots\ldots (I)$$

Where:

AWR =Awareness level of taxpayers

TPG = Taxpayer perception on government responsibilities

TCOMP =Tax compliance

Ei =error term

$\beta 1$ —Coefficient for Xi

The a-priori expectation of the model is a positive relationship between the dependent variable and independent variables, i.e. AWR >0; TPG>0. The analysis is however carried out with the aid of SPSS Version 20

RESULTS AND DISCUSSION OF FINDINGS

4.1 Response Rate of Distribution

In this study, 186 questionnaires were distributed to SMEs owners in kwara state. An aggregate of 177 copies were returned which represent 95.1% response rate. Out of these 177 questionnaires returned, a total of 166 were usable for data analysis. The remaining 11 questionnaires were excluded due to the issue of unproductive response and outliers.

Table 1: Response date of the Questionnaires

Responses	Frequency	Rate (%)
No. of questionnaire administered	186	100
Returned questionnaires	177	95. I
Returned and usable questionnaires	166	89.2
Returned and excluded questionnaires	11	5.9
Questionnaires not returned	9	4.8
Response rate		89.2
Valid response rate		89.2

Source: Author's Survey, 2021

4.2 Demographic Profile of the Respondents

The descriptive analysis reveals that a large percentage of the respondents were male with 68.1%, while the female respondents were 31.9%. Descriptive statistics also show the age bracket of respondents between 18 - 30years were 6.0%, followed by the range of 31-40 years which is 30.1%, next to 41-50years where 37.3%, next to 51-60years where 21.7% and lastly 6lyears and above have 4.8%.

For the academic qualification of the respondents, majority of respondents have HND/B.Sc. 33.1%, followed by the category of NCE/ND 25.3 %, follow by first school leaving 19.3% next to SSCE 15.7%. Post graduate degree holders are 6.6%. Furthermore, for the business classification of the respondents, there are 13.9% respondents were manufacturers/agro allied, 34.9% traders respondents were traders, 31.3% respondents were services provider and 19.9% respondents were others apart from the one mentioned before.

Table 2: Summary of the Respondents ' Demographics

S/NO	Items	Frequency	Percentage%
1	Sex		
	Male	113	68.1
	Female	53	31.9
2	Age		

	18-30	10	6.0
	31 -40	50	30.1
	4 I -50	62	37.3
	51-60	36	21.7
	60 and above	8	4.0
3	Academic Qualification		
	FSLC	32	19.3
	SSCE	26	15.7
	NCE/ND	42	25.3
	HND/B.Sc.	55	33.1
	Post graduate degree	11	6.6
4	Business Classification Manufacturer/agro allied	23	1 3.9
	Trading	58	34.9
	Services	52	31.3
	Others	33	I 9.9

Source: Author's Survey, 2021

Reliability Test

Table 3 shows the result of Cronbach Alpha statistics is relatively high at 0.828 and 0.838 for tax awareness, taxpayers perception on government responsibilities and tax compliance respectively. However, the overall value derived from Cronbach's alpha test is 0.83 for all the items in the instrument indicating as acceptable internal consistency among the variables (Devellis, 1991). Furthermore, the value of 0.7 to 0.8 is considered an acceptable reliability value for Cronbach's Alpha; values substantially lower indicate an unreliable scale (Field, 2006). Therefore, the instrument used in gathering the data is reliable.

Table 3.' Reliability Test

Variables	C. Alpha	N
Tax Awareness	0.828	6
Taxpayers perception	0.838	6
Tax Compliance	0.831	7
Overall	0.83	19

Source: Author's Survey, 2021

4.4 Normality Test

This study employed a graphical method to check for the normality of data collected (Tabachnick & Fidell, 2007). Field (2009) suggested that in a large sample of 180 or more, it is more essential to check t shape of the distribution graphically rather than looking at the value of the skewness and kurtosis statistics. Hence, this justified the reason for using a graphical method of normality test rather than the statistical methods.

Histogram

Dependent Variable: TC
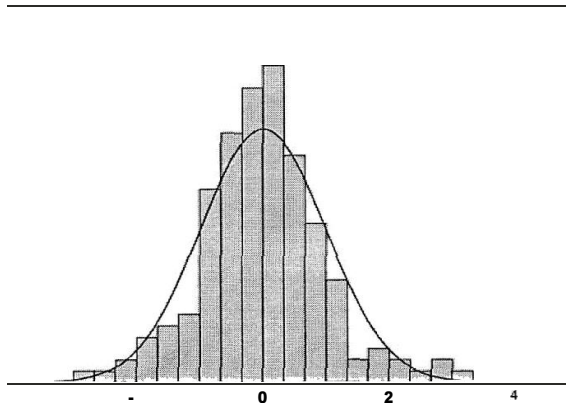Regression Standardizes Residual

Figure 1: Histogram and Normal Probability Plots for Tax: compliance

4.5 Multicollinearity Test

The correlation analysis as shown in Table 4.5 addressed the multicollinearity concerns among the independent variables. Table shows that none of the independent variables have a correlation coefficient above 0.8 and below 0.9 with tax awareness and taxpayer's perception on government responsibilities having correlation coefficients of 0.883 and 0.882 respectively. A correlation coefficient of 0.9 and above indicates multicollinearity between exogenous latent constructs. The result suggests that multicollinearity problem is not nonexistent (Hair, 2010).

Table 4. Correlations coefficient Matrix among the variables

	Variable	TA	TR	TC
TA	Tax Awareness	I		
TR	Taxpayer percept.	0.883**	1	
TC	Tax compliance	0.883**	0.882**	1

*** Correlation is significant at the 0.01 level (2-tailed).*
Source: Author's Survey, 2021

4.6 Regression Results

As shown in Table 5 Multiple correlation coefficient (R) of 0.825 indicated a strong relationship between the dependent and the set of predictors as a whole. The coefficient of determinant (R2) is 0.835 which means that 83 Percent of variation in the dependent variable can be explained by the independent variables while 17 percent are taken care of by the error term.

Table 5.- Regress ion Result

Variables	Coefficient	Std. Error	T-statistics	Sig.
(Constant)	0.404	0.113	3.589	0.000
TA	0.446	0.06§	6.833	0.000
TR	0.443	0.066	6.724	0.000

Dependent Variable: TC

Source: Author's Survey, 2021

4.7 Model Summary

The F-Statistics (39.26) is equally significant at 1% which indicates that overall regression model is fit. The analysis also shows Durbin Watson statistics of 2.2 which seems slightly higher than average benchmark of 2 (Field, 2005). However, the model is devoid of autocorrelation concern. Therefore, the model possesses an averagely higher predictive power.

Table 6. Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.910	0.628	0.825	0.330	2.2

a. Predictors: (Constant), TR, TA
b. Dependent Variable: TC

Source: Author's Survey, 2021

4.8 Discussion of Findings

4.8.1 Tax Awareness on Tax Compliance of SMEs owners in Kwara State

Hypothesis (H1) predicted that tax awareness is related to tax compliance. Result (Table 4.6) revealed a significant positive relationship between tax awareness and compliance ($\beta = 0.446$, $t = 6.833$, $p < 0.00$), therefore, the Hypothesis One (H1) is supported.

The result of multiple regression analysis shows that there is positive and significant relationship between tax awareness and tax compliance at significant level of 0.5. In term of regression coefficient, a unit increase in tax awareness resulted in 0.446. This has found to be consistent with the prior research work such as Hite, (2010); Rose, et al., (2012) and Al- Mumun et al., (2014). However, the finding is in contrast with the results of Ho (2013); Ibrahim & AbdualHanan (2015) and Nymwanza, et al., (2014) as their studies show that tax awareness has negative effect on tax compliance level. The result is in line with the assumption of the social capital theory as it suggested that the fear of social stigmatization as one of the possible deterrent factor of tax noncompliance. Result also concurs with the a priori expectation that, tax awareness would extremely reduce the problem of tax noncompliance.

4.8.2 Taxpayer perception on government responsibilities and Tax Compliance of SMEs owners in Kwara State

Hypothesis (H2) predicted that taxpayer's perception on government responsibilities and tax compliance. Result in (Table 4.6) revealed a significant positive relationship between taxpayer's perception on government responsibilities and tax compliance ($\beta = 0.443$, $t = 6.724$, $p < 0.000$). In this regards, the hypothesis (H2) is supported.

The result of multiple regression analysis shows that there is positively and significantly related at 0.05 level of significant of taxpayer's perception on government responsibilities to tax compliance level. In term of regression coefficient, a unit increase in government responsibility resulted in 0.443. The finding has found to be in support of previous studies such (Torgler, 2012; Badu & Chariye 2015). However, high taxpayer's perception on government responsibilities play important role of tax compliance level among SMEs owners in kwara state. On the other hand, if taxpayers are subjected to negative behaviors, a negative attitude towards tax compliance can be a reaction. However, the result is in line with assumption of expectancy motivation theory as it suggested that eligible individual taxpayers should not expect a direct benefit on tax paid while the government is responsible for the provision of social needs, failure of one side will definitely lead to reduction of other's performance. Should government fails in their responsibilities, taxpayers will also fail to voluntarily comply to pay taxes. Result also concurs with the a priori expectation that, taxpayer's perception on government responsibilities would extremely reduce the problem of tax noncompliance.

Summary, Conclusion and Recommendations

Based on the result of the hypotheses tested in chapter four, the study concluded that awareness, tax penalty and taxpayer's perception on government responsibility have significant positive effect on tax compliance. The study made influence on tax awareness, tax penalty and taxpayer's perception on government responsibilities on tax compliance using descriptive analysis and PLS analysis comes out to show three major significant relationships. As SMEs owners become more aware and committed to pay taxes, positively influence others to pay tax, have good relationship with tax authority and feel the benefit of paying taxes the level of tax compliance increases. Therefore there is positive relationship between tax awareness and tax compliance.

The study also showed existence of significant positive relationship between tax penalty and tax compliance. This was elaborated with the hypothesis tested which showed that, as stiff tax penalty put in place the level of tax compliance increases and opposite is the same.

Lastly the study determined existence of positive relationship between taxpayers on government responsibility and tax compliance. Individual taxpayer's perception to government responsibilities on infrastructural development in the state has great influence on the level of taxpayer's tax compliance behavior.

However, tax awareness, tax penalty and taxpayer's perception on government responsibilities were used as proxied determinants and significant positive relationship was found between each of these predictors and bank customer satisfaction. Overall, the study concludes that there is a strong positive relationship between tax awareness, tax penalty and taxpayer's perception on government responsibilities and bank tax compliance among SMEs owners in kwara state.

Based on the findings of this study, following recommendations are made for improvement of the existing tax compliance level as related to tax awareness, tax penalty and taxpayer's perception on government on government responsibilities has significant positive effect in reducing the level of tax noncompliance among small and medium enterprises owners in kwara state:

Government should therefore do everything possible to increase public awareness on tax matters. Engaging series of tax advocacy on radio and television programs, friend, family and work related publications in order to increase level of awareness among the SMEs owners about the important of tax payments for the development of the state. Also, Small and Medium Enterprises owners should also seek to advance their tax awareness for mutual benefits of the government and individual taxpayers

Lastly in order to enhance the existing tax compliance among small and medium taxpayers in kwara state, government should endeavor to provide social amenities and infrastructural facilities such as provision of Standard public education, provision of good health services, provision of good road, provision of drinkable water and improve on security matters to all the nooks and crannies of the state (not just the capital alone).

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EFFECT OF AUDIT COMMITTEE ATTRIBUTES ON QUALITY OF LISTED FIRMS FINANCIAL REPORT IN NIGERIA

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ABSTRACT

The study examined the effect of audit committee attributes on the quality of listed firms financial report firms in Nigeria. The study adopts ex post facto research design and employed multiple ordinary least square (OLS) regression in analyzing the data collected from the annual financial statement of 11 listed firms randomly selected from each sector on the Nigerian stock exchange market from 2016-2020 a period 5 years. Based on the findings, the study concludes that both audit committee independence and size has a significant effect on the quality of listed firms financial report firms in Nigeria while, audit committee gender diversity has no significant effect on the quality of listed firms financial report firms in Nigeria. The study therefore recommends that, firms in Nigeria should endeavor to incorporate fully the rules of corporate governance as enshrined in the code of corporate governance in Nigeria; this will enhance a better practice by setting up a better audit committee with the required attributes that will ensure adequate monitoring of the economic activities of the business which will in turn improve the quality of firms financial report of the listed firms.

Keywords: Audit committee independence, audit committee diversity, audit committee size and quality of firms financial report.

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INTRODUCTION

The existence of vivid and reliable financial information that is the product of a comprehensive reporting system is considered as the main elements of assessment of performance of a company and decision-making about the market performance of the firm (Ndubuisi & Ezechukwu, 2017). In recent times, from the perspective of users, the information is considered to be of quality if the company's adopt an ethical reporting process and the process involves setting up an audit committee, i.e., to monitor the financial statement preparation process (Muhammad, Ayoib & Noor, 2016). Also, Gois (2014) mentioned that in the business world, transactions and economic events are documented via assembling evidence by accountants and recorded in the accounts. The results of transactions and economic events are available to interested parties out of extracted accounts and within framework of financial reporting. However, the biased information, misleading or incomplete may cause wrong decision-making by investors (Herath & Albarqi, 2017). Complexity of business' issues and the process of converting them into information also cause the possibility of appearance of errors in processing information and as a result, it makes trouble to recognize the quality on presented reports thus of no value relevance to stakeholders (Enofe, Edemenya & Osunbor, 2015).

Also, conflict of interest between preparers of financial statements and users from them causes a concern for users (Aifuwa, Embele & Saidu, 2018). Choi and Pae (2011) mentioned that besides, the lack of direct access of users and their distances to information producer causes uncertainty and ambiguity of the financial reports' issued to them. In this situation the audit committee is formed on the basis of the above needs and it is a tool to eliminate the doubt and ambiguity of financial reporting by confirming their quality, in order to ensure value relevance (Chalaki, Didar &

Rianezhad, 2012; Kantudu & Samaila, 2015). Enofe, Nbgame, Okunega and Ediae (2013) noted that in some conditions in reporting environment, allowing direct assessment of data quality by users is very difficult and as a result it makes indirect evaluation through audit of information quality to ensure relevance very necessary. Such situation justifies the need for auditing by audit committee which is due to conflict of interest, and the financial consequences therein. Audit committee validates reported financial information such that users can be sure that the financial information reported is of good quality and translates to relevance for making investment decision (Akeju & Babatunde, 2017).

CAMA, 1990 section (359) posits audit committee as a committee of shareholders and non-executive directors charged with the responsibility of liaising between the external auditor and the board of directors on one hand, and between management and the external auditors on the other hand, this is in line with their responsibility of validating the quality of financial reports (Eriabie & Dabor, 2017). Basically, the board of directors and their committees rely on management to run the daily operations of the business so as the audit committee to assess the performance of the firm and quality of report (Jerubet, Chepng'eno & Tenai, 2017). The audit committee are individuals who are considered more competent to oversee the affairs of the firm and the attributes like; how independent they are, the level of diversity and the size of the audit committee which aid the committee efficiency (Firoozi, Magnan & Fortin, 2016). They are thus appointed as a supervisory team over the affairs of the companies and are expected to guarantee transparency, accountability and fairness in their duties (Beest, Braam & Boelens, 2009). The audit committee's role is described as oversight and monitoring, rather than execution.

Audit committee attributes has attracted much concern all round the world, this has

largely been in response to many high profile corporate collapse that have occurred in recent years which also puts the credibility of the audit committee attributes to question (Barua, Davidson, Rama & Thiruvadi, 2010). There has been some debate as to whether audit committee performs their roles adequately because of major corporate collapse over the world such as Enron, World com etc. Critics points out that Enron's audit committee has six members of which four were experts an accounting emeritus professor, an accounting professional and two top executives of other firms. In spite of this, they were unable to identify Enron's accounting irregularities. A work by Alkadai and Hanefah (2012), provides additional evidence suggesting that audit committee typically plays role on the quality of financial information rather than provide independent verification even when they are comprised of experienced professionals. This has become a leeway for more research in audit committee attributes and quality of financial reports of firms in Nigeria.

According to Choi and Pae (2011), audit guidelines and standards provide codes of best practice that have been developed in different countries in order to curb the spate of vicious corporate collapses that has permeated the globe in the past decade which is an issue for concern. These codes largely represent the regulatory support that is meant to guarantee and sustain integrity of audit committee in relation to quality of financial statements yet the corporate scandals not detected by audit committee lingers on (Eginiwin & Dike, 2014).

Audit committee characteristic is recognized to influence financial reporting and strongly impact on investors' confidence (Ilaboya & Ohiokha, 2014). As stated in Klein (2002), audit committee attributes play critical and highly challenging roles in assuring the quality of financial reports. In the context of the what constitute audit attributes, some

prior studies like Klein (2002); Nelson & Devi (2013); Makhlouf, Al-Sufy and Almubaideen (2018); have attempted to establish a more or less distinct relationship between audit committee characteristic and quality of firms financial reports using attributes like expertise, size and independence. The above studies failed to take into cognizance the diversity of audit committee which is a paramount parameter in the society today which is engulfed in a social tussle of gender equality. Thus, it is pertinent to look at the possible effect of audit attributes and quality of financial reports of firms whilst including audit committee diversity in a model distinct from previous studies to see if result from this study conforms to that of previous studies.

The main objective of the study is to examine the effect of audit committee attributes on quality of listed firms financial report in Nigeria but its specific objectives includes to;

    i. Examine the effect of audit committee independence on the quality of listed firms financial report in Nigeria.

    ii. Ascertain the effect of audit committee diversity on the quality of listed firms financial report in Nigeria.

    iii. Determine the effect of audit committee size on the quality of listed firms financial report in Nigeria.

REVIEW OF RELATED LITERATURE
Concept of Audit Committee Attributes
The audit committee is an organ located in the board of directors to improve, corporate governance and to ensure the transparency and integrity of financial reports and maintain inventor's confidence (Nesrine & Abdelwahed, 2011). According to Onourah and Imene (2016), an audit committee is not only group of persons but also a set of process, policies, laws and institutions affecting the way a corporation is directed,

administered or controlled by way of monitoring function. Yunos (2011) defines the audit committee as a committee established by act in the board of directors of the firms with the aim to monitors the reporting process of financial statement of the latter. This definition shows that the auditing committee is not a simply advisory committee to the board of directors but a full-fledge organ that has its own duties and responsibilities. It is enshrined in the Central Bank of Nigeria that the audit committee should compose of none executive directors and shareholders of equal number subject to a maximum of six (6) members. However, it is clear that while CAMA is silent on the type of directors to be appointed into audit committee, SEC code state that no more than one executive director is to be appointed and the CBN forbid the appointment of executive directors into audit committee(Ezelibe, Nwosu & Orazulike, 2017).Nelson and Devi (2013), made claims that audit committee are responsible for overseeing the financial reporting process, reviewing the adequacy of a company's financial control system and ensuring the objectivity of the external audit. Similarly, on the quality of audit committee evidence exist which associate the audit committee with an important role of detecting and preventing management fraud through hand long an important audit risk. In other words, an ineffective audit committee may contribute to the existence of management fraud (Messier, 2008).

In the case of quality of financial report, Verdi (2006) defines quality of financial report as the exact manner in which it shows information as regards a business activity and its anticipated standards, with the aim of informing the shareholders about a company`s operations. Quality of firms financial report also refers to the degree in which financial statement provides us with information that is fair and authentic about the financial position and financial performance of an enterprise (Vafeas, 2000). Furthermore, it can be deduced from the

above definitions that for a financial statement to be regarded as possessing a high-quality attribute, it must be able to provide genuine information about the economic performance and financial with the aim of keeping shareholders and other stakeholders informed of the entity's current situation (Dechow, Sloan & Sweeny, 1995). Barth, Landsman and Lang (2008) asserts that quality of firms financial report as the faithfulness of information conveyed in the financial reporting process. Quality of firms financial report can be assessed directly using measurement like; accruals model, value relevance models, using specific elements in the annual reports and by operationalizing the qualitative attributes (Nichols & Wahlen, 2004). It can be measured indirectly using earnings management, reported earnings, financial restatements and timeliness (Dechow & Dichev, 2002; Zhou & Liu, 2006; Barth, Landsman, & Lang, 2008).

Audit committee independence and quality of firms financial report

There are empirical studies that provided evidences that audit committee independence is likely to influence quality of financial report (Mitra, Deis & Hossain, 2009). The independence of audit committee is necessary for monitoring financial reporting process (Klein, 2002). In an attempt to enhance the oversight function of the audit committee, the revised Nigerian SEC CCG 2011, adopted Section 359 (3) and (4) of Companies and Allied Matters Act (CAC, 2012) clearly selected and reviewed under responsibility of the organizing committee of specify six-member audit committee formation by all public companies. The audit committee should comprise of three non-executive board members and three shareholders representatives. The idea of splitting the audit committee membership into an equal number of representations is to ensure the independence of the committee, thereby creating more confidence in the board activities, enhanced financial control and

more credibility to the workings of the committee and company's financial reporting process (Kantudu & Samaila, 2015).

Audit committee diversity and quality of firm's financial report

Audit committee diversity is a key to enhancing corporate governance practices in an organization, as diversity in the audit committee fosters better decision making and brings about innovation in an organization as both gender sensitivity is considered (Sirnidhi, Gul & Tsai, 2011). Some of the features of a diversified board include gender, age, educational and functional background, industry experience or exposure and nationality (Hoange, 2014). Sirnidi, Gul and Tsai (2011) opined that the best audit committee is a mix of individuals with different skills, knowledge, information power and readily available to contribute his/her time professionally. It is noteworthy, that the cost of a diversified audit committee is quite expensive as its high cost may impede on the organization's performance and consequently quality of financial reports and this could also affect its quality of firm's financial report. Studies like Barua, Davidson, Rama and Thiruvadi (2010); Makhlouf, Al-Surf and Almubaideen (2018); Yunos (2011), have explored the relation between audit committee diversity and quality of firms financial report which they all found a positive and significant relation between board diversity and quality of firms financial report. Other strands in literature like Dobbin and Jung (2010); Labelle, Gargouri and Francoeur (2010), reported a significant and negative relation between diversity and quality of firms financial report.

Audit committee size and quality of firms financial report

Accordingly, the Code of Corporate Governance (2000) it is required that the audit committee is to be comprised of at least three members. However, reserachers like Onourah and Imene (2016), *raised question whether larger audit committee can result effective monitoring or not. There are number of studies reported positive relationship between audit committee size and reported earnings. Klein (2002) found a positive association between size and monitoring process of the audit committee that result in higher quality of financial reports, whereas* Kang, Chenge and Gray (2007), *asserted that audit committee with more members likely to possess diverse skills and knowledge which is likely to enhance monitoring. This finding was subsequently supported by* Chalaki, Didar and Rianezhad, (2012); *Jerubet (2018).*

Theoretical Framework

Our study is pined on the Resource Dependency Theory as explained by Pfeffer and Salancik (1978) in order to explain the relationship between audit committee attributes and quality of firms financial report in listed firms in Nigeria. The theory is centered on the roles of the audit committee vis a vis the resourcefulness (attributes) of the committee in disposing their function. As resource providers their attributes tend to be of paramount importance. Some of their features like size, independence and diversity are assumed to improve the performance of an organization, which will, in turn, improve the confidence of the stakeholders of the organization as such signals a quality financial report. Signaling refers to a situation where one party conveys information to another party. Jensen and Meckling (1976) define signal as an action taken by a high-type manager that would not be rational if that manager was low type. Dobbin and Jung (2010), suggest that manipulative accounting may be used for signaling as managers will try to smooth the earnings report in the manner it will transmit the desired information to the other stakeholders of the firm. More specifically, Dechow and Dichev (2002) stated that manipulative accounting is used to reveal persistent earnings power which is

interpreted as a signal since earnings reversal can make it very costly for a low-type manager to manipulate and report higher earnings that can be maintained. This signaling preposition is linked to audit practice in the sense that it is then necessary for an audit committee withy resourceful attributes to be set up to monitor the activities of the managers as a result of this agency issues.

Review of Empirical Studies
Brant, Thomas and Paul (2019) examined affiliated former partners on the audit committee influence on the auditor-client relationship and audit quality which is consistent with social identity theory. They found that companies with an affiliated partner on their audit committee are less likely to dismiss the member's former firm than companies without the affiliation. Further, they found that improved audit quality and increased effectiveness of auditor effort when affiliated partners serve on the audit committee. Finally, this quality improvement occurs contemporaneously with a reduction in audit fees and time spent on fieldwork, suggesting increased efficiency and better quality of firms financial report.

Temples (2019), investigated the relationship between audit committee composition, the board of directors' attributes and the quality of financial reports of commercial banks in Nigeria. The data for the study was collected from the annual reports of fifteen (15) commercial banks using the method of contents analyses and covered a period of ten (10) years from 2009 to 2018. The Jones quality of accruals model and the ordinary least square method of regression were used to analyze the data for the study. The findings of the study showed that the audit committee composed more of independent members have a positive effect on quality of firms financial report. Furthermore, the numerical size of the board of directors also showed a positive relationship with the quality of financial

reports. Finally, the findings showed that board composition has a positive relationship with the quality of financial reports. Hence, he concluded that the audit committee composition effect on the quality of financial reporting even though in the right direction is much too weak to deliver the desired results. In addition, the effect of the size and composition of the board of directors does not have much effect on the quality of financial reports of commercial banks. Consequently, there is a need to review and strengthen the composition and role of the audit committee especially as regards their monitoring and oversight function on the financial reports so as to improve the quality of financial reports.

Okolie (2014) examine the effects of auditors' independence on earnings management. They use a sample of 57 listed companies in Nigeria for the period of 2006 to 2011. The finding indicates that audit fee has a negative significant and association with discretionary accruals. This is affirmed by Abdul-Malik *et al.,* (2016) who explore the impact of audit fees on quality of firms financial report in Nigeria. The source data from the annual reports of 89 listed companies for the periods of 2008 to 2013. They show that audit fees have a negative significant influence on discretionary accruals. They further suggest that extreme fees paid to auditors in Nigeria may not impair their independence since it reduces the magnitude of abnormal accruals. In addition recent study of Abdul-Rahman, *et al.,* (2017) who examine the relationship between of audit fees and quality of audit in Nigeria reveals that audit fee is positive and significantly related to audit quality. From foregoing argument, the study hypothesized that: H1 Audit fee has a positive significant relationship with quality of firms financial report.
METHODOLOGY
This study basically seeks to investigate the effect of audit committee attributes on quality of listed firms financial report firms in Nigeria. The study adopts ex post facto

research design and employed Multiple ordinary least square (OLS) regression in analyzing the data collected from the annual financial statement of 11listed firms randomly selected from each sector on the Nigerian stock exchange market from 2016-2020 a period 5 years.

Model Specification

This study formulates the following model to be used by the researcher in the investigation as adapted from the studies of Temples (2019).

$$FRQ_{it} = \alpha + \beta_1 ACI_{it} + \beta_2 ACD_{it} + \beta_3 ACS_{it} + U_{it}$$

Where;

α = Constant

FRQ = financial reporting quality (Log of earnings per share as a measure of value relevance; proxy for quality of financial report).

ACI= Audit committee independence (Reported number of non executive board members on the audit committee to the total number of audit committee size of a firm at a time).

ACD= Audit committee diversity (Reported number of female committee members to the total number of audit committee size of a firm at a time).

ACS= Audit committee Size (Reported number of the total number of audit committee members of a firm at a time).

it= Cross-sectional $(_i)$ at time $(_t)$

U = Error term used in the model.

β_1-β_3= Beta coefficient of the independent variable.

Decision Rule: Accept the null hypothesis if the calculated value is greater than the significant level of 0.05.

DATA PRESENTATION AND ANALYSIS

Data Validity Test

In order to ensure that the results are robust, the Dublin Watson, variance inflation factor and tolerance level were computed as shown in table 2 and 3 below. The Dublin watson statistic for the model specified stood at1.005 which is not above the standard of 2.00 indicating the absence of auto-correlation, while the VIF (1.281, 1.406 & 1.638) and tolerance level (0.611, 0.711 & 0.781) which are all within the accepted criteria for stationarity test (Gujaratti, 2007) this substantiates the absence of auto-correlation and multicolinearity problem among the explanatory variable thus enabled us to go ahead with the regression analysis.

Descriptive Statistics

	N	Minimum	Maximum	Mean		Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
ACI	55	.40	1.00	.6091	.02947	.21853
ACD	55	.00	.33	.1197	.01597	.11846
ACS	55	4.00	6.00	5.3636	.10497	.77850
FRQ	55	.90	2.99	2.0866	.06612	.49035
Valid N (listwise)	55					

Table1 presents the descriptive statistics of all the variables. N represents the number of observations and therefore the number of observations for the study is 55.

Audit Committee Independence (ACI) reflects a mean of 0.6091 and a standard deviation of 0.21853, it has a minimum value of 0.40 and a maximum value of 1.00.Audit Committee Diversity (ACD)

reflects a mean of 0.1197 and a standard deviation of 0.11846, it has a minimum value of 0.00 and a maximum value of 0.33. Audit Committee Size (ACS) reflects a mean of 5.3636 and a standard deviation of 0.77850, it has a minimum value of 4.00 and a maximum value of 6.00. Finally, Quality of firms financial report (FRQ) reflects a mean of 2.0866 and a standard deviation of

0.49035, it has a minimum value of 0.90 and a maximum value of 2.99. These various means and deviation shown by the variables

shows the level of variation amongst the variables in the listed firms.

Regression of the Estimated Model Summary

This section presents the results produced by the model summaries for further analysis. Thus:

Table 2: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.637[a]	.406	.371	.38882	.406	11.627	3	51	.000	1.005

a. Predictors: (Constant), ACS, ACD, ACI
b. Dependent Variable: FRQ

Table 2, presents the regression result between ACS, ACD, ACI and FRQ. From the model summary table above, the following information can be distilled.

The R value of 0.637 shows that there is a strong positive relationship between ACS, ACD, ACI and FRQ at 63.7%. Also, the R^2 value stood at 0.406. The R^2 otherwise known as the coefficient of determination shows the percentage of the total variation of the dependent variable (FRQ) that can be explained by the independent or explanatory variables (ACS, ACD & ACI). Thus the R^2 value of 0.406 indicates that 40.6% of the variation in FRQ of the listed firms can be explained by a variation in the independent variables (ACS, ACD & ACI) while the remaining 59.4% (i.e. $100-R^2$) could be

accounted by other variables not included in this model.

The adjusted R^2 of 0.371 indicates that if the model is adjusted and other variables considered, this result will deviate from it by only 0.035 (i.e. 0.406 – 0.371). This result shows that there is a deviation of the sample variable examined and the ones to be considered by 3.5%. The table further shows the significant change of 0.000 with is a proof that the model is statistically with a variation of change at 40.6% which indicates the level at which the audit committee attributes are as a whole contributing to the variance in the quality of firms financial report of the listed firms in Nigeria.

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.044	.383		.115	.909		
	ACI	-.809	.310	-.361	-2.612	.012	.611	1.638
	ACD	.292	.506	.070	.577	.567	.781	1.281
	ACS	.466	.081	.740	5.784	.000	.711	1.406

a. Dependent Variable: FRQ

The regression result as presented in table 3 above to determine the relationship between ACI, ACD, ACS and FRQ shows that when the independent variables are held stationary; the FRQ variable is estimated at 0.044. This simply implies that when all variables are held constant, there will be an increase in the *quality of firms financial report* of listed firms up to the tune of 4.4%occasioned by factors not incorporated in this study. Thus, a unit increase in ACI will lead to a decrease in FRQ by 36.1%. Also a unit increase in ACD will lead to an increase in FRQ to the tune of 7% while a unit increase in ACS will lead to an increase in FRQ by 74%.

Ho₁: *Audit committee independence has no significant effect on the quality of listed firms financial report firms in Nigeria.*

Given the stated decision criteria and considering the outcome of the regression result, the study accepts the alternative hypothesis and rejects the null hypothesis since the calculated significant level of 0.012 is less than the accepted 0.05 level of significance. Thus, audit committee independence has a significant effect on quality of listed firms financial report firms in Nigeria.

Ho₂: *Audit committee diversity has no significant effect on the quality of listed firms financial report firms in Nigeria.*

Given the stated decision criteria and considering the outcome of the regression result, the study rejects the alternative hypothesis and accepts the null hypothesis since the calculated significant level of 0.567 is greater than the accepted 0.05 level of significance. Thus, audit committee diversity has no significant effect on quality of listed firms financial report firms in Nigeria.

Ho₃: *Audit committee size has no significant effect on the quality of listed firms financial report firms in Nigeria.*

Given the stated decision criteria and considering the outcome of the regression result, the study accepts the alternative hypothesis and rejects the null hypothesis since the calculated significant level of 0.000 is less than the accepted 0.05 level of significance. Thus, audit committee size has a significant effect on quality of listed firms financial report firms in Nigeria.

Conclusion

Based on the findings of this study from the test of the three research hypotheses earlier formulated in the study, the researchers have therefore come to the conclusion that both audit committee independence and size has a significant effect on the quality of listed firms financial report firms in Nigeria while, audit committee gender diversity has no significant effect on the quality of listed firms financial report firms in Nigeria. This result is in conformity to the resource dependency theory as explained by Pfeffer and Salancik (1978) that the relationship between audit committee attributes and quality of firms financial report of firms is enhanced by the attributes posed by audit committee of the firm.

Recommendation

Thus**,** it is recommended that: Firms in Nigeria should endeavor to incorporate fully the rules of corporate governance as enshrined in the code of corporate governance in Nigeria; this will enhance a better practice by setting up a better audit committee with the required attributes that will ensure adequate monitoring of the economic activities of the business which

will in turn improve the quality of firms financial report of the listed firms.

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VOLUNTARY TAX COMPLIANCE BEHAVIOUR AMONG SMES OWNERS AND BUSINESS GROWTH: A REVIEW OF LITERATURE

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ABSTRACT

This study reviewed literature on voluntary tax compliance behaviour among SMES owners and business growth. The main objective of the study was to review concepts, theories and empirical literature relating to the subject matter. The methodology adopted for the study was a survey of literature; materials were gathered from published articles on the subject matter. It was found that previous studies that were looked at showed a strong link between paying taxes voluntarily and business growth. But there are some holes in the studies. Some of the studies used a cross-sectional survey methodology, which makes it harder to prove a cause-and-effect relationship between the independent and dependent variables. Other studies only looked at small and medium-sized businesses in some State or region in a country. This shows that more research needs to be done in other places. Some studies have small sample sizes, which can make it hard to apply the results to the whole population. The studies look at how people voluntarily pay their taxes, but they don't look at how compulsory tax payments affect business growth. Given that there are gaps in the studies, it would be helpful to do more research in other states or regions and on a larger scale to learn more about how tax compliance affects business growth.

1.0 Introduction

Taxes are a big part of how the government makes money, and people need to voluntarily pay their taxes if they want the government to keep providing public goods and services. Voluntary tax compliance is when taxpayers are ready to pay their taxes on time and correctly without being forced to do so by the government (Alm, 2014). It depends on how ready taxpayers are to follow the tax laws and rules, report their taxable income, and pay the right taxes. Tax management depends on people paying their taxes on their own because it lowers the cost of enforcement and helps the government collect more money. Also, voluntary tax compliance makes it easier for taxpayers and tax authorities to get along, makes it easier for taxpayers to believe the government, and reduces tax evasion.

Davidsson et al. (2016) define business growth as a rise in a company's size, revenue, profitability, and market share over time. Business growth is an important part of economic development because it creates jobs, encourages new ideas, and helps the Gross Domestic Product (GDP) grow. SMEs in particular are thought to be the backbone of most countries because of how much they help the economy grow, create jobs, and reduce poverty.

Voluntary tax compliance behaviour among SMEs owners has a significant impact on the growth of their businesses. Small and medium-sized enterprises (SMEs) that follow tax laws and rules are more likely to draw investors and get loans from banks (Yuan, 2020). Voluntary tax compliance also helps SMEs build trust with their customers, suppliers, and workers (Kumar & Agarwal, 2021). This trust can lead to more sales, more wealth, and a bigger share of the market. On the other hand, not following tax laws and regulations can lead to penalties, fines, and court action, all of which can hurt the growth of the business (Leong & Tan, 2017).

Small and medium-sized businesses (SMEs) have played a key role in most economies around the world, especially in growing and emerging nations, for a long time. SMEs are set up, run, grow, and progress based on a number of external and internal factors. The developed countries put SMEs at the top of their economic goals and programs. They do this by putting in place macroeconomic policies like targeted fiscal policies, tax exemptions, and special taxing schemes that directly affect SMEs' operating costs, liquidity, and competitiveness (Salehi, et al., 2019).

Even though SMEs are important to the country and its areas, they don't always pay their taxes (Nwachukwu & Udeh, 2021). To encourage business growth and achieve lasting economic development, it is important to understand how SME owners behave when it comes to paying taxes on their own. So, this paper is a review of the conceptual, theoretical, and empirical works on voluntary tax compliance behaviour among SME owners and business growth.

2.1 Conceptual Review

2.1.1 SMEs: Small and Medium-Sized Enterprises

Small and Medium-sized Enterprises (SMEs) have different meanings based on which regulatory agency or institution gives the definition. The Federal Ministry of Industry, Trade and Investment (2020) defines SMEs as enterprises with a maximum asset base of N500 million ($1.3 million) and a minimum of 10 employees and a maximum of 200 employees for manufacturing and trading, and a maximum of 50 employees for service sector enterprises. The Central Bank of Nigeria (CBN) says that SMEs are businesses with between 11 and 300 employees and an asset base (excluding land

and buildings) of between N5 million (about $13,000) and N500 million (about $1.3 million) (Central Bank of Nigeria, 2019).

Most small and medium-sized businesses (SMEs) are flexible, adaptable, and creative, which lets them react quickly to changes in the market. But they also face problems, such as limited access to cash, resources, and markets, which can slow their growth and make it hard for them to stay in business (Mensah & Benedicta, 2021).

2.1.2 Business Growth

Porter and Kramer (2011) say that business growth is the process of growing a company's size, income, market share, and profits over time. Hove, et al. (2014) see business growth as how technology-enabled success affects all parts of a company's operations, such as lowering costs, making more money, and being more competitive (Maziriri & Chinomona, 2016). Business growth means how well and efficiently a company can reach its goals and how well it can meet the needs of all of its partners.

According to a study by the Harvard Business Review [HBR] (2017) a company's long-term success depends on its ability to keep growing. But sustaining growth can be hard because it requires companies to balance short-term and long-term goals, handle risks, and adapt to changes in the business environment. Profitability and sales growth are two key signs of growth for SMEs.

Profitability

Profitability is a key financial measure that shows how well a company can make money based on its costs, revenues, and assets (Khan, 2021). It is a key measure of a company's success because it shows how well it runs and how much room there is for growth and investment. Profitability means that a company is making more money than it is spending. This means that the company

can use its profits to grow its business or give dividends to its owners.

Gross profit margin, net profit margin, return on assets (ROA), and return on equity (ROE) are the most popular profitability ratios. Gross profit margin is the amount of money left over after the cost of things sold has been taken out (Berman & Knight, 2019). Net profit margin, on the other hand, is the amount of money left over after all costs, like taxes and interest payments, are taken out (Berman & Knight, 2019). ROA measures a company's profitability in relation to its total assets, while ROE measures the return on investment for owners (Khan, 2021).

Sales Growth

Sales growth is a key measure because it shows how well a company can make money and how much demand there is for its products or services at a given time. It is usually shown as a percentage increase or decrease in sales from the previous time, like a quarter or year. Sales growth can be caused by a number of things, such as more marketing efforts, entering new markets, releasing new goods, or an improving economy (Entrepreneur, 2021). Kaplan and Norton (1996) say that companies should have different goals, such as increasing sales. But it's important to remember that sales growth alone may not be enough to make a business profitable. A company can still lose money if it has high costs or a low profit margin.

2.1.3 Tax Compliance Behaviour

Tax compliance behaviour is an important part of tax systems because it shows how much taxpayers freely follow tax laws and rules. Studies (Alm, McClelland, and Schulze, 2018; Torgler, 2002) say that tax compliance behaviour means meeting tax obligations correctly and on time, reporting taxable income, and paying taxes due.

Kirchler, Hoelzl, and Wahl (2008) found that people's behaviour is affected by things like how much they believe tax authorities, how fair they think the tax system is, and how complicated tax rules are.

Noncompliance can lead to lost money and hurt the tax system's fairness and credibility. So, tax officials around the world have been taking steps to get people to pay their taxes, like making tax rules easier to understand, stepping up enforcement, and educating and helping taxpayers (Braithwaite & Wenzel, 2008).

2.1.4 Tax Compliance Behaviour and the Growth of Businesses

Previous studies have found a link between voluntary tax compliance and business growth. When businesses voluntarily follow tax rules, they lower the chance of getting fined for not doing so, which can hurt their reputation, finances, and even their ability to stay in business. Also, voluntarily paying taxes can give a business a good reputation, which can attract investors, customers, and workers and help the business grow. For example, Abdullah et al.'s study from 2021 found that voluntary tax compliance has a good effect on business growth by making the business's finances and reputation better. According to the study, companies that independently observe tax laws typically generate more revenue and are more likely to secure investment and clients.

In their research, Duong et al. (2020) also discovered a strong correlation between voluntary tax compliance and firm growth. According to the report, companies that independently obey tax laws typically have a better reputation. This may result in higher sales and money by attracting new clients while retaining existing ones. According to a study by Alm, Bloomquist, and McKee (2015), paying personal taxes on time and expanding your business go hand in hand. According to the study, businesses that

voluntarily comply with tax laws expand more quickly than those that don't. The authors hypothesise that this is because paying taxes willingly can result in improved connections with financiers, clients, and governmental entities, which can aid in business expansion.

Kirchler et al. (2008) found in another study that voluntarily paying taxes can help a business's image, which is a big part of getting customers and investors. The authors say that businesses with a good image for paying taxes are seen as more trustworthy and credible, which can keep customers coming back and bring in new ones. Also, investors are more likely to like these kinds of businesses, which can help them get the money and other resources they need to grow.

3.1 Review of Theory

Several ideas have been put forward to explain the link between paying taxes and the growth of a business. Some of these ideas are the theory of planned behaviour, the theory of deterrence, and the theory of social exchange.

3.1.2 Planned behaviour theory

Icek Ajzen came up with the idea of planned behaviour in 1985. The theory says that what people do is based on three things: how they feel about the behaviour, what they think other people should do, and how much control they think they have over their behaviour. Ajzen (2002) says that behavioural views, normative beliefs, and control beliefs affect these factors. Attitudes about behaviour are what a person thinks the good or bad effects of the behaviour will be. Subjective norms are what a person thinks about the social forces to do or not do something. Perceived behavioural control is a person's opinion that he or she can do the behaviour. Appah and Wosowei (2016) say that the way people act in society is

influenced by certain factors, comes from certain reasons, and happens in a planned way. Benk et al. (2011) said that a person's ability to do a certain behaviour relies on whether or not they want to do that behaviour.

Tax compliance has been linked to the theory of planned behaviour, which says that a person's attitude toward paying taxes, perception of social norms about paying taxes, and trust in their own ability to pay taxes can all affect their compliance behaviour. According to Braithwaith (2003), social and psychological reasons have made it easier to understand why so many individuals pay taxes. To assist individuals, comprehend tax compliance better, these types of analyses make use of concepts like trust in authority (Murphy, 2004), perceptions of the system's fairness (Wenzel, 2004), and moral considerations and norms (Frey, 2003; Wenzel, 2004).

The theory of planned behaviour ignores how emotions influence actions and judgement. Additionally, the concept does not adequately account for how environmental circumstances influence behaviour.

3.1.2 The Theory of Deterrence.

In 1968, Gary Becker came up with the theory of deterrence. According to the deterrence theory, people follow the law and the regulations to stay out of trouble. To explain why people adhere to tax laws, this argument has been put forth. It claims that when people believe breaking the law would cost them more money than obeying it, they are more likely to do so. According to studies (Andreoni et al., 1998), tax compliance increases as the likelihood of getting detected, the propensity to be found guilty, and the harshness of the punishment all rise. According to Kirchler et al. (2008), the deterrence theory fails to recognise the significance of moral principles and social

norms in promoting tax compliance. According to Murphy (2005), there are other elements such as a fair and reasonable tax systems that can affect people's intrinsic willingness to obey tax regulations in addition to penalty and deterrent.

3.1.3 The Theory of Social Exchange

In the year 1990, Tyler proposed this theory. It contends that taxpayers will be more likely to comply with tax rules if they have faith that tax authorities would treat them fairly, can be relied upon, and will look out for their best interests. According to the idea, taxpayers are inclined to view paying taxes as a reciprocal duty to the state, and this obligation is increased by good contacts with tax officials. In addition, the theory states that taxpayers are likely to view paying taxes as a duty to themselves.

The Social Exchange Theory gives a strong account for how trust and fairness affect people's decisions to pay taxes. When taxpayers think that tax officials are working in good faith and are looking out for their best interests, they are more likely to follow tax laws. On the other hand, taxpayers are less likely to follow tax rules if they think that tax authorities are acting in bad faith or are not trustworthy.

Even though it has some good points, the Social Exchange is based on the idea that taxpayers are rational agents who want to get the most out of themselves. But not all taxpayers are logical, and some may follow tax rules for moral or social reasons. Also, the idea doesn't take into account how enforcement and punishment affect people's decisions to pay taxes.

4.0 Review of Empirical Studies

Okpanachi et al. (2020) did a study to find out how SMEs owners in Nigeria's Benue State voluntarily pay taxes and how their businesses grow. The study used a cross-sectional poll and chose 300 SME owners

who had been in business for at least two years and were registered with the Corporate Affairs Commission. The participants were chosen using a method called "purposive sampling," and 240 usable surveys were sent back and looked at using descriptive statistics and regression analysis. The study found that voluntary tax compliance had a big and good effect on business growth among small and medium-sized enterprises (SMEs) in Benue State. The study also found that the way SME owners saw the fairness of the tax system, the severity of the punishments for not following the rules, and social norms had a big effect on how much they followed the rules on their own. The cross-sectional form of the study also makes it hard to prove cause and effect, and it's possible that other factors could have affected the results. Also, the study didn't look at how the amount of education and business training affects people's willingness to pay taxes. It could have also been helpful to look at how the government's tax policies and tax education programs affected how SMEs paid their taxes.

In Akpan et al.'s (2020) study, the authors looked at the link between small and medium-sized enterprises' (SMEs) voluntary tax compliance behaviour and their business growth in Nigeria. The study was set up as cross-sectional quantitative research. A survey questionnaire was used to collect information from 384 SME owners and employees who were chosen at random. Both descriptive and inferential statistics were used to analyse the data. Descriptive statistics were used to summarize the demographic traits of the respondents, while inferential statistics like correlation and regression analysis were used to test the hypotheses. According to the study, small and medium-sized firms are more likely to expand when they independently obey tax regulations. The findings also indicate that well-educated and aware SMEs are more likely to adhere to tax regulations. However, it's crucial to keep in mind that the study's

sample size and selection process may make it challenging to extrapolate the findings to the larger group of SMEs in Nigeria.

Susilowati et al. (2019) carried out a quantitative and cross-sectional study to find out what drives SMEs in Indonesia to voluntarily pay taxes and the effect it has on business growth. The data was analysed using the partial least squares (PLS) method and structural equation modelling (SEM) approaches after Indonesian SMEs were asked to complete a structured questionnaire for the study. The results showed that voluntary tax compliance had a beneficial effect on business expansion. Additionally, they discovered a number of variables that influence it, including tax literacy, tax fairness judgements, tax fines, and the possibility of a tax audit. However, the study has certain limitations that make it difficult to apply to other circumstances, including a limited sample size, an ignorance of the sampling methodology, and a focus primarily on voluntary tax compliance behaviour in SMEs in Indonesia. Additionally, the study did not examine how tax obligations impact firm expansion.

A study conducted by Akampumuza et al. (2018) sought to understand how small and medium-sized enterprises (SMEs) in Uganda behave when it comes to voluntarily paying taxes and how it influences business growth. To choose a sample of 384 SMEs, the researchers employed a multi-stage selection technique and a cross-sectional study design. Small and medium-sized enterprises (SMEs) required to be registered with the Uganda Revenue Authority and have been operating for at least two years in order to be included in the sample. The data was acquired by having SME managers or owners complete a structured questionnaire in person. The data was looked at using descriptive statistics, association analysis, and multiple regression analysis. The study found that voluntary tax compliance was linked to business growth among small and medium-sized enterprises

(SMEs) in Uganda. Particularly, SMEs with higher rates of voluntary tax compliance saw faster company growth than SMEs with lower rates of voluntary tax compliance. The study's findings suggest that encouraging SMEs to pay taxes voluntarily might help policymakers in Uganda and other nations support the expansion of their economies. But it is challenging to determine what caused what due to the cross-sectional shape.

Ackah et al. (2016) conducted a study to determine how small and medium-sized enterprises (SMEs) in Ghana behave when it comes to voluntarily paying taxes and how much their firms expand. 300 SMEs in Accra, Ghana served as the study's sample. A standardised questionnaire was delivered to the owners or managers of the selected SMEs. To examine the data gathered and determine whether there was a correlation between voluntary tax compliance and business growth, the study employed descriptive statistics and regression analysis. According to the survey, SMEs that voluntarily satisfied their tax requirements grew their businesses more successfully than those that did not. The limited sample size of the study may make it difficult to generalise the results, and other variables like financing availability and competition that may have an impact on business growth were not looked at.

Shaheen et al. (2019) did a qualitative study to better understand how small and medium-sized companies (SMEs) in Pakistan act when it comes to paying taxes voluntarily. Using deliberate sampling, a group of 20 SMEs from various industries was selected. The data were gathered from the business owners, managers, and accountants of the chosen SMEs through semi-structured interviews. The data were looked at using thematic analysis, and NVivo software was used to help with the research. The study found that most small and medium-sized businesses (SMBs) in Pakistan don't follow tax rules for a number of reasons, such as

not knowing about tax laws, complicated tax processes, corruption, and the idea that taxes are a burden. The study also found that some small and medium-sized businesses (SMEs) were ready to follow tax rules if they got something in return, like access to credit or government incentives. But the study didn't give any numbers or scientific analysis, which may make the results less reliable.

Oduor et al. (2020) did a study to find out what effect taxpayer education has on how small and medium businesses (SMEs) in Kenya act when it comes to paying taxes. A quasi-experimental approach with a pre-test and a post-test was used. Two groups of small and medium-sized enterprises (SMEs) were chosen; one group got taxpayer education and the other served as a control group. Before and after the change, the study looked at how the two groups paid their taxes. The group of interest was all SMEs in Kenya, and a sample of 384 SMEs from two counties in Kenya was chosen using a method called "stratified sampling." Both groups filled out a form on their own, and descriptive and inferential statistics were used to look at the answers. The study found that taxpayer education had a big positive effect on how SMEs in Kenya followed tax laws. The treatment group was more likely to follow tax laws and knew more about them than the control group. There are some problems with the study, like the fact that it only looks at two counties and only measures short-term benefits. But its strengths include a well-designed research design, a big sample size, and appropriate statistical analyses.

In their study, Ojo et al. (2021) looked at the effect of voluntary tax compliance on the growth of small and medium-sized businesses (SMEs) in Nigeria. 300 SMEs in three distinct states in Nigeria were surveyed using a cross-sectional survey approach, a type of quantitative research, with the purpose of gathering data. Convenience sampling, a non-probability sampling

technique, was used to choose the study's sample group. By providing the SMEs with a standardised form, data were collected from them, and descriptive statistics were used to compile the data. In order to test the hypothesis and determine the link between SMEs in Nigeria paying taxes voluntarily and the expansion of their enterprises, the study also employed correlation analysis and multiple regression analysis. The study discovered that voluntary tax compliance has a positive impact on business growth among SMEs in Nigeria and that these businesses are more likely to grow when voluntary tax compliance is practised. However, it's crucial to keep in mind that employing a non-probability sampling technique could make it more challenging to apply the findings in other circumstances.

Ayogu and Nwoha (2019) examine the voluntary tax payments made by small and medium-sized enterprises (SMEs) in Enugu State, Nigeria. For its investigation, this study employed a cross-sectional survey methodology. A self-administered questionnaire was used to gather the information. A simple random sampling method was used to choose 300 SMEs to receive the questionnaire. The results were analysed by using descriptive statistics. The experts also used a method called logistic regression analysis to find out what makes SMEs voluntarily pay their taxes. The study found that SMEs in Enugu State don't pay their taxes voluntarily very often. The study only looked at small and medium-sized businesses in Enugu State, Nigeria. This shows that more research needs to be done in other places in Nigeria.

5.0 Conclusion

Most of the studies that were looked at showed a strong link between paying taxes voluntarily and business growth. But there are some holes in the studies. Some of the studies used a cross-sectional survey methodology, which makes it harder to prove a cause-and-effect relationship between the independent and dependent variables. Other studies only looked at small and medium-sized businesses in some State or region in a country. This shows that more research needs to be done in other places. Some studies have small sample sizes, which can make it hard to apply the results to the whole population. The studies look at how people voluntarily pay their taxes, but they don't look at how compulsory tax payments affect business growth. Given that there are gaps in the study, it would be helpful to do more research in different countries and on a larger scale to learn more about how tax compliance affects business growth.

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