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Editorial

This issue of *KIU Journal of Social Sciences* touches on governance, development, public personnel administration, peace and conflict studies, social psychology, creative writing, business management and educational administration.

In Governance and Development, Muzaare examines the extent of management on integrated development programmes in the districts Ibanda and Kiruhura, Uganda. He concludes that if programmes are to be well managed, districts deserve equal support from all the stakeholders in their efforts to better the lives of rural people, and rural development policy be strengthened. Haruna and Walong also argue that globalization has impacted negatively on national security in the areas of organized crimes, ecology, health, economy and worsening conditions of life in backward societies. They conclude by making recommendations for the benefit of all in the global system. Ariyoosu, finally, discusses the Nigerian Tax policy and administration. He recommends that there is a need for public enlightenment and tax information and research services should be embarked upon by various tax authorities and administrators, and tax payers should be made to see the benefits of their taxes.

Under Public Personnel Administration, Oluka reports, through his findings, that employees' physiological needs, safety needs, belonging needs, esteem needs and self – actualization needs were fairly met in the Ministry of Public Service, Uganda. He recommends that the government should set up policies and guidelines to identify and meet the needs of employees; find ways of rewarding employees by enhancing their salaries, allowances and other motivational strategies. Yiga and Wandiba also establish that there is positive relationship between recruitment process and local government performance in Kiboga district, Uganda.

In Peace and Conflict Studies, Kiiza posits that the solution to achieve durable peace in Burundi lies firstly, in harmonizing the 2005 Burundi Constitution with the Arusha Peace Agreement of 2000; and secondly, enacting and empowering judicial and legal instruments to implement political principles and measures such as political power sharing and democratic governance. Ayinla also proves that the use of mediation in resolving dispute in Nigeria is faster, cheaper, consensual and removes acrimony between parties, taking a cue from the result of the pilot programmes in some states of the Federation.

In the Section on Social Psychology, Sani and Imbuki investigate the effectiveness of contingency Management therapy on Drug abuse treatment among students of teacher training institutions in Kano State, Nigeria. Based on their findings, they recommend that management of the institutions need to provide adequate support through funding and provision of facilities to the directorate of counseling in each institution. Onifade, Adigun and others establish that premature ejaculation could result to psychological problems and marital discord. Therefore, they recommend that, men with premature ejaculation should not to be overwhelmed with any emotional challenge that occurs as a result of premature ejaculation as this may lead to another health problem. Inuwa, Kerver and others also prove that patient's expectation, gender, age and level of education were the most predictors of patient satisfaction with nursing care. They recommend the need for the hospital management to develop strategies and test nurse-sensitive indicators that are related to patient satisfaction. Etapa finally shows that those zones which are more prone to Bank Robbery attacks in Nigeria suffer severe socio-economic and psychological effects than those zones which have fewer cases. He opines that family reorganization, mentoring model, government living up to its expectations by creating jobs and other social securities, adequate prison reforms will reduce the crime rate.

Through Creative Writing, Omoko and Ovie-Jack draw insights from Festus Iyayi's Violence and the Contract to expose the fact that the oppressors are afraid of the masses and believe that someday, the masses will rise against them. Also, Umukoro and Ovweriawose make effort to investigate ways in which youth language patterns or types are at variance with that of adults by carefully paying attention to the discussions of some youths (students) in the College of Education, Warri.

In Business Management, Adeoti, Olawale and Asabi examine the impact of intrapreneurship on the corporate goal achievement of food and beverage firms in Lagos state, Nigeria and recommend that management should be cognizant of the fact that they should concentrate more on empowerment, flexibility in drafting organizational policies. Uba, Kinyata and Abuga also establish that factors in the legal, technological, existing and potential suppliers, and socio cultural factors constitutes 63.23% variation in the business environment. They recommend that manufacturers of pharmaceutical products in Kano state should consider and pay close attention to these factors if they are to succeed in their operations and become competitive. Adeoti, Olawale and Abolarinwa further argue that company with effective and efficient marketing information system will develop competitive products that meet existing and potential buyers' expectation in the market than organization that do not have well organized and good marketing information system. They recommend that the company should develop and maintain advanced marketing information systems that provide company management with rapid and incredible information about consumers' needs and wants, preferences and behavior. Yakubu establishes a positive and significant correlation between money supply and foreign exchange rates and further recommends that government should

control excessive expansion in broad money supply and should take appropriate steps to coordinate and harmonize monetary policies in Nigeria in order to facilitate financial integration process. Olanipekun, Brimah and others argue that significant relationship exists between CSR expenditure and financial performance. Based on the findings, they suggest that there is need for all organizations to engage in CSR because businesses cannot successful operate in a community which they ignore. Ibrahim concludes that credit access improves production however accessibility to credit is limited by high interest rates and lack of collateral security. He recommends the need for the government to increase access to agricultural credit by farmers who do not have collateral security to present to commercial banks.

In Educational Administration, AbdiHersi establishes that there has been a significant growth in the higher education sector across Mogadishu and suggests that there is need for a collaborative existence of educational associations and umbrella organizations to establish a cohesive national higher education policy aimed at streamlining standards, improving quality, and addressing fundamental deficiencies. Oguntimehin and Oni reveal, among others, that private primary schools were contributing significantly to educational development in the local government area. The performance could, however, be further enhanced if they are adequately monitored and supervised by the government. Akinsolu argues that that individual acting alone within the system never get clue to issues a times therefore teamwork and effective collaborative needs to be cherished and adored by any educational organization because it is the foundation of all successful management. Oguntimehin also discuss entrepreneurship education with particular attention to its concept, nature, objectives and development approaches. Bukki and Bello finally highlight the importance of entrepreneurship education towards enhancing sustainable development in Nigeria. They recommend that educational programmes at all levels of education should be designed to provide the needed entrepreneurial skills for Nigerian Youth.

On the whole, this edition of *KIU Journal of Social Sciences* features many thought provoking articles. Some of these articles are empirical in nature while others have theoretical base. Each of them focuses on one specific social and management problem or the other; trying to proffer solutions to them. Readers are therefore advised to make proper use of the ideas presented by the various authors.

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Part One
Governance and Development



Management of Integrated Development Programmes in Ibanda and Kiruhura districts in Western Uganda

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Abstract. This study examined the extent of management on integrated development programmes in the districts Ibanda and Kiruhura. The study aimed at establishing whether there is a significant difference in extent of management between the districts. Using a questionnaire method, data were collected from a sample of 93 local leaders and analyzed using means and t-test. The findings were that there was no significant difference between the districts. Therefore it was concluded that if programmes are to be well managed, districts deserve equal support from all the stakeholders in their efforts to better the lives of rural people, and rural development policy be strengthened.

Keywords: Management, Plan, Leadership, Financial Management, Integrated Development.

1. Introduction

The need for improving people's welfare is a concern for all of us; be academicians, students, leaders at various levels and everyone in the communities we live in because our people are surrounded by the sea of poverty which needs serious interventions to reverse the conditions and there is a belief that it can be achieved through rural development which aims at finding the ways to improve the rural lives with participation of the rural people themselves so as to address these challenges. Thus integrated development programmes have been favoured by many especially development partners, scholars and other stakeholders as a vehicle for rural development because they are seen to guarantee a holistic development of the rural areas and participation of the local people in running the programmes. In Uganda, various efforts by the government and development partners to improve on the standards of rural people through integrated development programmes such as

Poverty eradication action plan, National Agricultural Advisory services (NAADS), prosperity for all among others, has been evident.

2. Literature Review

2.1 Management of integrated development programmes

Management in this study was conceptualized as implementation of plans, mobilization and participation, leadership and financial management.

2.2 Implementation of plans

According to Owolabi (2005), to implement a policy (programme) a schedule of activities need to be drawn upon who is to do what, when and how; physical resources must be located and made available; financial resources have to be allocated in a way to minimize implementation delays; required personnel must be released from their commitments and made to face their new assignments, they must possess the technical know-how and be made to operate in a clearly structured administrative system. He, further stresses that successful implementation of a policy (programme) requires the mobilization of political support. Systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable and its implementation more successful. Past studies have shown that involvement of stakeholders is critical in the successful implementation of programmes, as Omboi (2011), revealed that institutional policies are weak in influencing strategy implementation because of low awareness and recommended that institutions create a higher level of involvement of members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of the implementers. Sindiswa (2008) established that Community involvement is critical in the successful implementation of programmes, while Pabedinskaite (2010) established that top management support is one of the most significant factors determining a successful implementation of a programme.

2.3 Mobilization and participation of local people

On the importance of mobilization and participation of local people, Mescon et al (2007) observe that through participative management which involves sharing information with employees and involving them in decision making, companies [organizations] increase employee's power in an organization and improve the flow of information between employees and managers. Thus management should understand that people are the true drivers of improvement and innovation. Approaching the same from a different view point, Chambers (1983) cited by Muhumuza (2007) theorized that there is a growing recognition of and emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes. Muhumuza (2007) further asserts that developing human capabilities

and institutional capacities would not only put the available resources to better use but would also lead to equitable distribution of income and sustainable development. Muhumuza (2007) stressed that there is an increasing attention being paid to participation by people and local organizations because such participation is positively correlated with appropriate and sustainable development practices. The benefits of peoples' participation are reiterated by Pettit (2000) cited in Muhumuza (2007) who argues that the current trend of supporting local organizations is based on evidence that sustainability of the development process is only possible if people are given the opportunity to set their own priorities and design locally appropriate solutions, with a high sense of ownership and personal investment.

2.4 Leadership

Leadership is the ability to influence people to adopt the new behaviours needed for strategy implementation (Daft & Marcic, 2004). Leadership is further defined as the ability to influence people toward the attainment of goals. Leadership according to Mescon et al (2002) has been broadly defined as the ability to influence others. Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Omolayo 2000). Bamigboye (2000) also contends that it is a process whereby one person exerts social influence over other members of the group. Ozor and Nwankwo (2008) observe that to help bring a rural community to action, it is necessary for individuals and groups to provide good leadership. When good leadership is provided, the people participate voluntarily in the accomplishment of stated objectives. The approach to rural community development is always through local leaders who not only act as pioneers of projects but also help in influencing and motivating their people to action. Thus for any rural community development to be successful, influential local leaders must be involved else they might undermine the progress of such programmes. Therefore, any agency or organization coming up with a development programme for the community must initially "clear" with these influential local leaders, a process otherwise referred to as legitimization. The authors further assert that effective leadership within today's rural communities is needed not only to address complex problems, but also to assert successful community action, encourage social well-being, and improve community viability.

2.5 Financial management

Pandy (2005) defined financial management as that managerial activity which is concerned with the planning and controlling of the firm's financial resources. He further asserts that the subject of financial management is of immense interest to practicing managers because among the most crucial decisions of the firm are those which relate to finance and an understanding of the theory of financial management provides them (managers) with conceptual and analytical insights to make those decisions skillfully. Mescon et al (2002) theorized that financial management involves finding suitable sources of funds and deciding on the most appropriate uses for those funds. This observation finds support in the argument given by Pride et al (2002) that financial management consists of all the activities concerned with

obtaining money and using it effectively. Within a business organization, the financial manager must not only determine the best way (or ways) to raise money. He or she must also ensure that projected uses are in line with the organization's goals. Thus effective financial management involves careful planning, henceforth, the need for financial management becomes critical because without financing, there would be very little business, and to support this argument, Pride et al (2002), further observed that many firms (programmes) have failed because their managers did not pay enough attention to finances.

3. Null Hypothesis

There are no significant differences in the extent of management of integrated development programmes in Western Uganda based on the district.

4. Research Methodology

The study employed a descriptive comparative design. In particular, the study was comparative in that it established significant differences between management of integrated development programmes between the districts. The data were collected using a researcher devised questionnaire with items on management of integrated development programmes. The questionnaire was reliable for the study as the alpha coefficient showed it was above 0.5 (.951). Using the said questionnaire, data were collected from 93 local leaders from the two districts. Using sloven's formula, a sample size of 112 was attained; though 115 questionnaires were administered to the respondents, 93 (80.9%) were retrieved. The data were analyzed using means and ranks. The null hypothesis was tested using t-test.

6. Findings and Discussions

Extent of Management of Integrated Development Programmes (Implementation of plans)

Table 6.1: Extent of Management of Integrated Development Programmes (Implementation of plans)

Implementation of plans (Items)	Mean	Interpretation	Rank
Encountering challenges during implementation of plans	3.33	Very Good	1
Carrying out awareness campaigns among the local people about the plans	3.10	Good	2
Mobilizing political support for the plans to be implemented	3.10	Good	2
Having clearly defined goals for the implementation of plans	3.06	Good	4
Having coordinated activities of different actors in implementation plans	3.00	Good	5
Clearly knowing what, when and how each activity of the plans is to be implemented	2.93	Good	6
Relying heavily on persuasion and negotiation in attempting to bring other actors on board in implementation plans	2.80	Good	7

Having minimum delays in plan implementation	2.79	Good	8
Translating project language contained in a statute into acceptable feasible plans and directives	2.77	Good	9
Having all activities required to implement plans clearly distributed	2.72	Good	10
Having adequate cooperation from all stakeholders when implementing plans	2.69	Good	11
Having most physical resources needed to implement plans	2.60	Good	12
Having adequate personnel required to implement the plans at the district	2.56	Good	13
Having adequate financial resources required to implement plans	2.26	Poor	14
Average mean	2.84	Good	

Source: Field data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.1 shows generally a good (average mean=2.84) extent of implementation among the local leaders, encountering challenges during implementation of plans is the most obstacle to effective management (mean=3.33) and ranked highest; Table 1 also indicate that carrying out awareness campaigns among local people about the plans to be implemented and mobilizing political support for the plans to be implemented also scored highly with (mean=3.10) and ranked second best. However, having adequate financial resources required to implement plans ranked least (mean=2.26). These findings are supported by Owolabi (2005)'s assertion that successful implementation of a policy (plan) requires the mobilization of political support. Owolabi further point out that systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable, there must be a conscious awareness, of the clients (people) that they too have self-worth and can bear influence in a social situation. This argument concurs with Nsubuga (2009) who pointed out that low awareness arising from inadequate sensitization impacts on implementation of plans. The findings are supported by Omboi (2011) who in his study in Meru Central District, Kenya revealed that institutional policies were weak in influencing strategy implementation because of low awareness and recommended that institutions create a higher level of involvement of members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of people who are the implementers.

Extent of Management of Integrated Development Programmes (mobilization and participation)

Table 6.2: Extent of Management of Integrated Development Programmes (Mobilization and participation)

Mobilization and participation (Items 15-25)	Mean	Interpretation	Rank
Sharing information with local people regarding projects at the district	3.34	Very good	1
Mobilizing local people to support government projects	3.32	Very good	2
Having local authorities getting involved in project activities	3.18	Good	3
Having adequate sensitization programmes for local people taking part in running the project	2.97	Good	4
Giving local people the opportunity to set their own priorities	2.89	Good	5
Involving local people in decision making in regard to projects at the district	2.84	Good	6
Having local people to participate in distributing resources	2.81	Good	7
Involving local people in monitoring of projects in the district	2.77	Good	8
Local people influence the direction and implementation of development plans	2.60	Good	9
You involve local people in mobilizing resources required to run projects	2.47	Poor	10
Local people are instrumental in the design, implementation and evaluation of projects	2.38	Poor	11
Average mean	2.87	Good	

Source: Field data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

According to the means in Table 6.2 there is a good extent of mobilization and participation among local leaders in the districts of Ibanda and Kiruhura generally with the (overall mean=2.87). Results further indicate that local leaders' extent of mobilization and participation abilities are higher on sharing information with local people regarding projects in the area with (mean=3.34). This is followed by mobilizing local people to support government projects (mean=3.32) and having local authorities getting involved in project activities (3.18), local people being instrumental in the design, implementation and evaluation of projects had least score (mean=2.38).

The findings in Table 6.2 are in line with those of earlier researchers who found community involvement and participation is critical in sustainability of projects (programmes). For example Maurice (2006) found that lack of community involvement has been identified as a problem based on the failure of many projects

(programmes) in Kenya. Agrawal and Gibson (1999) cited in Maurice (2006), stressed that communities will not have incentives to use their resources sustainably if they are not involved in the management of those resources. Kendie and Guri (2006) established that the tendency of formal development organizations to bypass local knowledge systems and practices frustrates development work and is partly at the base of the inability of these organizations to reduce poverty in Ghana, while Abrahamse (2002) established that the inclusion of the community is a motivational force behind development in South Africa. However, the findings are at variance with Muhumuza (2007)'s assertion that there is a growing recognition of an emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes.

Extent of Management of Integrated Development Programmes (Leadership)

Table 6.3: Extent of Management of Integrated Development Programmes (Leadership)

Leadership (Items)	Mean	Interpretation	Rank
Sensitizing the local people about the development projects	3.36	Very good	1
Sharing information with the local people and involve them in decision making	3.26	Good	2
Monitoring the projects availed to the local community	3.16	Good	3
Participating in policy and decision making in the local community	3.16	Good	3
Settling conflicts between followers when they occur during project implementation	3.14	Good	5
Making clear rules and procedures for others to follow	3.12	Good	6
Clarifying followers' work role	3.05	Good	7
Influencing local people to adopt the new behaviour needed for project implementation	3.05	Good	7
Persuading local people to support strategies for implementation	3.05	Good	7
Influencing people toward the attainment of project goals	3.04	Good	10
Influencing others to pursue official objectives of the projects	2.81	Good	11
Using power to affect the behaviour of others toward development of projects	2.29	Good	12
Average Mean	3.04	Good	

Source: Field Data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.3 indicates a generally good extent of leadership among local leaders in the districts of Ibanda and Kiruhura with the (overall mean=3.04); sensitizing local people about development projects (programmes) ranked highest with (mean=3.36). This is followed by sharing information with the local people and involving them in decision making projects (programmes) ranked lowest (mean=2.29).

The findings in Table 6.3 are in agreement with Owolabi (2005) who asserted that raising consciousness of clients (people) to be affected by the policy (programme) can bear influence in a social situation. He further contended that at implementation stage for a policy (project) to succeed it must be well managed, thus implored the positive role of leadership short of which will lead to implementation failure. Studies have pointed out to the role leadership plays in achieving targeted objectives. Maurice (2006) asserted that leadership is an important aspect of self-organization in community development and thus must be vested at various scales including the local level, as problems that need to be remedied and are apparent at the community level may not even be known to those operating it higher scales. In his findings, Maurice (2006) found that the strength of local level leadership was crucial to the success of bee keeping projects in providing an economic return to farmers. For example in the case kakamega, strong central leadership allowed the project to recover from difficult times that were created at least in part by weak leadership, and in case of Kwale lack of local leadership hurt project performance.

Extent of Management of Integrated Development Programmes (Financial Management)

Table 6.4: Extent of Management of Integrated Development Programmes (Financial Management)

Financial management (Items)	Mean	Interpretation	Rank
Participating in budget making activities	3.07	Good	1
Accounting for the funds allocated	3.00	Good	2
Spending is planned and controlled in accordance with established priorities	2.89	Good	3
Monitoring use of funds received	2.87	Good	4
Deciding on most appropriate uses of funds received at the districts	2.56	Good	5
Having control over district financial resources	2.39	Poor	6
Involving local people in budgeting for funds received at the district	2.38	Poor	7
Being involved in all activities concerned with obtaining money at the district	2.35	Poor	8
Having sufficient funds needed for running district projects	1.90	Poor	9
Average mean	2.60	Good	

Source: Field data

Legend

Mean range

Interpretation

3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.4 shows generally a good extent of financial management among local leaders in all the items (average mean=2.60); participating in budgeting making activities ranked highest (mean 3.07). This was followed by accounting for funds received (mean 3.00); having sufficient funds needed for running district projects ranked (mean=1.90), indicating lack of adequate finances to run the activities of the projects at the districts which hinders the plan implementation. The findings are line with earlier researchers. For instance, Mkare (2009) established that lack of transparency and accountability led to embezzlement, misappropriation of funds and low morale of the beneficiaries, in Kilifi county, Kilifi district in Kenya, Ruhumuriza (2009) found that corruption and delays in funding were among the financial management challenges causing failure of the projects to meet its targets and accomplishment of objectives in Rwanda, Ozor and Nwankwo (2008) established that having insufficient sources of funds for community development projects was one of the major important constraints in the community in Imo State in Nigeria, While Mwakitete (2008) established that ethical practices coupled with proper financial management like disclosure of information and keeping proper financial records among other practices led to good organizational (programme) performance in Kenya Ports Authority.

Testing of the Null Hypothesis

Table 6.5: Extent of Management of integrated development programmes Between the Districts

Category	Mean	Computed t-value	Sig.	Interpretation of difference	Decision on H ₀
Extent of Management of integrated development programmes					
Ibanda	2.96	2.695	.008	Significant difference	Rejected
Kiruhura	2.69				

$t > .05$, $t = 2.695$

Table 6.5 shows that there is a significant difference in the extent of management of integrated development programmes between the districts as reflected in the respective means (mean=2.96; 2.69). The null hypothesis was rejected on the variable because the computed t-value was greater than the sig.value ($t = 2.695 > \text{sig}.008$) leading to the acceptance of the alternative to the effect that there is a significant difference in extent of management between the districts at five percent significant level. The finding is in agreement with the view of Moseley

(2003), who observed that in contrast to urban regions which have many similarities; rural areas (districts) are highly distinctive from one another.

7. Conclusion

There was a significant difference in the extent of management of integrated development programmes in Western Uganda based on the district. The extent of management of integrated development programmes differed significantly between the districts ($t=2.695$, Sig. =.008). The hypothesis was rejected.

8. Recommendations

Local leaders ought to regularly carry out awareness campaigns among local people about the plans to be implemented. This can be attained through local council meetings, public rallies and local media such local newspapers and through radio stations in their respective areas. This is intended to provide a chance to the implementers and the would-be beneficiaries a fora to meet and discuss the aims and objectives of the programmes and also would ensure that local people input is captured which is critical in sustainability of programmes. Local leaders need to involve local people in the design, implementation and evaluation of project activities from the start to the end by seeking the advice of the people, involving them in decision making issues related to the running of the projects. In this way this would create morale among local people to fully participate in the implementation of these projects because they would be valuing them as “theirs”.

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Effect of Globalization on Nigeria’s National Security

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Abstract. The emergence of globalization especially in the mid-1980s has both positive and negative consequences on national sovereignty and security. Although the phenomenon of globalization has brought profound changes in human life due to technological breakthrough in Information Communication Technology (ICT), its consequences on national security are devastating. In attempting to discuss the impact of globalization on national security, the author employs secondary method of generating data. The paper discusses the emergence of globalization which took place in stages starting from the industrial revolution to the era of information communication technology which is the last phase of the trend. To critically understand the phenomenon of globalization, the paper discusses some major theories of the trend. Thus, neo-liberal, reformist and radical theories are briefly discussed. The paper further argues that globalization has impacted negatively on national security in the areas of organized crimes, ecology and health. Others are economy and worsening conditions of life in backward societies etc. The paper concludes by making recommendations for the benefit of all in the global system.

Keywords: Globalization, and National Security.

1. Introduction

The most important challenge facing the world in the 21st Century is globalization. The increasing interconnectedness of people and places through converging processes of economic, political and cultural change has adverse consequences on national security in several ways. Once distance regions are now increasingly linked together through commerce, communication and travel. Although early forms of globalization have been going on, for several hundred years, the bounds of planetary integration are now strengthening at a pace never witnessed before

(Rowntree et al., 2006). Many observers argue that contemporary globalization is the most fundamental reorganization of the planet's socio-economic structure since the industrial revolution; others dispute it that its negative implications outweigh the benefits.

Although economic activities may be the prime mover behind globalization, the consequences have affected all aspects of land and life in the new millennium as our cultural patterns, political arrangement, and social development are all undergoing profound changes. Moreover, because natural resources are now global commodities, the planet's physical environment is also implicated. Financial decisions made thousands of miles away alter ecosystems and the cumulative effect of these far ranging activities have detrimental consequences on the world's climates, oceans, waterways and forests (Rowntree et al., 2006).

These immense changes make our world both challenging and a thoroughly necessary task. Our future depends on comprehending globalization in its varied manifestations because it affects our daily lives. It is based on this that the paper intends to critically examine the impact of globalization on national security and make recommendations to mitigate the impact on national security.

2. Conceptual clarification

2.1 The Concept of Globalization

Globalization has assumed a new phase in contemporary international politics and economic relations considering the breakthrough in technological advancement, communication information etc. Thus, globalization as a concept is multivariate in nature. Kwanashie (1999) sees globalization as a process of increased integration of national economies of states with the rest of the international system in order to create a more coherent global economy. To Oluabunwa (1999), globalization is systematically the restructuring interactive phases among nation states by breaking down barriers in area of culture, economic, communication and several other fields of endeavour. For Fatowara, it is a process that deals with the increasing break down of trade barriers and increasing integration of the world market (Fatowara, 1998). Similarly, Tadon (1988) defines globalization as a process which seeks to remove all barriers in the free movement of international capital and the process is accelerated and facilitated by the transformation in information technology. Globalization therefore, is driven by economic forces for the industrial countries to continue its dominance of the world economy at the expense of developing countries.

2.2 Emergence of Globalization

The emergence of globalization can be traced to the growth of industrial revolution in the last quarter of the 19th century and its spread to other parts of Europe which necessitated the demands for agricultural products. This created market in the so called industrial world. Such markets according to Ehindero (2003), needed raw materials and cheap labour from developing countries to feed the industries which made the industrialists to turn elsewhere in search for these materials through transnational trade. Similarly, Suleiman (2004) argues that globalization is simply a model of colonialism and could be regarded as universalization of the developed economies, political and socio-economic system over the developing economies. He further contended that the benefits and opportunities of globalization are derivable through technological gadgets. For him therefore, globalization develops through a series of capitalist plans that started from regionalization which according to him is the last phase of the trend.

However, it should be noted that the origins of economic liberalism lies in the roots of capitalism advocated by Adams Smith and Devid Richardo. Smith wrote in *The Wealth of Nations* (1776) that people seek prosperity from their regard to their own interest. He believed that this self interest constitutes an invisible hand of cooperation that created the most efficient economies (Rouke and Boyer, 2008). As a result, Smith opposed any political interference by the state.

Liberals believe that human beings and their countries are capable of achieving more through cooperation, less conflictive relations through government structures. To realize Neo-Liberalists thinking after the Second World War in 1945, cooperative international organizations emerged from the United Nations, World Trade Organization to many sub-regional economic corporations and currently globalization to facilitate free trade.

2.3 National Security

One of the major problems confronting Nigeria as a state is the issue of National Security. There is mounting evidence of threats to national security and profound challenges to addressing them. National security is therefore conceptualized as developing military capability to contend or deal with perceived external threats to the country's territorial integrity (Danjuma, 1980). To Ate, national security can be defined as "the defence and protection of the sovereignty of the country and its territorial and political jurisdictions against external and internal threats (Ate 1990). The imperative of national security is basically in terms of protection of life, property and economic resources of the country by constituted authorities, using security agencies. It is not just the physical survival of the people in their state that is the issue, but also the satisfaction of their needs for food, health, clothing, education and shelter.

Based on this, the *Draft National Defence Policy* defines National Security holistically thus:

An all encompassing condition in which citizens can live in freedom, peace and safety participate fully in the process of government, enjoy the protection of the fundamental rights, have access to resources and necessities of life and inhabit an environment which is conducive to their health and well being. Although total security is rarely possible, even for the most powerful nations, Nigerians deserve a strong nation with her fundamental values intact and her institutions and people secured (RDNDP, 2002).

The above definition has succinctly described national security in the globalized world which this paper relied heavily in discussing globalization and national security in Nigeria.

3. Theories of Globalization

There are several theories propounded by scholars to explain the emergence of globalization. Among these are the neo-liberals, the reformist and radicalism.

The Neo-liberal theory of globalization: Builds on the conviction of classical liberalism such as Adam Smith, John lock and David Ricardo who belief that market forces will bring prosperity, liberty, democracy and peace to mankind. To achieve these, they argue that state borders should not be restricted by tariffs and other officially imposed restrictions to efficient allocation of resources in the world economy (Scholte, 2000). Furthermore, Neo-liberals argue against states proactive intervention in the world economy as they lack the capacity to control globalization. They contended that public agencies should allow global market work unhindered by official limitations while governments and multilateral institutions are necessary to facilitate globalization. Neo-liberals also believe that official regimes usually play an important role in harmonizing technical standards between countries. Moreover, when the population is reluctant, implementation of neo-liberal agenda requires strong pressure from the state and other supra-state agencies like IMF, World Bank and WTO (Scholte, 2000).

Neo-liberals concludes that the public sector should not direct the course of market forces in the global realm and movements between countries of money, goods, services and capital should not be restricted rather, there should be reductions in state provision of welfare services and allowing the private sector to play greater role in relation to pensions, health care and other social insurances.

The Reformist Theory: Advocates enhanced human security that can combat Neo-liberalists perspective of globalization. To them global regime of arms control will enhance national peace and security. Supra-state mechanisms for conflict management such as the United Nations should direct world peace and security. Similarly, the reformist advocates environmental codes so that defaulters should

make payments for environmental degradation due to the fall out of global technology. Furthermore, the reformists advocate global economic restructuring in favour of education, health, employment and shelter (Scholte, 2000). The reformists therefore argue for debt relief in favour of poor countries to enable them develop and that public policies should create jobs for the jobless youths while supra-state governance of labour standards is central to national security. Protection of cultural diversity by integrating different cultures could lead to peace and national security. It concludes that social cohesion be channeled toward employment, poverty reduction, cultural security and financial stability through NGOs to restore national security in the globalized World (Scholte, 2000).

The Radicals, on the other hand, does not support neo-liberalists approach to globalization nor does it support the reformists' theory. To the radicals, for national security to be achieved among nations in the global system, globalization should be rejected in its totality. According to the radicals, the return to territorialist conditions by allowing maximum control of states in national economy can restore national peace and security. They conclude that globalization is elephant and ant relationship in the international economic system favouring only the industrial countries at the expense of developing economies.

4. Globalization and National Security

Globalization which emerged as a result of several capitalists plans to subdue backward societies economically can best be understood when it is linked to Liberalism. The origin of economic liberalism lies in the roots of capitalism. Capitalism has no humanistic commitments as observed in our contemporary times. The profit motive of capitalism indeed is the greatest source of economic drive in all history to date. As a result, people employ several means to earn a living under globalization which in turn has adversely affected national security. Peace that was formerly enjoyed by most nations has been replaced with insecurity due to the emergence of globalization.

The impacts of globalization on national security are enormous. Globalization has led to increase violence and criminal activities. For instance, the internet has been used by fraudsters and paedophiles to commit global financial crimes. As noted by FATF (2004), criminal gangs have explored transplanetary market and deal globally in illicit drugs, stolen goods, taxed goods and other restricted goods and trade. Criminal networks have also been formed through global organization such as terrorist groups who unleash terror on national governments and other victims. The consequences are massive destruction of lives and property worth billions of Naira. This development makes Williams (2000) to posit that organized crime has been the largest benefit of globalization considering its consequences on national security.

Secondly, ecological integrity of a nation has also been undermined by globalization in recent times. Security of a nation depends crucially on maintaining viable relationship with the environment in a given society, between people and their surroundings. Thus, human life requires certain atmospheric, hydrospheric, geospheric and biopheric conditions (Schotte, 2000). According to this assertion, human beings need breathable air, potable water, arable land and sustainable ecosystem with other life form. These are either scarce or are being destroyed due to globalization which exposes people to hazardous conditions. Realizing the devastating consequences of globalization on the society which is capable of truncating the security of a nation, civil society groups, official agencies, the media etc have to fight against the destruction of the environment occasioned by some technologies associated with globalization, which are highly polluting. Zelderust (1995), for instance enumerates some of these to include: Aeroplanes have dirtied the skies, motorship that support global trade have dirtied the seas, the electricity to run global communications has been generated with nuclear and fossil fuels whose by product contaminate the air, land and sea and the excessive use of paper in the computer has increased pressure on the forest which are all needed by man for a living. Its scarcity constitutes insecurity in the society.

Thirdly, globalization has led to the emergence of global health problems being experienced across the globe. Global transmission of diseases due to transplanary travels has increased the spread of diseases such as HIV/AIDS, SARS etc causing more dead tolls. Others include cholera, malaria, tuberculosis and junk foods. All these have mounting pressure on meager national resources instead of channeling them for national development and security for the citizens of a country. Moreover, foreign travel for medical treatment abroad, has increased the demand for foreign exchange thereby adding pressure on the country's currency.

Fourth, the dichotomy or inequality created by globalization among countries of the world has led to increased poverty among developing countries. Wade (2002), opines that poverty has remained a major threat to national security in the 21st Century with many countries living below I dollar per day. According to FAO (1998), globalization has left several people worse than before and several others malnourished and many illiterates across the world have emerged more than ever before especially in Sub-Saharan Africa and other backward societies. Similarly, Muyale – Manenji (1999), notes that globalization has forced countries to adopt adjustment programmes by deregulating foreign investment, liberalized their imports, remove currency controls and withdrew state participation in economic activities. This according to her has led to dehumanizing their citizens which constitutes insecurity. Muyale – Manenji further advocated that the North most reverse its concept of development. To her economic growth without social and cultural justice cannot develop the Least Developed Countries (LDCs) rather, development should be measured in terms of quality of human life.

Fifth, globalization has damaging consequences on national security due to large and rapid movement of currencies, securities and deprivations. For example, in the world financial systems, when glut occurs in one country the effects are felt by other countries adversely. For instance, the global economic melt-down in America was experienced by almost all economics of African and other parts of the world. This resulted into massive unemployment which constitutes a major challenge for the 21st Century. According to the ILO (1995), the Southern countries have witnessed unprecedented unemployment under globalization while the north witnessed underemployment on part time basis.

It is, however, a fact that much of the inequalities between the North and South today are the products of inequalities in technological sophistication. Elaigwu (2000) opines that technology has created a communication revolution through satellites, telephones, telex system, televisions, radios etc. which has ruthlessly violated the borders of backward nations in a global hamlet that has not offer them any privacy within which to sort themselves out as earlier developers in the industrial world. Multinational Corporations only exposed the weakness of these states. In addition to this, within the nation state, there are explosions of cultural identities (ethnic, religious etc) and self-determination which has serious challenge to national sovereignty as multinationals penetrate national boundaries and demonstrate little or no sensibility to local conditions or jurisdictions (Elaigwu (2000).

Similarly, the United Nations Development Programme (UNDP) in its Annual Human Development Report (1997) noted thus:

The big thing poses enormous challenges for international governance. Challenges related to the growing interdependence of countries and people as well as the persistent impoverishment of much of the world. While the world has shrunk, the mechanisms for managing the system in a sustainable way for the benefit of all have lagged behind. The accelerating process of globalization is expanding global opportunities without distributing them equally.

As noted above, globalization is wiping away national borders and weakening national policies. The system has to be for the benefit of all.

Certainly, globalization of capital, markets, business, financial innovations, deregulation and the end of exchange controls, technology and its impact, all give the human race opportunities for cooperation and for collective solutions to problems that are transnational. But globalization also has the risks, especially for developing countries which lack the technology of competition in the new global setting. As rightly observed by Boutros Ghali, the former UN Secretary General that globalization is fraught with risks and a potential of distress for the global economy carries with it many dangers. Among other things according to him, it can destroy traditional bonds of solidarity and marginalize countries by widening the gap between the rich and the poor.

This situation obviously has its risk, war, exclusion, hatred and ethnic or religious strife always feed on such a climate and irrational, fanatical beliefs are always at hand to offer mistaken solutions to people in distress which is capable of truncating national security of a state.

5. Conclusion and Recommendations

One of the major challenges facing the world in the 21st century is globalization. We observed on the cause of our discussion that globalization has brought about inequality among nations of the world with the South being adversely affected due to technological backwardness. We also noted that technology has benefited the developed countries to the detriment of the Least Developed Countries which made backward societies to be worse off than ever before. This inequality has profound consequences on national security as nation states lost sovereignty due to break through in information communication technology. In order to curb the impact of globalization on national security, the following solutions are proffered:

- (i) The production of Weapons of mass destruction such as chemical and biological weapons due to growth of technology should be discouraged. This will reduce insecurity among nations as rebel groups use such weapons on their victims and national governments.
- (ii) Regional and sub-regional cooperation should be encouraged with special attention to terrorism, illicit drug trafficking, money laundering, illicit arm running and counterfeiting as they are facilitated by globalization. Experts and professionals should represent each of the countries to effectively manage crimes in their regions.
- (iii) At the border level which globalization encourage free trans-border movement police skills and security forces should be improved; our air ports be well secured and immigration and customs procedures be well strengthened. This will help checkmate illegal immigrants with criminal tendencies.
- (iv) Educate the public on the negative consequences of globalization on the environment to take pre-cautious measures aimed at mitigating the sufferings of the people due to technology of globalization.
- (v) Implement strictly international laws relating to insecurity such as those of the United Nations and African Union.
- (vi) Employ dialogue and not force in settling National and International crisis.
- (vii) Implement policies that have direct bearings on the people. These should aimed at poverty reduction in our society, jobs be given the jobless youth and the gap between the rich and the poor should be narrowed among nations to enable all countries participate in the global system effectively.

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The State of Rural Community Development in Rural Areas of Katsina State, Northern Nigeria.

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Abstract. Traditionally, rural areas have had their own social, economic, and cultural circumstances distinct from those of their urban counterparts. Rural community development is increasingly gaining acceptance as an important instrument for mobilising resources and organising the rural populace to have cogent interests in providing for their wellbeing. The aim and objective of the research study was to assess the contributions of Rural Community Development in the rural areas of Katsina State Northern Nigeria. The methodology employed by the research is triangulation method in which quantitative and qualitative instruments were used. Data collected was mainly based on primary and secondary sources. Some of the findings of the research study indicate that rural community development recorded an overall average mean of (2.8494) which is high on Likert scaling. The constructs measured under rural community development were community leadership, community participation and mobilization and were found to be high. This was a result of various factors such as democracy at the community level, other factors include, traditional institutions in the area are well committed to the issue of rural community development; colonial experienced by the rural populace, awareness among the rural populace on the needs of the rural community development as a basis for their development. Some of the recommendations of the research includes efforts should be made to sustained the tempo in which rural community development would be used in achieving development at grassroots' level, more awareness should be made to rural populace to continue providing for themselves.

Keywords: Rural Areas, Rural community Development.

1. Introduction

Traditionally, rural areas have had their own social, economic, and cultural circumstances distinct from those of their urban counterparts. Certain patterns of

economic activity and low population density characterize rural regions, including agricultural communities, fishing communities and logging communities, for example. These unique ways of life in rural areas, tied closely with the natural environment, have fostered close social relationships and attachments to place among local residents (Chang, 2010). Rural community development is increasingly gaining acceptance as an important instrument for mobilising resources and organising the rural populace to have cogent interests in providing for their wellbeing. Rural community development has long and diverse history in the world over. It involves many players and groups, but empowering residents and engaging them in the development process are the heart of rural community development. Before the onset of colonial administration, communities across Africa and Nigeria in particular had employed communal efforts as the mechanism for mobilizing community resources to provide improvement and functional facilities in the social, political and economic aspects of their lives. Communal labour was employed in constructing homesteads, clearing farm lands, roads or path way, construction of bridges and for the provision of other infrastructural facilities required by the people. Some of the relevant institutions were the age-grades and the village councils (Akpomuvie, 2010). With the Colonialist establishing themselves into Africa and Nigerian areas, Egbe (2014), maintained that the colonial office in Britain was first conceived the idea of rural community development in 1920s. It was taken as a special development model for the rural area of its dependent territories. Its main objectives were to compensate for the lapses of the conventional school system for progressive evolution of the people to self-government in the context of social and economic changes.

Akpomuvie (2010) further asserted that rural community development became a national imperative in Nigeria because of the following reasons. First, the proportion of the national population residents in the rural areas of Nigeria has been since increased 1963 census, which placed the figure at 80.7% of the national population. By 1985, this proportion went down to 70.13% and by 1990 it further dropped to 69%. According to GeoHide (2014) the rural population in Nigeria stood at 95,842,932 representing 52.2%. It is therefore clear that despite our high level of urbanization, Nigeria remains largely rural. Secondly, is the realization that a dangerous gap exists in the development levels of both the urban and rural areas which threatens the political and social stability of the country. Hence the development of a country cannot be completed with the singular act of developing the urban areas at the detriment of the rural areas which supply the urban areas with food and labour. Disheartening as it may sound and seem, the rural areas are characterized by pervasive and endemic poverty, manifested by widespread hunger, malnutrition, poor health, general lack of access to formal education, liveable housing and various forms of social and political solution compared with their urban counterparts. Thirdly, it is being recognized that the problems of our urban centres cannot be solved unless those of the rural areas are solved, or at least contained.

Katsina State has an area of 23,938 sq. Km. It is located between latitudes 11°08'N and 13°22'N and longitudes 6°52'E and 9°20'E. The state is bounded by Niger Republic to the north, by Jigawa and Kano States to the east, by Kaduna State to the South and by Zamfara State to the West. The state is largely rural, agrarian, majority of its people live in the rural areas. Rural community development is an important aspect for the development of the area especially now when present economic reality in the country has made the people to find a lasting solution to the social and economic problems of their communities, through communal efforts.

2. Literature Review

Rural community development is the process where people's efforts are united with those of governmental authorities to improve the economic, social and cultural conditions of communities and communities are integrated into the life of the nation enabling them to contribute fully to national progress (United Nations in Biggs, 1999). World Bank, (2007) asserted that "rural community development can make a powerful contribution to four critical goals of poverty reduction, wider shared growth, household, national, and global food security and sustainable natural resource management." However, to Van et al (2000) maintained that rural community development remains essentially contested, "It is not possible to construct any comprehensive and generally accepted definition of rural community development. The notion of rural community development (emerges) through socio-political struggle and debate". Anyanwu (2002) contends that in most African countries rural community development has depended significantly on voluntary cooperative efforts. This follows a traditional trait that clearly underscores the virtue of self-reliance. This explains the emerging trend in rural community development, which sees it as an important point of take-off for better living. The emphasis is to involve groups of people in planned programmes from which they may gain skills that would enable them to cope more successfully with the problems of their everyday life. Rural community development is thus "development on the basis of a country's (region) own resources, involving its populations based on the potentials of its cultural values and traditions" (Galtung, 1980). In his opinion Obinne (1991) in Emeh (2012) perceived rural community development as a strategy involving creating and widening opportunities for (rural) individuals to realize full potential through education and share in decision and action which affect their lives. He further maintained that it as efforts to increase rural output and create employment opportunities and root out fundamental or extreme cases of poverty, diseases and ignorance. In his words Cavaye (1999) maintained that rural community development is the process conducted by

community members. It is a process where local people can not only create more jobs; income and infrastructure, but also help their community become fundamentally better able to manage change. To Aziz (1999) rural community development should be viewed as a holistic concept, which recognizes the complexity and inter-relatedness of the many variables which influence the quality of life in rural areas. It is a complex process, which involves the interaction of economic, social, political, cultural, technological and other situational factors. Kenyon, (1994) insists that rural community development is about identifying and harnessing local community resources and opportunities and stimulating sustainable economic and employment activity. Rural community development is a learning process; for this reason Swanepoel (2002) argues that it is of utmost importance that the people participate fully in any rural community development project. He further states that the involvement of the action groups at the early stage of the project ensures continuous involvement that would come to a peak when the people themselves are finally assess their own performance. He also states that another very good reason for participation in the project is that the beneficiaries know their circumstances and their environment best. So generally, the research study considers rural community development as a strategy adopted to enable a specific group of people, (poor rural men and women) to gain for themselves and their children more of what they want and need. The research construct include community leadership, community participation and lastly community mobilization for human and material resources.

Community leadership was seen as leadership that specifically aims to improve the quality of life in particular communities (Harmon & Schafft 2009). In his words Williams (2001) asserted that success of rural community development does not depend on material resources alone, human efforts are also needed. Rural communities are important aspect of the fabric of Nigerian society. The value behind rural areas and all they provide is an inherent one; something which is actively recognized by those exposed on a daily basis, or those who share history with a rural place. Within many rural communities today, local leaders are concluding that if economic and rural community development is to occur, it is their responsibility to make it happen (Bell & Evert 1997). For rural communities to remain there is a call for local leadership to take charge and guide the way into the future. A new generation of leaders is needed to build local partnerships for managing change in today's diverse rural communities (Tabb and Montesi 2000). In this situation however, the leader, known to and having influence with those lives he wishes to improve can indicate the direction of a proposed change, make clear objectives and values and involve those it affects in bringing it about. Community leadership are said to be the role provided by individual's (local

leaders) for the attainment of community's objectives. Their role includes the role of planning, organizing, mobilization of both human and materials resources and so on to achieve community's objectives.

On the other hand community participation can be seen as context in which it occurs. United Nations (2005) viewed community participation as a creation of opportunities to enable all members of a community to actively contribute to and influence the development process and to share equitably in the fruits of development. Community participation is essential in order to establish economic and political relationship within the wider society and it is not just a matter of involvement in project activities but rather the process by which rural people are able to organize themselves, ability to identify their own needs, share in design, implement, and evaluate participatory action (Kumar 2003). To Armitage (1988) seen community participation as a process by which citizens act in response to public concerns, voice their opinions about decisions that affect them, and take responsibility for changes to their community. Westergaard (1986) maintained that community participation is a "collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control". According to the World Bank, (1995) community participation is "a process through which stakeholder's influence and share control over development initiatives, and the decisions and resources which affect them". While Muzaare (2012) see community participation connotes as an active process of decision making where the beneficiaries influence the direction and implementation of development programmes, rather than merely receiving a share of development programmes.

Community mobilization of human and material resource, FMOH (2004) observed that is a means of encouraging, influencing and arousing interest of people to make them actively involved in finding solutions to some of their own problems. Mobilization is getting people involved and committed to achieving a goal. Onuzuluike (2004) asserted that community mobilization is the process of assisting people to become more aware of their community, take an in-depth look at that community, identify the felt needs as well as the real needs, have belief or faith that something can be done to relieve these needs and that most of the resources to achieve these are within the competence of the community, possess a desire and a willingness to use such resources to ensure the continued existence and improvement of their community. Gbefwi (2004) observed that community mobilization involves creating awareness on conditions and allowing for a common solution in the community. It is an ideal method for developing decision making skills, communication, cooperation and self-reliance. Community mobilization

simply implies putting a community in a state of readiness for action. It requires time, patience and understanding on the part of the workers in order to achieve success. This is not a onetime activity, but rather, a continuous exercise, which should constitute an integral aspect of efforts, aimed at initiating action by the people themselves. It was observed that in the different definitions of community mobilization the focus has been on creating awareness for the community to take decision in solving some of their problems.

3. Objective Of The Study

To determine the state of rural community development in rural areas of Katsina State, Northern Nigeria.

4. Methodology

The research study employed triangulation research approaches (quantitative and qualitative) in nature. ‘This is a technique involved in collecting and analyzing data from both quantitative and qualitative strategies (Amin, 2005). It is quantitative because of independent variable are numerical in nature (variable are measured in number). It is Qualitative because it has employed interview as an option of collecting data. The research population, Ary, Jacobs and Razavieh (1972) asserted that a “population” consists of all the subjects you want to study. A population comprises all the possible cases (persons, objects, events) that constitute a known whole. However, a population can be seen as the total of all the individuals who have certain characteristics and are of interest to a researcher. The research population are all rural people in the nine (9) local government areas of the state consisting of 1,517,781 million people (FGNOG 2009). The research study adopts Krejcie and Morgan formula which states that for any sample size of a population greater than 10000 Morgan formula be adopted. The sample size was drawn from a table developed by Krejcie and Morgan, (1970) in Amin (2005).

Table 1: Respondents of the Study

Local Government Areas	Total Target population		Sample Size	
	Target Population	Sample Size	Rural Households	Government Officials
Bakori	149,516	38	27	11
Faskari	194,400	49	34	15
Jibiya	167,435	42	29	13
Kaita	182,405	46	32	14
Kankara	243,259	62	43	19
Kurfi	116,700	30	21	09
Mashi	171,070	43	30	13
Sandamu	136,944	35	25	10
Zango	156,052	39	27	12
Total	1,517,781	384	268	116
Target Population	1,517,781		Sample Size	384

Source: Researchers’ Sample Computation (2015).

5. Data Analysis

Table 5.1: Percentages Distribution of Respondents:

Respondent Gender	Items	Frequency	Percentage (%)
	Male	237	61.7
	Female	147	38.3
	Total	384	100.0
Respondents Age	20 - 25years	106	27.6
	26 - 30 years	70	18.2
	31 - 35years	86	22.4
	36 - 40years	68	17.7
	41 - 45 years	54	14.1
	Total	384	100.0
House hold Size	0 – 5	252	65.6
	6 – 10	86	22.4
	11 -15	24	6.2
	16 – 20	22	5.7
	Total	384	100.0
Marital Status	Single	138	35.9
	Married	246	64.1
	Total	384	100.0
Educational Qualification	Primary Education	1	.3
	Secondary Education	104	27.1
	Tertiary Education	279	72.7
	Total	384	100.0
Occupation	Farming	73	19.0
	Civil Servant	207	53.9
	Trading	104	27.1
	Total	384	100.0
Nationality	Nigerian	384	100.0
	Total	384	100.0

Source: Field study, 2015

Findings from the bio data of the respondents indicate that majority of the respondents are males, also majority of the respondents are middle aged and household heads. Similarly, majority of the respondents are literate, civil servants and farmers respectively. This shows that participation and mobilization as well as leadership qualities can be expected from the respondents of the research study.

Table 5.2: Interpretation of the Level of variables using Likert Scale

Mean Range	Response Mode	Interpretation
3.26 - 4.00	Strongly Agree (SA)	Very High
2.50 - 3.26	Agree (A)	High
1.76 – 2.49	Disagree (D)	Low
1.00 - 1.75	Strongly Disagree (SD)	Very Low

Table 5.3: Descriptive Statistics of the Variables

Community Leadership			
Items	Means	Rank	Interpretation
Community leadership enhances productivity	2.8333	1	High
Community Leadership is a basis for settling disputes	2.8203	2	High
Community leadership mobilizes members to achieve rural community development objectives	2.7760	3	High
Community leadership provides direction for rural community members	2.7474	4	High
Community leadership promotes stability	2.7422	5	High
Community leadership provides sense of belonging	2.7240	6	High
Community leadership enhances community's performance	2.7057	7	High
Community leadership serve as a gateway for successful rural community development	2.6745	8	High
Community leadership motivates members	2.6536	9	High
Community leadership ensures project execution	2.6354	10	High
Average Mean	2.7312		High

Community Participation			
Item	Mean	Rank	Interpretation
Community participation promotes efficiency in project design and implementation	2.8906	1	High
Community participation promotes stability	2.8828	2	High
Community participation ensures sense of belonging	2.8698	3	High
Community participation promotes productivity	2.8620	4	High
Community participation allows group creativity	2.8516	5	High
Community participation is necessary for rural community development	2.8359	6	High
Community participation ensures project's completion	2.8177	7	High
Community participation enhances performance	2.8151	8	High
Community participation serves as a gateway for successful project execution in rural Katsina State	2.8125	9	High
Community participation allows for democracy to prevail	2.7943	10	High
Average Mean	2.8432		High

Community Mobilization for Human and Material Resources			
Item	Mean	Rank	Interpretation
Community mobilization for human and material resources improves productivity	2.9063	1	High
Community mobilizations ensure effective rural projects mobilization	2.8958	2	High
Community mobilization basis for promoting understanding among community members	2.8802	3	High
Community mobilization promotes performance	2.8776	4	High
Community mobilization promotes efficiency	2.8568	5	High
Community mobilization ensures interdependence among community members	2.8464	6	High
Generally, rural community development in Katsina state in terms of community leadership, participation and community mobilization for human and material resource is sufficient and effective	2.8385	7	High
Community mobilization ensures speedy execution of projects	2.8307	8	High
Community mobilization allows creativity and participation in project execution.	2.8177	9	High
Community mobilization allows for democracy to prevail	2.7969	10	High
Community mobilization ensures sense of belonging	2.7969	11	High
Average Mean	2.8494		High

The results indicate clearly that community leadership has an average (mean = 2.7312) which indicates high on Likert scaling. These were supported by an interview conducted. Sanusi (2015) revealed *‘that capable leadership in our rural community development association made our rural area to have borehole and repair of feeder road in the community.* Babangida (2015) revealed that *‘through communal efforts our association was able to provide drugs to our dispensary’.* The results also indicate clearly that community participation has an average (mean - 2.8432) which indicates high on Likert scaling. These were also supported by an interview conducted. Mahmud, (2015) indicates *‘that participation has made our rural community to have drainages, culverts and clearing of cemeteries’.* In his part Abubakar, (2015) in an interview asserted *‘we are engaged in community participation in rural community development especially in the provision of drugs*

to child and maternal clinic in our village. Sanusi, (2015) in an interview maintained *'that participation in rural community development produced a stable and harmonious community in our village'*. Umaru (2015), revealed that *'through community participation our community were able to construct borehole and television viewing centre.* The results of the third construct indicates that community mobilization for human and material resources has a (mean = 2.8494) which is high on Likert scaling. These was supported by an interview Abdulmalik (2015) indicates that *'through community mobilization we were able to have a cordial relationship between group members and the rest of the community members'*. In his words Salihi (2015) laments that *'We are involved in community mobilization to enhance the living condition of our area'*. Sarkin Fulani (2015) maintained that *'mobilization at local level in the area virtually ensures not only successful project execution but maintained cordial relationship among community members in matters associated with collective farming, construction of drainages and so on.*

6. Discussion of Research findings:

Community leadership in rural community development in rural areas of Katsina state was efficient. This agreed with Bell and Evert, (2007) study which indicates that many rural communities today, local leaders are concluding that if economic and rural community development is to occur, it is their responsibility to make it happen. In support of the assertion, Ozor and Nwakwo (2008) point out those local leaders in rural community development programmes or projects cannot be undermined. These have also agreed with the assertion of Scheffert (2007) which states successful communities have strong leadership. A number of state and national studies have documented the connection between successful communities and leadership practices (Wall & Luther, 2005; Green, Flora, Flora & Schmidt, 1998; Flora, 1999; National Commission on Civic Renewal, 1998; Mathews, 1996). The pattern is clear that successful communities are more intentional about. Building and transitioning leadership over time, allowing and supporting many people to be in leadership functions including women, young people, and newcomers to the community and so on, having places and spaces for new leaders, emerging leaders, mid-career leaders and retiring leaders to learn and contribute, utilizing the assets of the local people to create a better community, focusing on leadership for the whole community as well as leadership within the parts of the community (business sector, organizations and so on).

Community participation is another important pillar in rural community development these was supported by different studies Morrissey (2000) concludes that community participation leads to the existence of a number of grassroots organizations, alliances among organisations, a level of community trust, involvement of existing organizations in broader community initiatives, building on previous rural community development efforts, development of new networks among groups, ability to leverage funds for new projects, ability of grassroots to

withstand opposing forces and emergence of conflict in communities with a history of paternalistic leadership. Sanoff (2000) maintained that community participation involves planning and development as a partnership built upon the basis of a dialogue among the various actors (stakeholders), during which the agenda is set jointly, and local views and knowledge are deliberately sought and respected. To fully support this argument Rifkin and Kangere (2001) maintained that participation has been a constant theme in development dialogues for the past 50 years. In the 1960s and 1970s, it became central to development projects as a means for seeking sustainability and equity, particularly for the poor.

Community mobilization of human and material resources is a significant factor for the successful rural community development in rural areas of Katsina state. This agreed with the view of Nnadi and Ugochukwu (2015) who maintained a successful mobilization hinges on citizen participation in order to create new ideas and resources in the community. This entails involvement of the local people in decision-making, planning and execution of the project. Mobilization helps in galvanizing the local people to participate in developing their community, using local initiatives. Imhabekhai (2009) concludes that community mobilization of human and material resources is an act of putting people into readiness for active service or of arousing the interest and consciousness of a group of people in a programme, which would be of benefit to them. There is an assumption that the intended participants have not become aware of the existence, the objectives or the advantages to be derived from the programme. Abiona (2009) Mobilization of men and materials involve creating awareness of certain problems existing in the community and which need urgent attention. These also agreed with Onuzulike (2004) who maintained that community mobilization has to do with the process of assisting people to become more aware of their community, take an in-depth look at that community, identify the felt needs as well as the real needs, have belief or faith that something can be done to relieve these needs and that most of the resources to achieve these are within the competence of the community, possess a desire and a willingness to use such resources to ensure the continued existence and improvement of their community. In his view, Gbefwi (2004) stated that community mobilization involves creating awareness on conditions and allowing for a common solution in the community. It is an ideal method for developing decision-making skills, communication, cooperation and self-reliance.

7. Conclusion

On the basis of the foregoing discussions, a conclusion could be reached that community leadership, community participation, community mobilization were said to be high. This is as a result of various factors such as democracy at the community level or democracy which prevails at rural community development, other factors associated with the success include, traditionally, the area is used to rural community development which they call (Aikin Gayya) meaning (rural community development). Traditional institutions in the area are well committed to the issues related to rural community development; colonial experience by the rural

populace, awareness among the rural populace on the needs of the rural community development as a basis for their development, high value attached to rural community development by the rural populace; sense of maturity among community members and so on.

8. Recommendations

Efforts should be made by both government and development partners to sustain the tempo (rural community development) by encouraging people at the grassroots level to continue collaboration with community leadership so that team work can be achieved. Reward can be provided by the government and development partners traditional institutions. How? Rural area with high rural community development projects especially in providing social infrastructure (health facilities) the leadership should be rewarded both in cash and kind by giving traditional titles like (Uban Gayya – meaning head of rural community development of the area).

Awareness should be encouraged among rural populace on the need to participate at all level to develop their areas. These should not only centre on helping other on occasions but should centre on provision of basic infrastructure. There is the need to mount campaign or reawaken the peoples' consciousness on the importance of rural community development. These make them rethink from their former belief on rural community development. Agencies such as MAMSER (Mass Mobilization for Social and Economic Reconstruction), NOA (National Orientation Agency) be empower to campaign for change of attitude towards rural community development in rural areas of Katsina state, northern Nigeria.

Community participation should also be encouraged at all level especially in the grassroots level to allow for integration of all citizens for national unity. Nigeria been a society in which each community or state is different from other, rural community development can be used as a tool for national integration were people would live side by side, participating in communal work to form a viable nation with nationhood in mind. Community mobilization of human and material resources should be sustained to increase community productivity at rural level in Katsina state, northern Nigeria. When human and material resources a fully mobilized at local level obviously high productivity can be achieved.

Plans must be provided by the governments and development partners (WHO, WB, Bill Gates Foundation, Dangote Foundation and so on) at all level as a road map for the attainment of a successful rural community development. This road map should also provide commitment in terms of resources by the rural communities, government, nongovernmental organizations operating in the area so that collective effort can be achieved. Such plans should also be provided by the governments, communities and non-governmental.

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An Overview of Legal Regulation and Institutional Framework for the Nigerian Tax Policy and Administration

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Abstract. The Nigerian Tax System is generally looked upon as a source of Government revenue in so far as economic activity is carried on in the society. Recent developments in the global economy have significantly impacted Government revenue and this has directed focus on taxation as a sustainable source of income to the government.

The various tax authorities at all levels of government have difficulties in adhering to the statutory roles and collectible taxes in their various jurisdictions. The taxpayer is therefore at the receiving end as he is at a loss as to which tier of government collects which tax. The resultant effect is non-payment of tax or non-compliance with tax laws. It is in line with this that the National Tax Policy intends to create awareness on the importance of the role, which taxation can play in securing a stable flow of revenue for the Government.

This paper discussed the Nigerian Tax policy and administration with a view to finding solutions to the challenges in the policy issues and administration of tax in Nigeria. The paper recommended that there is a need for public enlightenment and tax information and research services should be embarked upon by various tax authorities and administrators, and tax payers should be made to see the benefits of their taxes. The whole essence is to maximise tax revenue within the jurisdiction of each Government in line with Constitutional and statutory provisions.

Key words: Taxation, Tax Policy, Tax Administration

1. Introduction

Taxation is an important part of every life. Its shape and form are a reflection of the shared values, goals and aspirations of the society, and a means by which its members are bound together. Taxation is not merely a discipline; it is a social phenomenon that can be studied through various disciplines. Commonly, therefore, taxation attracts researchers from the discipline of law, accounting, economics, political science, psychology, telecommunications, electronic commerce and a host of other disciplines.

Tax provides revenue to fund governance, ensures resource redistribution, streamlines consumption of certain goods and services, reduces inflation and generates employment. The study of taxation is a complex one as taxation is multidimensional in nature, particularly when it involves the study of human behaviours. In this sense, human reaction to taxation is a very important consideration in determining the extent of tax compliance.

This paper introduces tax policy and administration in Nigeria. The power to impose tax is essentially an exercise of the state sovereign power. In Nigeria where there are three tiers of governments, it has always been difficult to determine which tier of governments collects which tax. Tax administration, therefore, is vested in the various boards and agencies of the government concerned with taxation. This paper therefore also examines the regulatory authorities of taxation in Nigeria.

2. Historical Antecedents in the Administration of Tax in Nigeria

The tax administration in Nigeria is divided into three to take care of the three tiers of government. The tax authorities of these three tiers of government were created from the federal tax laws and they include:

- Federal Inland Revenue Service
- State Board of Internal Revenue
- Local Government Tax Revenue Committee

The Joint Tax Board (JTB) was also created to harmonize the tax administration of the country. In 2007, Joint Tax Board Guidelines were made for the operation of direct assessment as derived from the Personal Income Tax Act (PITA) to all self-employed persons in the Federation. In the guidelines, all individuals, business entities, communities, families, executors, trustees and self-employed who receive or derive income in form of gain or profit, either from trade, business, profession or vocation within or outside Nigeria shall be liable to direct assessment. Also established is the Joint State Revenue Committee (JSRC) for each state of the Federation.

In Nigeria, the taxation system dates back to 1904 when the Personal Income Tax (PIT) was introduced in Northern Nigeria before the unification of the country by the colonial masters. It was later implemented through the Native Revenue Ordinances to the Western and Eastern Regions in 1917 and 1928 respectively. Among other amendments in the 1930s, it was later incorporated into Direct Taxation Ordinances No. 4 of 1940. Since then, different governments have continued to try to improve in Nigerian taxation system.

The Nigerian tax policy is structured as a tool for revenue collection. This is a legacy from the pre-independence government. The need to tax personal incomes throughout the country prompted the Income Tax Management Act (ITMA) of 1961. In Nigeria, Personal Income Tax (PIT) for salaried employment is based on Pay As You Earn (PAYE) system, and several amendments have been made to the 1961 ITMA. The tax policies are geared towards achieving effective protection for

local industries, greater use of local raw materials, generating increased government revenue, among others. Taxes have also been used to enhance the productivity and competitiveness of business enterprises. Resultantly, attention has been focused on promoting exports of manufactures and reducing the tax burden of individuals and companies.

In 2002, a Study Group (the SG) was inaugurated by the Federal Government to review the entire Tax System in Nigeria. In 2004, a Working Group (the WG) was also inaugurated to review the report and recommendations of the Study Group. It was subsequent to the report of the Working Group in 2004 that the Federal Government presented some tax legislations to the National Assembly (NA) for reforms, amendments and passage into law. Consequently, the Companies Income Tax Act and Value Added Tax Act were respectively amended in 2007 while the Federal Inland Revenue Services (Establishment) Act was passed into law in the same year.

By the Companies Income Tax (Amendment) Act 2007, the Federal Board of Inland Revenue (FBIR) established under the principal Act was dissolved. Similarly, the Federal Inland Revenue Service (Establishment) Act 2007 provides for the establishment of the Federal Inland Revenue Service (FIRS) charged with the powers of assessment, collection of and accounting for revenue accruable to the government of the Federation and for related matters.

The current tax policy in Nigeria is comprehensive enough when compared with earlier attempts at designing a policy. This notwithstanding, there are still some challenges such as administrative challenges, compliance challenges, lack of equality, challenges of multiplicity of taxes and poor taxation drives from the tiers of government, among others.

3. Tax Administration and Policy Issues

The Nigeria Tax Policy generally provides a set of rules, *modus operandi* and guidance for which all stakeholders in the tax system will subscribe. To ensure an effective tax policy document, certain administration and policy issues were recommended by a sub-committee set up by the Federal Government, being the outcome of the various meetings and consultations resulting from the review of the Working Group set up by the government in 2004. The issues being recommended include:

- A sufficient proportion of revenue collected by the Federal or State Revenue Authority, as adjudged by international comparisons with well-founded efficient tax systems shall be provided to the Federal or State Tax Authority for its administration.
- The government is committed to achieving high level of technical training and capacity building of all the tax and revenue officials in the country.
- All Tax and Revenue Authorities who are saddled with tax refund obligations shall meet these obligations both diligently and efficiently.

- It is the responsibility of the tax authority to constantly educate tax payers on the relevant aspects of the tax system.
- All the Tax and Revenue Authorities in Nigeria shall embrace self-assessment and put in place structure that will guarantee the realisation of true self-assessment.
- Every company and taxable persons shall be registered for tax purposes. The Federal Revenue Authority is required to issue a Tax Identification Number (TIN) upon the registration by taxpayers for taxes.
- The Nigerian Taxation System (NTS) shall be subject to a general review every year and subject to a comprehensive review every three years.
- The Ministry of Finance is the sole body saddled with the responsibility of proposing amendments to all tax and revenue laws and legislations for consideration by the legislators.
- The current policy of shifting away from direct taxation to indirect taxation is to pursue the goal of encouraging economic growth by decreasing direct taxes, while still meeting the revenue requirements.

After much fine-tuning and input by stakeholders, the National Tax Policy was approved by the Federal Executive Council (FEC). Accordingly, the approved national tax policy seeks to provide a set of guidelines, rules and *modus operandi* that would regulate Nigeria's tax system and provide a basis for tax legislation and tax administration in the country. Since the approval by the Federal Executive Council, however, not much has been heard about the policy. It is hoped that the new tax document would drive the country's fiscal policy in the immediate and medium term. It is expected that the National Assembly shall be a guidance of the National Tax Policy. Furthermore, having approved the policy, it is hoped that the policy shall be implemented administratively, pending the enactment by the National Assembly.

It is believed that the current tax policy has chartered the road map to Nigeria's drive to a global competitive tax system, but the task of pushing the drive to a destination that would accelerate the country's economic development is a collective one. It is therefore important that all stakeholders, particularly corporate payers must lend their hands, when required, to every tax reform initiative in the national interest.

4. Regulatory Authorities in the Administration of Taxation

The Nigerian tax system is being administered by a number of regulatory bodies for effective and efficient tax policy and administration. There is much complexity in the administration of tax generally in view of the federal nature of Nigerian governance. The need to have dedicated and dynamic bodies in the administration of tax can therefore not be overemphasized.

The tax regulators in Nigeria include the Federal Inland Revenue Service, State Board of Inland Revenue, Local Government Tax Authorities Joint Tax Board, professional bodies and private consultants.

5. Federal Inland Revenue Services (FIRS)

The Nigerian Federal Inland Revenue Service (FIRS) was created in 1943. It was carved from the erstwhile Inland Revenue Department that covered what was then the Anglophone West African (including Ghana, Gambia and Sierra-Leone during the colonial era). The then Federal Inland Revenue Service was constitutionally empowered to collect taxes. In 1958, the Board of Inland Revenue was established under the Income Tax Ordinance of 1958. The name was later change in 1961 when the Federal Board of Inland Revenue (FBIR) was established under section 4 of the Companies and Income Tax Act (CITA) No 22 of 1961. FBIR operated then as a department in the Federal Ministry of Finance. A further transformation took place in 1993 when the Finance (Miscellaneous Taxation Provisions) Act No 3 of 1993 established the Federal Inland Revenue Service (FIRS) as the operational arm of FBIR. The Act also created the office of the executive chairman of the Board. In 2007, the Federal Inland Revenue Service (Establishment) Act 2007, which granted autonomy to the service, was enacted.

Upon dissolution of the Federal Board of Inland Revenue (FBIR) by the effect of the Companies Income Tax (Amendment) Act 2007, the Federal Inland Revenue Service (FIRS) was established as a body corporate with perpetual succession and a common seal, capable of suing and being sued in its corporate name. It has power to acquire, hold or dispose of any property, movable or immovable, for the purpose of carrying out its functions. The object of FIRS is to control and administer the different specified taxes and laws and to account for all taxes collected.

Also established for FIRS is a Board known as the Federal Inland Revenue Service Board which has overall supervision of the FIRS.

6. Functions of the Federal Inland Revenue Service

The Federal Inland Revenue Service has various functions under the Federal Inland Revenue Service (Establishment) Act and these include to:

- assess persons including companies and enterprises chargeable with tax;
- assess, collect, account and enforce payment of taxes as may be due to the Government or any of its agencies;
- collect, recover and pay to the designated account any tax under any provision of the Federal Inland Revenue Service (Establishment) Act or any other enactment or law;
- in collaboration with the relevant ministries and agencies, review the tax regimes and promote the application of tax revenues to stimulate economic activities and development;

- in collaboration with the relevant law enforcement agencies, carry out the examination and investigation with a view to enforcing compliance with the provisions of the Federal Inland Revenue Service (Establishment) Act;
- make, from time to-time, a determination of the extent of financial loss and such other losses by government arising from tax fraud or evasion and such other losses (or revenue forgone) arising from tax waivers and other related matters;
- adopt measures to identify, trace, freeze, confiscate or seize proceeds derived from tax fraud or evasion;
- adopt measures which include compliance and regulatory actions, introduction and maintenance of investigative and control techniques on the detection and prevention of non-compliance;
- collaborate and facilitate rapid exchange of information with relevant national or international agencies or bodies on tax matters;
- undertake exchange of personnel or other experts with complementary agencies for purposes of comparative experience and capacity building;
- establish and maintain a system for monitoring international dynamics of taxation in order to identify suspicious transactions and the perpetrators and other persons involved;
- provide and maintain access to up to date and adequate data and information on all taxable persons, individuals, corporate bodies or all agencies of government involved in the collection of revenue for the purpose of efficient, effective and correct tax administration and to prevent tax evasion or fraud;
- maintain database, statistics, records and reports on persons, organizations, proceeds, properties, documents or other items or assets relating to tax administration including matters relating to waivers, fraud or evasion;
- undertake and support research on similar measures with a view to stimulating economic development and determine the manifestation, extent, magnitude and effects of tax fraud, evasion and other matters that affect effective tax administration and make recommendations to the government on appropriate intervention and preventive measures;
- collate and continue to review all policies of the Federal Government relating to taxation and revenue generation and undertake a systematic and progressive implementation of such policies;
- liaise with the office of the Attorney-General of the Federation, all government security and law enforcement agencies and such other financial supervisory institutions in the enforcement and eradication of tax related offences;
- issue tax payer identification number to every taxable person in Nigeria in collaboration with State Boards of Internal Revenue and Local Government Councils;
- carry out and sustain rigorous public awareness and enlightenment campaign on the benefits of tax compliance within and outside Nigeria;

- carry out oversight functions over all taxes and levies accruable to the Government of the Federation and as it may be required, query, subpoena, sanction and reward any activities pertaining to the assessment, collection of and accounting for revenue accruable to the Federation;
- carry out such other activities as are necessary or expedient for the full discharge of all or any of the functions under Federal Inland Revenue Service (Establishment) Act.

The Federal Inland Revenue Service also has the power to administer all enactments or laws on taxation in respect of which the National Assembly may confer power on it.

In the performance of its function of collecting revenue for the government, the FIRS realised a sum of ₦1.248 trillion between January and April 2011. The figure is made up of ₦841.61 billion of oil tax revenue and ₦406.80 billion of non-oil tax revenue collected within the period. This shows that the service has exceeded the ₦1.164 trillion target set for the period, although there is need for sustainability of the FIRS cost of collection with emphases on improved non-oil revenue sources.

7. Legislations Administered by the Federal Inland Revenue Service

Specified legislations are stated to be administered by the Federal Inland Revenue Service in the First Schedule to the Federal Inland Revenue Service (Establishment) Act 2007. These legislations are:

- Companies Income Tax Act;
- Petroleum Profit Tax Act;
- Personal Income Tax Act;
- Capital Gains Tax Act;
- Value Added Tax Act;
- Stamp Duty Act;
- Taxes and Levies (Approved List for Collections) Act;
- All Regulations, Proclamation, Government Notices or Rules issued in term of the above Legislations;
- Any other law for the assessment, collection and accounting of revenue accruable to the government of the federation as may be made by the National Assembly from time to time or regulation incidental to those laws, conferring any power, duty and obligation on the Federal Inland Revenue Service.
- Enactment of laws imposing taxes and levies within the Federal Capital Territory (FCT);
- Enactments or laws imposing collection of taxes, fees and levies collected by other government agencies and companies including signature bonus, pipeline fees, penalty for gas flares, deport levies and licenses, fees for Oil Exploration License (OEL), Oil Mining License (OML), Oil Production License (OPL), royalties, rent (productive and non-productive, fees for the license to operate drilling rigs, fees for oil pipeline license, haulage fees

and all such fees prevalent in the oil industry but not limited to the above listed.

8. Approved List of Taxes for Collection by the Federal Government

The traditional taxes authorized for collection by the Federal Government of Nigeria include Companies Income Tax, Petroleum Profit Tax, Value Added Tax, Education Tax, Capital Gains Tax for employees and residents of the Federal Capital Territory (FCT) Abuja, with non-residents and corporate bodies included; and withholding tax on the income of companies, residents of FCT and non-resident individuals. Personal income tax in respect of the remuneration of members of the armed forces, the police, residents of FCT, staff of the ministry of foreign affairs and non-resident individuals are authorized to be collected by the Federal Government of Nigeria.

9. State Board of Internal Revenue

The State Board of Internal Revenue was established for each State of the Federation. The operational arm of the Board is the State Internal Revenue Service. The State Board of Internal Revenue comprises the following:

- The executive head of the State Service as chairman, who shall be a person experienced in taxation and be appointed by the Governor from within the State Service;
- The directors and heads of departments within the State Service;
- A director from the State Ministry of Finance;
- The legal adviser to the State Service;
- Three other persons nominated by the Commissioner for Finance in the State on their personal merits; and
- The Secretary of the State Service who shall be an ex-officio member.
- Any five members of the state board of whom one shall be the chairman or a director, shall constitute a quorum.

10. Functions of the State Board of Internal Revenue

The state board shall be responsible for:

- ensuring the effectiveness and optimum collection of all taxes and penalties due to the government under the relevant laws;
- doing all such things as may be deemed necessary and expedient for the assessment and collection of the tax and shall account for all amounts so collected in manner to be prescribed by the Commissioner;
- making recommendations, where appropriate, to the Joint Tax Board on tax policy, tax reform, tax legislations, tax treaties and exemption, as maybe required from time to time;

- generally, controlling the management of the State Service on matters of policy subject to the provisions of the law setting up the State Service; and
- appointing, promoting, transferring and imposing discipline on employees of the State Service.

Subject to the provisions of the relevant laws, the State Board may by notice in the gazette or in writing, authorize any person to perform or exercise on behalf of the Board any function, duty or power conferred on it and may receive any notice or other document to be given or delivered to or in consequence of the Personal Income Tax Act and any subsidiary legislation made under it.

11. Approved List of Taxes for Collection by the State Government

Each State Government of the Federation is authorised to charge and collect Personal Income Tax on the income of individuals only, withholding tax for individuals only, capital gains tax for individuals only, stamp duties, fees on instrument executed by individuals only, pool betting and lotteries tax, gaming and casino taxes, road taxes, business premises registration fees for urban and rural areas, development levy for individuals only, right of occupancy fees on land owned by the government in urban areas of a state, market taxes and levies where state finance is involved.

12. Local Government Tax Authority

In each local government area of a state, there is established a state tax committee known as the Local Government Revenue Committee. The committee comprises the Supervisor for Finance as the chairman, three local government councilors as members; and two other persons experienced in revenue matters to be nominated by the chairman of the local government on their personal merits. The revenue committee is responsible for the assessment and collection of all taxes, fines and rates under its jurisdiction and shall account for all amounts so collected in a manner prescribed by the chairman of the local government

13. Approved List of Taxes for Collection by Local Government

Taxes and levies approved for collection by local government areas include shops and kiosk rates, tenement rates, on and off liquor licence fees, street naming registration fees for non-urban area streets, right of occupancy fees on lands in rural areas, market taxes and levies excluding where the State used its finances to construct the market, motor parks levies, domestic animals licence fees, religious places permit fees, signboard and advertisement permit fees, wrong parking charges, vehicle radio licence fees to be imposed by the local government where the vehicle is registered, merriment and road closure levy, domestic and animal licence fees.

14. Joint Tax Board (JBT)

The Joint Tax Board is a creation of the Income Tax Management Act. The establishment of the Board came from the far-sightedness of the Nigerian democratic politician that started the constitutional conference in 1958. At that time, the country was made up of only three regions and the Federal Capital Territory. The complexity of administration of taxation brought about the need to create a body to harmonize taxes and its incidences in Nigeria.

The Board consists of the Chairman of the Federal Board of Inland Revenue, who shall also be the Chairman of the Board and one member from each state, being person experienced in income tax matters. Such a member must be nominated by the Commissioner charged with the responsibility for matters relating to income tax in the State in question.

15. Functions of Joint Tax Board

The functions of the Board include:

- To exercise the power or duties conferred on it by express provisions of the Personal Income Tax Act and any other powers and duties arising under the Act which may be agreed by the government of each territory to be exercised by the board;
- To exercise powers and perform duties conferred on it by any enactment of the Federal Government imposing tax on the income and profits of companies, or which may be agreed by the Minister to be exercised or performed by it under the enactment in place of the Federal Board of Inland Revenue;
- To advise the Federal Government on request in respect of double taxation arrangement concluded or under consideration with any other country and in respect of rates of capital allowances and other taxation matters having effect throughout Nigeria and in respect of any proposed amendment to the Act.
- To use its best endeavours to promote uniformity both in the application of the Personal Income Tax Act and in the incidence of tax on individuals throughout Nigeria; and
- To impose its decision on matters of procedure and interpretation of the Personal Income Tax Act on any state for purposes of conforming with agreed procedure or interpretation.

16. Professional Bodies, Tax Consultants and Practitioners

Professional bodies and other tax consultants also play vital roles in taxation of telecommunications. Nigerian Law provides a statutory role for professional bodies in the tax system. In this regard, the Chartered Institute of Taxation Act empowers

the Chartered Institute of Taxation of Nigeria (CITN) to, among other things, determine standards of knowledge and skill to be attained by tax practitioners, establish and maintain a register of its members and regulate and control tax practice. It is therefore expected that the CITN shall exercise its powers to enhance tax practice in Nigeria and for the overall benefit of the tax system. The CITN shall partner with other relevant bodies and associations to ensure that all stakeholders in the tax systems are carried along in the discharge of its functions. It shall also strive to act as bridge between the tax authorities, taxpayers and tax practitioners at all times. The role of the CITN is, however, without prejudice to the roles of other stakeholders and professional bodies existing within the tax system.

Tax consultants and practitioners are key stakeholders in the tax system, who are expected to use their skill and expertise to simplify the tax compliance process, properly advise taxpayers on compliance requirements and also provide necessary insight and assistance to tax authorities. It is expected that tax practitioners and consultants shall discharge their duties with integrity and patriotism at all times and shall not be party to willful or negligent non-compliance with tax laws. They are also expected to partner with tax authorities and other stakeholders to enhance the effectiveness and efficiency of the tax system and ensure that they open and maintain effective communication lines with tax authorities at all times.

The Chartered Institutes of Taxation of Nigeria Act established the Chartered Institute of Taxation of Nigeria (CITN) which is a body corporate having perpetual succession and a common seal. The CITN is charged with the general duty of:

- Determining what standards of knowledge and skill are to be attained by persons seeking to become registered members of the taxation profession and reviewing those standards, from time to time as circumstances may require.
- Securing in accordance with the provision of the CITN Act the establishment and maintenance of a register of fellow associates, graduates and student members of the Institute and the publication from time to time of lists of those persons;
- Regulating and controlling the practice of the profession in all its ramifications;
- Maintaining, in accordance with the CITN Act, of discipline within the profession; and
- Performing, through the council established under the CITN Act, the functions conferred on it by the Act.

The Institute has been involved in several public enlightenment programmes. It has also made several publications on tax matters and statutes.

Although there are touts and other unauthorized officers who collect taxes, the Institute has canvassed the need for the government to create a Ministry for Taxation, in order to check unauthorized collection of taxes rather than being under the Finance or Economic Planning Ministry.

17. Conclusion

In this paper, policy issues in the administration of tax in Nigeria have been examined. The roles and functions of the various regulatory bodies in the Nigerian tax administration have also been discussed. A number of challenges facing efficient and effective tax policy and administration are also identified. It is submitted that if all these challenges are addressed by all stakeholders, the Nigeria tax system would be environment-friendly. For efficient and effective tax administration, public support for tax programmes must be encouraged. Tax information and research services should also be embarked upon by various tax departments to enlighten the people, and tax payers should be made to see the benefits of their taxes.

It is expected that there would be increased collaboration among the tax administrators in all the tiers of government as a result of the need to grow tax revenues by each level of Government to enhance tax yield among the Federal, State and Local Government authorities.

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Part Two
Public Personnel Administration



Employees' Needs and Compensation Strategies in the Ministry of Public Service, Uganda.

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Abstract. The paper analyzed the prepotency of needs and reward valence of employees in the Uganda's Ministry of Public Service. Specifically, the study aimed at determining the influence of Maslow's hierarchy of needs, that is; physiological needs, safety needs, belonging needs esteem-needs and self – actualization needs on reward valence of the employees of the Ministry of Public Service in Uganda, comparing if there was a significant difference between male and female respondents as to: extent of prepotency of needs and level of reward valence; and establishing if there was a significant relationship between prepotency of needs and level of reward valence. Standardized - Self-Administered Questionnaires by Reasoner (1976) (SAQs) together with a Research Devised Questionnaire were utilized for data collection. Data were analyzed using frequency and percentage distribution to determine the demographic characteristics of all respondents of the study while the mean and standard deviations were used in determining the extent of prepotency of needs and level of reward valence. An item analysis was used to illustrate the strengths and weaknesses based on the indicators in terms of mean and rank. The Analysis of Variance (ANOVA) was utilized to test the difference between means of hypothesis one (Ho#1) at 0.05 level of significance. A multiple correlation co-efficient to test the hypothesis (Ho#2) at 0.05 level of significance using a t-test was employed. The regression analysis R² (coefficient of determination) was computed to determine the influence of the dependent variable on the independent variable. The study revealed that there was influence of; physiological needs, safety needs, belonging needs esteem needs and self-actualization on reward valence was satisfactorily meant for both the male and female respondents. From the findings, it was concluded that the employees' physiological needs, safety needs, belonging needs, esteem needs and self – actualization needs were fairly met in the Ministry of Public Service, Uganda. The study recommended that the government should set up policies and guidelines to identify and meet the needs of employees; find ways of rewarding employees by enhancing their salaries, allowances and other motivational strategies. All these should be gender sensitive.

Keywords: Prepotency of Needs, and Reward Valence of Employees

1. Introduction

Public service is a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services. Globally public services are seen as so important that for moral reason there universal provisions should be guaranteed. In modern democracies public service is often performed by employee known as civil servants who are hired by elected officials, government agencies are not profit oriented and their employees are motivated differently. Public workers tend to make less in wages when adjusting for education although that difference is reduced when benefits and hours are included. Public workers have other intangible benefits such as increased job security. The public service may involve outputs that are hard to attribute to specific individual efforts and or hard to measure in terms of key characteristics such as quality, they often require high levels of training and education. They may attract people with the public service ethos who wish to give too give something to the wider public or community through their work McGregor (1982).

Typically, civil services perform three man roles in relation to the private sector as an agent of the state overseeing regulations and rules, as an operator of a wide range of public services, and as administering authority of macro-economic framework that is expected to provide a supportive environment for economic growth and social stability The first role is regulatory, the second is operational, and the third facilitating. All add up to the functions of the civil service as an enabler for private sector development It is the second of these roles that most often breeds direct competition and, in some ways conflicts, between the civil service and the private sector The civil service exercises a range of options in seeking to fulfill this role. It can deliver the service directly. Use an autonomous agency of the civil service, or contract the functions to the private sector. Until recently, scant consideration was given to the third option, except, of course, in the limited cases of construction, not operation, of roads, housing, infrastructures and utilities (Otobond).

2. Null Hypotheses

To this end, the study proposed these hypotheses:

Ho#1: There is no significant difference between the prepotency of needs and reward valence of employees in Uganda's Ministry of Public Service.

Ho#2: There is no significant relationship between prepotency of needs and reward valence of the employees of Uganda's Ministry of Public Service.

3. Literature Review

3.1 Public Service Reforms in Africa

Reform goals and strategies have been carried out since 1985. In implementing reforms government sought to (1) downsize the civil service to make it more affordable and to bring it into line with a new scaled down role for government in economic activities, (2) provide civil servants with appropriate incentives, skills and motivation and (3) enhance management and accountability Lienert, (1988).

Initially governments concentrated on “first generation” reforms – those contributing primarily to macro-economic stabilization. These focussed on quantitative adjustments to the wage bill, particularly by reducing staff or redeploying them to priority sectors. A first relatively painless step was to remove the “ghost” workers from the payroll. Governments also sought alternatives for delivery of public services such as subcontracting them to the private sector. Given the high level of government expenditures relative to tax revenues many countries opted to reduce real wages further.

“Second generation” reforms included, restructuring remuneration so as to harmonize differentials with the private sector changing promotion and personnel management policies that went and initiative are rewarded re-assessing the mix of wage and on wage spending particularly in priority sectors Lienert, (1988).

During the 1980s, many Sub-Saharan African countries recognised that their civil services were not providing public goods and services in the most cost effective way. Wage bills were generally too high mainly because of excess staffing. Although governments had begun to reduce their role in economic development downsizing the civil service was slow in following suit. Ironically despite high wage bills, civil servants were often underpaid especially professional in the highest grades making it difficult for governments to retain their most competent employed Lienert and Davis (1997).

To remedy these deficiencies, governments sought the assistance of international donors and creditors in drawing up reforms programs. In particular the World Bank helped devise comprehensive strategies for civil service reform, the implementation of which was included in structural adjustment lending programs. Also, since civil service wage bills were absorbing a large share (sometimes more than 50 percent) of budgetary revenues, it was recognised that a reduction in the civil service wage bill would often need to play a crucial role in programs that called for a reduction in unsustainable fiscal deficits. Especially under its Enhanced Structural Adjustment Facility (ESAF), IMF

supported programs sought to ensure that “first-generations” civil service reforms - those macro-economic stabilisation- were an integral part of adjustment strategies. Increasingly IMF supported programs included structural benchmarks for the total nominal wage bill and occasionally these were supplemented by limits on civil service employment or by specific measures such as the completion of a census of government employees by a certain date Lienert and Modi, (December 1997).

The “first generation” reforms- that is those contributing primarily to macroeconomic stabilisation aimed to reassess the role government wished to play in “core” and “noncore” activities; decrease employment or redeploy staff to priority sectors following identification of non-essential functions and duplication within the civil service; verify that the number of civil servants is consistent with those in the payroll, and that budgeted outlays are adequate (i.e. no wage arrears for staff physically present), ensure that changes in real salaries are consistent with macroeconomic stability and restructure total remuneration particularly to make non-cash benefits more transparent.

The “second generation” reforms aimed to shift the focus from labour inputs to labour outputs of expenditure by emphasising the performance of each civil servant in achieving time-bound objectives, restructure remuneration in order to minimise the departure of skilled staff. This involved a narrowing of private/public sector salary differential; change, promotion and personnel management policies which along with the restructured salary scales ensured that merit and initiative were rewarded provided that there was training to upgrade skills of existing or new employees and to reassess the mix of wage and non-wage spending on productive activities. This required new budgetary practices to allow accountable civil service managers to choose the most appropriate blend of labour and non-labour inputs.

From the above discussion, it is clear that there are many intermediate objectives, all of which are designed to attain the above mentioned formal objectives of civil service reforms. Without accompanying the multiplicity of objectives by a clear prioritisation of the most urgent reforms, it is difficult to assess the “success” of civil service reforms, Lienert and Modi (1997).

3.2 Public Service Motivation Theory

This theory is attributed to the government employees that provide them with a desire to serve the public. The existence and extent of this service ethic have been examined many times in scholarly literature.

Public service motivation theory is important because it explains why some people choose careers in the government and non-profit sectors despite the potential for more financially lucrative careers in the private sector. Perry and Wise (1990)

argued that people with high Public Service Motivation (PSM) are more likely than others to choose government jobs, to perform better on the job, and to respond more to non-utilitarian incentives once in government. They carried out a study using multiple regression and logistic analyses on responses by 35,000 Federal white-collar employees to the 1991 survey of Federal employees and the 1996 merit principles survey of Federal employees. The study tested the link between Public service motivation and job performance in the Federal service. The results show that there is mixed evidence on whether public service motivation positively affected grades and performance ratings. There was clear evidence that employees who expected to receive a material reward for exceptional performance attained higher grades and performance ratings and no evidence that the link between material rewards and performance mattered any less to those with higher public service motivation. Early authors in the field of public administration described differences between public and private employees and concerns over motivating public sector employees (Perry, cited by James and Hondeghem 2008) in *Motivation in Public Management: The call of Public Service*. This theory did not cover the elements of Maslow's hierarchy of needs particularly in the public sector in the world country like Uganda and so this study will examine the gap not covered by the Public Service Motivation Theory on employees motivation to work in the public Sector.

3.3 Prepotency of Needs/ Motivational Needs

Koontz and Weirich (1988) stated that human motives are based on needs whether consciously or subconsciously felt. Some are primary needs such as the physiological needs, requirements for water, air, food, sleep and shelter. Other needs may be regarded as secondary, such as self-esteem, status, affiliation with others, affection, giving accomplishment and self-assertion. These needs vary in intensity and over time with various individuals. Motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces. Motivation involves a chain reaction, starting out with felt needs resulting in wants or goals sought, which give rise to tensions (that is unfulfilled desires), then causing action, toward achieving goals and finally satisfying wants. The motivators are things that induce an individual to perform, while motivations reflect want; motivators are the identified rewards or incentives that sharpen the drive to satisfy wants. The employees in the three government ministries had the same needs as they vary in intensity.

They argued that motivators are also the means by which conflicting needs may be reconciled or one need heightened so that it will be given priority over another. Motivation refers to the drive and effort to satisfy a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. In other words, motivation implies a drive toward an outcome, and satisfaction is the outcome already experienced. From a management point of view, then a person might have high job satisfaction but have a low level of motivation for the job, or the reverse might be true. There is understandably the probability that highly motivated persons with low

job satisfaction will look for other positions. Likewise, those people who find their positions rewarding but are being paid considerably less than they desire or think they deserve will probably search for other jobs. They added that in theories of motivation, the inducements of some kind of “carrot” are recognized. Often, this is money in the form of pay or bonuses, even though money is not the only motivating force; it has been and will continue to be an important one. The trouble with the money “carrot” approach is a too often everyone gets a carrot regardless of performance, through such practices as salary increases and promotion, by seniority automatic “merit” increases and executive bonuses not based on individual manager performance.

This literature in human motives did not find out the issues regarding prepotency of needs and reward valence of employees in the public sector in Uganda, and so this study will assess the interplay between these two variables.

4. Methodology

The study used descriptive correlations survey mainly because the researcher was interested in the determination of whether or not and to what extent an association existed between physiological needs, safety needs, belonging needs, esteem needs, self-actualization needs and reward valence were correlated. The two variables, the prepotency of needs which were operationalized as Maslow’s hierarchy of needs and reward valence were itemized as quantifiable variables to determine how they are affected the employees in three government ministries. These were investigated by having a literature study, which was undertaken to identify motivational needs, Maslow’s hierarchy of needs and reward valence.

The study utilized the Likert scale which consisted of the response modes of strongly agree, agree, neutral, disagree, and strongly disagree. An empirical research study consisting of a survey was conducted using two questionnaires:

(i) The Standardized Questionnaires on prepotency of needs which was adopted from Reasoner (1976), which consisted of twenty (20) items referring to physiological needs (items 1,4,16,20), safety needs (items 2,3,9,19), belonging needs (items 5,7,12,17), esteem needs (items 6,8 and 17) and self-actualization needs (items 10,11,13 and 18). The response modes were strongly-agree (4), agree (3), disagree (2) and strongly disagree (1).

(ii) A Researcher Devised Questionnaire to determine the level of reward valence was used. This questionnaire had sixteen items with respond modes and scoring system similar to the standardized questionnaires on the influence of physiological needs, safety needs, belonging needs, esteem needs and actualization needs. The researcher collected data from two quantifiable variables from the same group of

subjects that is the employees of three government ministries and then compared how they varied.

5. Hypotheses' Testing

5.1 Hypothesis One Testing

There is no significant difference between the prepotency of needs and reward valence among the employees of Uganda's Ministry of Public Service

Table 5.1: (Level of significance 0.05)

ANOVA TABLE

	Sum of squares	Degrees of freedom	Mean square	F Statistic	Sig.
	19.402	43	.451		0.000
	27.612	191	.145		
Total	47.014	234			

Using the Analysis of Variance to establish whether there is no significant difference between the Prepotency of Needs and the Level of Reward Valence among employees of the Uganda's Ministry of Public Service, the results reveal a significant difference between the prepotency of needs and the reward valence ($F=3.21$; Sig 0.000) of the employees of the government ministry. To this effect, the null hypothesis that there is no significant difference between the prepotency of needs and reward valence of the employees of Uganda's Ministry of Public Service is rejected and the acceptance of the alternative hypothesis to the effect that there is a positive and significant difference between prepotency of needs and reward valence.

5.2 Hypothesis Two Testing

There is no significant relationship between the prepotency of needs and reward valence of the employees of Uganda's Ministry of Public Service.

Correlation between the Prepotency of needs and reward valence among employees of Uganda’s Ministry of Public Service

Table 5.2

		Prepotency of Needs	Level of Reward Valence
PREPOTENCY OF NEEDS	Pearson’s correlation	1	.441 ^{xx}
	Sig. (2 tailed)		.000
	N	236	236
LEVEL OF REWARD VALENCE	Pearson’s correlation	.441 ^{xx}	1
	Sig. (2 tailed)	.000	
	N	235	235

Correlation is significant at the 0.01 level (2 tailed)

Using Pearson’s linear correlation coefficient test, to test for the relationship if any, between prepotency of needs and level of reward valence among the employees of the ministry, the results revealed a positive and significant relationship at the 0.05 level of significance (prepotency of needs $p = .441$ $r = .000$ and level of reward valence $p = .441$ $r = .000$). To this effect, the null hypothesis of no significant relationship between prepotency of needs and level of reward valence is rejected and the acceptance of the alternative hypothesis to the effect that there is a positive and significant relationship between prepotency of needs and the level of reward valence among the employees of the three government ministries.

6. Conclusion

The study concludes that as per study findings the respondents of the study in the ministry of the public service responded that their safety needs were fairly met. This point to the level of reward valence which states that the value of the reward positively affects the employees to satisfy their needs for security which had a mean of 4.24 interpreted as satisfactory and ranked 5. This is also supported by Maicibi (2007) who stated that to reward employees is to build a feeling of confidence. Rewards are usually administered to make employees develop a feeling of confidence for instance managers can decide to pay workers, salary and wages on the every 25th of the month.

It is established from the study that the respondents from the ministry of Public Service had their esteem needs fairly rewarded by the management of the ministry. This is not however, confirmed by the level of reward valence which states that each individual in the ministry believes that the value of a reward meets the need for some esteem which had a mean of 3.7 interpreted as unsatisfactory. This is possibly because the respondents were not sure of their esteem needs being met by the ministry. This argument is further elaborated by Klein (1987), Long(1978) and

Morgan (1991) who have stated that all humans have a need to be respected, to have self- esteem and self –respect. Esteem in this sense presents the normal human desire to be accepted and valued by others. People need to engage themselves to gain recognition and have an activity or activities that give a sense of contribution to feel self-valued, whether it be in profession or hobby. The study found out that public service respondents had an average mean of 2.04 on this item and it was interpreted as very unsatisfactory.

The study also concludes that the respondents of the Ministry of Public Service that took part in the study did not have their self- actualization needs met by the value of the reward. This is what Maslow had predicted to be a summit of his motivational theory as supported by Vroom (1990) when he stated that it is about the quest of reaching one’s full potential as a person. Unlike lower level needs, this need is never fully satisfied as one grows psychologically there are always opportunities to continue to grow. Self-actualized people tend to have motivators such as truth, justice, wisdom and meaning.

The study discovers that generally the level of reward valence following the findings was satisfactory. The rewards in terms of salaries, allowances and other benefits were satisfactory to the respondents that participated in the study. Maicibi (2007) in spelling out the type of rewards has stated that satisfying work content includes all that Herzberg in his two factor theories suggests to motivate a worker on the job. Maicibi (2003:50) provided some of the methods to satisfying work content, that is achievement, recognition, challenging work and advancement (promotion).

The study further concludes that the respondents in this ministry are satisfactorily rewarded for the effort that the employees put at work. These findings affirm to Maicibi (2007) who has put forward employees’ expectations from reward system. Among these are: a-take-home-pay that can take them up to the end of the month, a fair reward system that echoes Adams equity theory of motivation. A reward system that provides a fair day’s work with a fair day’s pay, that is pay that is commensurate with output, it should be similar with or better than those that are paid to do similar jobs in other similar organizations, they expect regularity in pay in terms of date and quantity and they expect certain minimum benefits from the organization, which are outside the conventional pay package

7. Recommendations

From the foregoing, the following recommendations are made:

- Senior administrators in the Ministry of Public Service should explore ways and means in which the employees can be motivated so that they would want to give their best on the job. Furthermore, government should create policies that are conducive to the working environment of employees and also identify new approaches to the work ethics, which would then introduce new technologies making the job more

exciting and enjoyable. This would improve upon the Maslow's hierarchy of needs which are satisfactorily met by the Ministry of Local Governments.

- Government should establish systems in the Ministry of Public Service that can make or help the employees have pride in their work, ways and means of motivating the employees, remunerate them and provide the necessary benefits by way of facilitation.
- The management of the Ministry should encourage and adopt a system of having an individual incentive bonus system, which will improve the performance of employees. These incentives should be provided to employees who show an exceptional commitment to their responsibilities on the job. The ministry should have policies that can enhance motivation at work.

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Recruitment and Selection Process and Local Government Performance in Kiboga District, Uganda

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Abstract. The study was on the relationship between recruitment and selection process and local government performance in Kiboga, Uganda. To achieve this purpose, the researcher carried out a study guided by three objectives, these are; to investigate the nature of recruitment process in Kiboga district Uganda, to determine the level of local government performance in Kiboga district Uganda, to establish if there is a significant relationship between recruitment process and local government performance in Kiboga district, Uganda. The findings reveal that the level of recruitment process in Kiboga, Uganda was low with (mean = 2.450). This means that; Skills analysis, Advertisement, Interviews, Selection, Appointment, and Induction are done at relatively low levels. The level of local government performance in Kiboga district Uganda is low (mean = 2.500). This means that local government performance in Kiboga is low. This means that Initiation of new projects, Implementation of development projects, Monitoring and evaluation, Effective communication and Performance appraisal are all relatively low. Relationship between recruitment process and local government performance in Kiboga district, Uganda. The results from correlation and regression show that there is positive relationship between recruitment process and local government performance in Kiboga district, Uganda. This leads to the rejection of the hypothesis that there is “no relationship between recruitment process and local government performance in Kiboga district, Uganda”.

1. Introduction

Since World War II and the growth of modern management science, business planning has become the key differentiator enabling competitive success. It seems unnecessary to point out that planning for an organization's most critical resource is essential. As we move through the 21st century where a globalized workforce is the basis of competition we find that the principles of human resource planning and development are of prime importance. The success of an organization is directly linked to the performance of those who work for that business. Underachievement can be a result of workforce inefficiency and failures. Because hiring the wrong

people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles *et al*, 1980).

All over the world, the services provided by governments are done through local governments. Local governments are those that work directly with public service of any country or state to deliver public services. In order for a local government to deliver on its mandate of service delivery to the electorate, social partners and employees, its political principal(s) and administrative top management should develop a relationship between the organisation, the electorate and its employees, which will fulfil the ever-changing needs of all parties (IDASA, 2004; McDonald & Pape, 2002). Political principals endeavour to deliver on their selection and appointment promises, while the organisation expect employees to perform reliably the tasks that are assigned to them, and at a desired standard, while they deliver on their key performance areas within the legislative and regulatory framework governing the employer-employee relationship in the workplace (Amos, et. al., 2004).

In Nigeria, local governments are made up mainly of senior and junior staff, as well as executive, technical and administrative cadres who are largely distinguished based on their educational qualifications, training, skills, ranks and the duties they discharge (Yaro, 2014). In an increasingly global and sophisticated marketplace, recruitment and selection has become an essential tool for organizations in ensuring that they have the human resources necessary to achieve their current strategic direction and to continue innovating and growing in the future. Recruitment and selection has become increasingly important as one way of delivering behaviors seen as necessary to support organizational strategies (Iles, 2001).

Recruitment and selection today, determines the performance of local governments especially that service delivery is now emphasized by the community directly through community participation as stakeholders. Currently, the primary responsibility of local governments in South Africa today is to provide access to crucial public services. The central government strongly encourages local governments to charge citizens market prices for them and also advocates privatization of them where feasible (McDonald and Pape 2002). This system is called cost recovery which has its benefits as eliminating subsidies and privatizing service delivery shackles the predatory hand of government by severely reducing local governments' expenditure flexibility. Economically, the central government delegated to local governments the responsibility to provide almost all public services, with the exception of education and housing. The government attempted to create strong political accountability, and hence the incentive for local governments to provide these services, through direct elections for local councilors.

In Uganda, local governments are mandated to perform a variety of state functions ranging from making development plans based on locally determined priorities, raising revenue, budgeting (on condition that all of their budgets are balanced), and appointing statutory commissions, boards and committees for personnel (District Service Commission), land (District Land Boards), procurement (District and Urban Tender Boards) and accountability (Local Government Public Account Committees), to establish or abolish offices in the public service of the district, as well as to hire and manage personnel in addition to managing their own payroll and pension. Local governments are also vested with powers to provide such services as education (except tertiary education), health services (except referral hospitals), the construction of roads (except those under the central government), and ambulance services (Ojambo, 2012).

2. Review of literature

Butler, et al (1991) defines recruitment as “encompassing the array of organizational practices and decisions used to affect the number or types of individuals who are willing to apply for, or to accept, employment in a given vacancy”. Thus defined, recruitment combines with selection and placement procedures to bring people into positions, specified by some type of job analysis, that were previously unfilled. If, through recruitment, a large number of candidates can be identified for a particular position, selection procedures may be used to determine which are most likely to pass the test provided by future performance evaluations in local governments; it is thus possible to skin the cream off the top of the applicant pool. But if recruiting yields only just enough people to fill vacancies, there will be a long way from the cream level. Successful recruiting thus is the *sin qua non* for successful selection and staffing. Without it, local governments will not have the human resources to implement their projects and strategies effectively (Miner, et al, 1995).

Noe, et al (2003) conceptualized “recruitment as a process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it”. Usually local governments do not conduct recruitment exercises all year around but at a designated time when the need arises. The need arises as a result of vacant positions created by those who left the service as a result of their retirement, withdrawal from the service, death or other reasons. During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the organization can provide the employee. However this study is looking at recruitment as process of attracting individuals to serve in the local government of Uganda by focusing mainly on processes such as skills analysis, competency mapping, needs assessment and identification of potential human resource. Maicibi (2007) considers recruitment to involve all prospective applicants for the job position in the organization. He is of the view that a good recruitment programme is

one that is properly planned and well operated. He concludes that poor recruitment efforts could lead to the selection of poor applicants because positions are to be filled quickly.

The success of a recruitment process are the strategies an organisation is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organisations seeking recruits for base-level entry positions often require minimum qualifications and experience. These applicants are usually recent high school or university/ technical college graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels (Armstrong, 2009)

Francis & James (2003) defined local governments as the level of government which is commonly defined as a decentralized , representative institution which is general and specific powers devolved to it by higher tier of government , central or provincial, with a geographically defined area. According to Francis & James (2003), it is also defined as a political subdivision of a nation or in a federal system state which is constituted by law and has substantial control of local affairs, including powers to impose taxes to exact labour for prescribed purposes.

Performance refers to the accomplishment of a given task measured against preset standards of accuracy, completeness, cost, and speed. In other words, it refers to the degree to which an achievement is being or has been accomplished. In the words of Maicibi (2007) “The performance is a general term applied to a part or to all the conducts of activities of an organization over a period of time often with reference to past or projected cost efficiency, management responsibility or accountability or the like. Thus, not just the presentation, but the quality of results achieved refers to the performance.

The researcher is looking at performance of local governments in terms of effectiveness in service social delivery, productivity (monitoring and evaluation of government projects), effective communication and flexibility to ensure that complexities are well management and handled by the local government workforce to initiate development projects. While recruitment process in terms of skills analysis, competency mapping and policy development on recruitment and retention.

Currently in Uganda, while the central government retains jurisdiction with respect to such areas as security–defence, law and order, mines, minerals, water resources, banks, citizenship, national parks, foreign relations, national elections and national plans - it also oversees the performance of local governments through the office of the Resident District Commissioner (RDC). It is now over two decades since

Uganda adopted decentralisation, a system of government considered as a pathway to improving governance in terms of democratization and service delivery. Yet, as earlier noted, Uganda's level of accountability for public resources and service delivery remains deplorable. This rather ironic situation naturally raises questions about the performance of local governments in the country (Ojambo, 2012).

In many districts of Uganda, service is rarely immediately seen as an attractive employer, mainly because salaries are uncompetitive. Except for those people/graduates who have a commitment to public service, highly skilled, competent and professional workers tend to select the Private Sector as the employer of their choice, partly because of the prestige value but primarily because of the remuneration package and because the recruiters may have been more successful in marketing their organisations (Armstrong, 2009). Therefore, it is understood that many human resources who enter the Public Service and local governments in particular stay for a short time and either return to school or proceed to another sector once they have acquired the requisite skills and experience that make them marketable. Bitarabeho, (2005) points out that in all Public Service jurisdictions, new approaches to recruitment are being used. In many territories, the strategies are manual but, as automated methods become more pervasive, those mechanisms that support its use will assume greater popularity. Whatever the strategies selected for use, the objective is to recruit the most qualified, committed.

Currently, Ugandan local governments especially 'urban local governments' their regulations regarding recruitment and selection are followed in a right manner. However the compliance of Human resource related rules is actually shallow (Baguma & Rubare, 2012). The personnel selection board is organised and the regulated procedure of recruiting the regular staff is followed under the board, but the board members are not involved substantially in the actual selection judgement. All they do is sign the form prepared by the chief executive office. Usually, some applicants are not hired not because they do not qualified, as long as the applicants meet the required qualification, the decision is based on political factors rather than objective criteria (Bitarabeho, 2005).

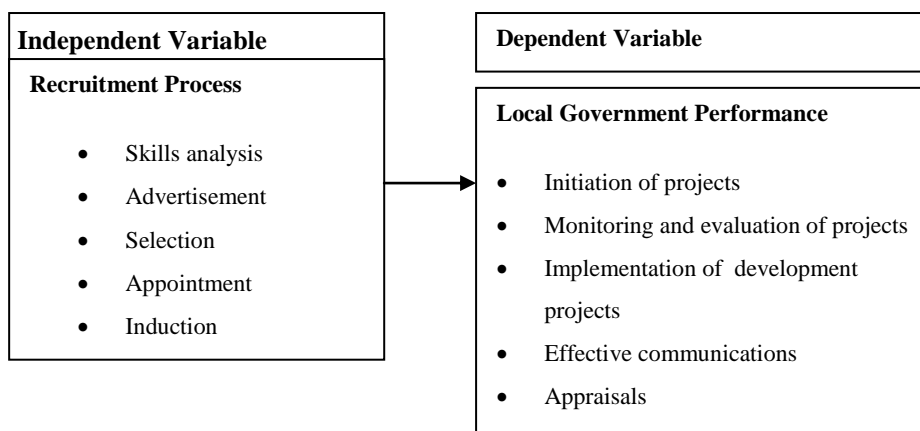
The performance of local government has been a question that governments grapple with. Local government entities usually don't perform as expected. Due to decentralization, performance of local governments is expected to improve social service delivery in the country. But, local government officials in Uganda are routinely accused of corruption, misappropriation of funds, mismanagement, abuse of office, and nepotism. In fact, in 2000, Uganda's Inspectorate General of Government (IGG), the agency responsible for investigating and eliminating corruption in the government, received more complaints about corruption in local governments than any other government department or ministry (Armstrong, 2009), despite significant measures adopted such as policies that enable citizen participation that pin local leaders to be accountable to the public, fostering

monitoring and evaluation through placing requirements for performance contracts and accountability forums. Thus, the study examined the recruitment process and local government performance in Kiboga district, Uganda.

3. Hypothesis

There is no significant relationship between the recruitment and the performance of local government in Kiboga district, Uganda.

4. Conceptual framework



Source: Stefan (2013)

The framework presented how recruitment affects local government performance in the study. Recruitment management is the independent variable and local government performance is the dependent variable. Performance of local governments especially their level of effectiveness in service social delivery i.e. timely and quality services, productivity (monitoring and evaluation of government projects), effective communication and flexibility to ensure that complexities are well management and handled by the local government technical and general workforce are dependent factors on quality of skills, competency and level of professionalism among the employees. Competency mapping and policy development on recruitment and retention in the process of recruitment are vital elements that will yield good performance in local governments.

5. Methodology

This study used both descriptive and correlation designs. Descriptive design was used because it helped to describe the cause and effect relationship of the research variables and carefully matched with the main research categories/strategies which are non-experimental. The sample size consisted of one hundred and twenty six (126) was selected from a population of 184 people in their respective categories.

These will include; Local Government officials, politicians, local community members, and human resource managers.

Table 1: Sample size

Categories of Expected Respondents	Population	Sample
Local government officials	15	10
Politicians (councilors, & local council chairpersons)	10	7
Community members (beneficiaries)	149	102
Human resource	10	7
Total	184	126

Simple random sampling technique was used to select community members in which the sample size of the respondents is predetermined before the research is conducted without bias. Stratified random and purposive sampling methods were used to determine the local Government officials, Human Resource Managers, and politicians respectively. The data was collected using questionnaires and interviews while Pearson linear correlation coefficient was used to test the hypotheses between the variables.

6. Findings

To achieve these objectives, the researcher designed a questionnaire which was divided into six parts; each part with various items that were based on a four Likert scale where 1 = strongly disagree, 2 = disagree, 3 = agree and 4 = strongly agree. The questionnaire was accompanied by an interview guide.

The means in subsequent tables were interpreted as per the following interpretation guide.

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very high
2.51 - 3.25	Agree	High
1.76 - 2.50	Disagree	Low
1.00 - 1.75	strongly disagree	Very low

Analysis tools used are means and standard deviations for all parts and items.

The results from analysis, following objective by objective are illustrated as follows.

Investigating the nature of recruitment process in Kiboga district, Uganda

This objective was studied on advertisement and interviews. Tools used to make analysis were means and standard deviations; as summarized in tables below.

Table 2: Advertisement at the District

Items	mean	Std	Rank	Interpretation
The district advertise jobs by posting notices on manual boards, electronic bulletins boards or printing media	2.50	.82746	1	Low
Jobs are advertised through office memoranda	2.45	.88202	2	Low
Vacant posts in Kiboga Local government are advertised so as to reach the entire pool of potential applicants, especially historically disadvantaged persons;	2.32	.88202	3	Low
Human Resource Management ensure that an advertisement for a post specifies the natural requirements of the job, the job title and core functions.	2.30	.71771	4	Low
Average mean	2.45	0.827303		

The district advertise jobs by posting notices on manual boards, electronic bulletins boards or printing media had low mean= 2.5000, std=.82746. Jobs are advertised through office memoranda mean= 2.4500, std=0.88202. Vacant posts in Kiboga Local government are advertised so as to reach the entire pool of potential applicants, especially historically disadvantaged persons mean=2.3200, std=.88202. Human Resource Management ensure that an advertisement for a post specifies the natural requirements of the job, the job title and core functions mean= 2.3000, std=0.71771. Overall average= 2.4500 which is low implying that advertisement is done at a low level at the district headquarters. One respondent said:

Jobs at Kiboga Local government are usually advertised in local media. Many people apply to these jobs after being advertised and this is how many people have managed to get local government jobs here. I think all jobs are advertised. Even low skilled jobs are advertised to promote transparency.

Table 3: Interviews at Kiboga District

Items	Mean	Std	Rank	Interpretation
Recruiters ask relevant questions during interviews	2.52	.82746	1	High
Career paths are discussed during interviews	2.50	.71771	3	Low
Interviewers ensure that interviews proceed uninterrupted and in a room without any distractions	2.50	.82746	5	Low
Recruiters provide realistic information to the applicants to allow them feel their freedom	2.45	.88202	6	Low
Every person invited for an interview is given a fair and thorough hearing	2.32	.88202	7	Low
Average mean	2.4500	0.827334		Low

Recruiters ask relevant questions during interviews mean= 2.5210, std=0.82746. Career paths are discussed during interviews mean =2.5000, std=0.71771. Interviewers ensure that interviews proceed uninterrupted and in a room without

any distractions mean= 2.5000, std=0.82746. Recruiters provide realistic information to the applicants to allow them feel their freedom mean= 2.4500, std=.88202. Every person invited for an interview is given a fair and thorough hearing mean= 2.3200, std= 0.88202. Overall mean =2.4500 – a low mean implying that interviewing is not adequate when recruitment is being done.

One employee at Kiboga local government said:

At times, some people are passed in these interviews without being properly evaluated. You find that some people are here working but they are not well experienced or even skilled. This make me think that some people just go through the interview process for sake of doing it.

Determining the level of local government performance in Kiboga district Uganda Part two of the questionnaire sought to determine the level of local government performance in Kiboga district Uganda. Tools used to make analysis were means and standard deviations; as summarized in table below.

Table 4: Performance Appraisal

Items	Mean	Std	Rank	Interpretation
Feedback to the individual and determination of whether and how the performance can be improved is regularly given in Kiboga Local Government	2.5210	.71771	1	High
The district has a well-established communication plan and it is effectively supervised/monitored	2.5100	.71771	2	High
Employees are given regularly given feedback and provided with training needs to improve their performance	2.5000	.82746	3	Low
Human resource managers ensure that all committee function appropriately and effectively with a consistent methodology	2.5000	.88202	4	Low
The district maintain a liaison with other government entitles and coordinate efforts with external standards –setting bodies to improve performance and service delivery	2.4800	.87101	5	Low
Employees have all the required tools e.g. computers, vehicles/motor vehicles to carry out their duties effectively	2.4500	.88202	6	Low
The district provides administrative support to the performance management subcommittees	2.3200	.71771	7	Low
Average mean	2.4700	0.7874		

Feedback to the individual and determination of whether and how the performance can be improved is regularly given in Kiboga Local government mean =2.5210, std= 0.71771. The district has a well-established communication plan and it is effectively supervised/monitored mean = 2.5100, std=.71771. Employees are given regularly given feedback and provided with training needs to improve their

performance mean =2.5000, std=.82746. Human resource managers ensure that all committee function appropriately and effectively with a consistent methodology mean = 2.5000, std=0.88202. The district maintain a liaison with other government entitles and coordinate efforts with external standards –setting bodies to improve performance and service delivery mean= 2.4800, std=.87101

Employees have all the required tools e.g. computers, vehicles/motor vehicles to carry out their duties effectively mean= 2.4500, std=.88202. One employee at Kiboga district said:

We as employees are well equipped. We at least the basic facilities/equipment for executing our duties. Although not all of us have all that we need for work, but many of us are given basic facilities/tools like computers, vehicles/motor vehicles to carry out their duties effectively. These are the basic things here and there is no way one can fail to work when he/she has all these things.

The district provides administrative support to the performance management subcommittees mean=2.3200, std=0.71771. Overall mean= 2.4700, std=0.7874.

Relationship between recruitment process and local government performance in Kiboga district, Uganda.

This was done by testing the hypothesis that there is no relationship between recruitment process and local government performance in Kiboga district, Uganda. It was tested at 0.05 level of significance. The researcher used Pearson Linear correlation coefficient (r) and the regression analysis was based on basic assumptions. The results from correlation and regression analysis are shown in tables below.

Table 5: Correlation Analysis between recruitment process and local government performance in Kiboga district, Uganda

Variable Correlated	r-value	Sig	Interpretation	Decision on H0
Recruitment process Vs local government performance	0.677	0.000	Relationship exists	Rejected

Results from table 13 are results from bivariate correlation analysis between Correlation Analysis between recruitment process and local government performance in Kiboga district, Uganda. The results show that there is positive relationship between recruitment process and local government performance in Kiboga district, Uganda (r=0.677). Since (sig. 0.000 < 0.05), this leads to the rejection of the hypothesis that there is “no relationship between recruitment process and local government performance in Kiboga district, Uganda. The results show that as recruitment process increases, local government performance also increases and the reverse is true in kiboga district, Uganda.

7. Conclusions

The study concludes that recruitment process is carried out at minor level, which means that it is not seriously undertaken at Kiboga District headquarters.

Performance of local government at Kiboga District is low, hence concluding that there is a mismanagement of resources.

There is a significant relationship between recruitment process and local government performance. Hence concluding that improvement in recruitment process can increase the performance of Kiboga District.

8. Recommendations

From the findings, the study suggests the following recommendations:

- MoLG should be ready to relinquish some powers, functions and roles such as inspection, monitoring to the RTs.
- Re-centralization of CAOS and Town Clerks be maintained because they empowered CAOs/Town Clerks to make decisive decisions without fear or favour.
- Likewise, the Regional Chief Executive should be appointed by the Public Service Commission to give him/her sufficient powers and avoid him/her being held at ransom by politicians
- Service Commissions and Land Boards will be regional institutions with clearly spelt out mandates
- Senior CG Officers should be willing to embrace the changes that will require new operational linkages
- Planning of the municipalities should be under the jurisdiction of the RGs whereas the Town Councils and Town Boards should remain under the jurisdiction of the districts.

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Part Three
Peace and Conflict Studies



An Assessment of Post-Arusha Peace Agreement Challenges and the Current Efforts to Restore Peace in Burundi.

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Abstract. Burundi seems to be treading on an uncertain ground. Although effort was made through the Arusha Peace and Reconciliation Agreement to address the ‘age-old’ animosity between Hutus and Tutsis, it is increasingly becoming clear that this has only transformed the conflict from violent to non-violent conflict, with a high incidence of degenerating into violent conflict in future unless outstanding issues in the Arusha peace Agreement are implemented. The article looks at some of the key challenges in post-Arusha Agreement Burundi and how they undermine the aspirations of the Arusha Peace Agreement to create a democratically stable and peaceful Burundian society. It also looks at attempts by various actors to address the current political crisis in Burundi. This article posits that the solution to achieve durable peace in Burundi lies firstly, in harmonizing the 2005 Burundi Constitution with the Arusha Peace Agreement of 2000; and secondly, enacting and empowering judicial and legal instruments to implement political principles and measures such as political power sharing and democratic governance.

Key words: Address, Constitution, Hutus, Peace, Peace Agreement, Peace-building, Power- sharing, Referendum, Restore, Tutsis

1. A brief Socio-Political History of Burundi

Burundi's social system has been considered as ‘one of the most complex and least understood in Africa’ (René & Martin 1975:5). Its ethnic composition comprises of three groups: the Hutu, Tutsi and Twa (Weinstein 1972). The Hutu, who account for 85% of Burundi's population, have been described as a Bantu people who are traditionally agriculturalists. The Tutsi, who represent 14% of the population are identified as a Himitic people, who migrated from Ethiopia from the sixteenth century. A number of ethnographers reveal that the Tutsi established a dominant position over the Hutu in the economy and governance of the region (René 1970). The Twa, who comprise 1% of the population, were traditionally hunters and potters, who inhabited the forests and are politically, economically and socially

marginalized. The Ganwa are identified as the fourth group, who were feudal princes of mixed blood. The Ganwa considered themselves neither as Hutu nor Tutsi, but above both groups (René 1988).

According to René and Warren, the Hutu and Tutsi share a similar language and culture, and have common social and political institutions, and have often intermarried and lived together peacefully for centuries. The Hutu-Tutsi animosity came as a result of such factors as colonialism, modernization, the traumatic experience of the Rwandan Hutu rebellion and repressive and discriminatory post-colonial policies (René 1988; Weinstein 1972). Indeed, while colonialism played a dominant role in antagonizing Burundian ethnic groups, the Rwandan Hutu rebellion, which killed thousands of Tutsis and caused thousands of others to flee into neighboring countries perhaps, could have had a big influence in shaping and determining the Hutu-Tutsi conflict in Burundi.

Events in Burundi have always led to ‘a spiraling syndrome of suspicion, fear and hatred’ between the Hutu and the Tutsi. Each level of violence laid the ground for the next, as ‘mutual suspicion and fear’ dominantly characterized the perceptions of both groups. As a result, while in the past violence that surrounded a coup attempt would have remained limited, now such violence is far more likely to involve the entire Burundian society and degenerate into genocidal campaigns (René 1988).

According to Herisse the crisis that had over the years afflicted Burundi was rooted in ‘imported and misapplied ideologies’ especially racial superiority and democracy modeled on Western culture. Herisse argued that, institutions that were established in order to sustain these concepts replaced traditional practices and distorted indigenous social contracts. It was apparent that these factors damaged the social fabric and created disharmony in the Burundian society. (Herisse see <http://www.peacestudiesjournal.org>).

Thus, in conformity to the preceding argument, the Burundi conflict was ‘sustained by the competition among rival political elites for state power, who mobilized their followers around ethnicity’ (Mthembu 2005:22-35). In other words, based on the ideological distortions of the Burundian society, ethnicity was successfully used as a key instrument by rival politicians in pursuit of political power.

2. Theoretical Background

Since politics is the process of managing demands, poorly managed demands are likely to result in violence, therefore, conflict management short of dealing with root causes of violence, is likely to be less fruitful (Zartman 1989).

According to needs theories, in order to address conflicts in society, there is need to place much emphasis on satisfying basic human needs. Achieving a harmonious society is conditioned by needs-satisfaction. (Ramashray 1990). Problem-solving at

any social level ... can be fruitful only when individual needs are taken as the basis of 'analysis and planning'. (Burton 1979).

Thus, the link between needs-satisfaction and social harmony suggests three things, first, that if basic human needs are met, then conflicts are inevitably rooted out. Conflicts emerge due to systematic frustration and prevention of certain individual needs. Second, once analysis and planning are based on needs, it will be much easier to identify and deal with conflict. Thirdly, it is argued that every conflict carries within itself an aspect of need-satisfaction. Conflict breaks out as a failure to recognize certain needs of a particular group or though recognized have been frustrated or unsatisfactorily fulfilled. Once the needs at hand are identified and legitimately recognized to require fulfillment, the course for conflict resolution is mapped out (Ramashray 1990). The relationship between social harmony and needs-satisfaction makes much sense to conflict in Burundi, which according to Prunier is 'largely considered a fight for good jobs, and economic advantage' (Prunier 1975:27).

3. Major Challenges in post-Arusha Peace Agreement Burundi

3.1 Justice and Legal Framework

In view of the turbulent history characterized by genocide and other crimes against humanity, Burundian parties committed themselves to adopt political principles and measures designed to ensure that such atrocities would never re-occur. (ISS 2000). Judicial instruments aimed at implementing political principles and measures were to include, enactment of legislation to counter genocide and other gross violations of human rights; establishment of an international judicial Commission of inquiry on genocide, war crimes and other crimes against humanity; and establishment of an international criminal tribunal to try and punish those found to have committed atrocities against Burundians (ISS 2000). For some reason, these institutions have not been established 15 years after the signing of Arusha Agreement. Could this be constrained by the fact that a number of key figures holding state power were directly or indirectly responsible for serious crimes against the Burundian people, and therefore, are buying time not to establish such institutions to serve justice to the people?

In an effort to promote national reconciliation, the parties recommended the establishment of a national truth and reconciliation Commission, which shall be tasked with investigating serious acts of violence, committed in the past, and identifying the perpetrators and the victims. (ISS 2000). It is now over 15 years after signing of the Arusha Agreement and the Commission has not been established.

Although, the Agreement is fundamentally good, a key to resolve the conflict but the problem lies in its implementation: representation of Hutus and Tutsis in the

National Assembly is problematic; are Tutsis representing Tutsis supposed to come from Tutsi parties or not? Tutsis lost somewhere; 40 per cent representing Tutsis were to be drawn from any party regardless of whether the party was a Hutu party or not. And so, most of the 40% representing Tutsis in the present government were drawn from the ruling party, which is a Hutu party, National Council for the Defence of Democracy – Forces for the Defence of Democracy (CNDD-FDD). Tutsi parties claim that those Tutsis from Hutu parties ‘are not wholly Tutsis because they have a Hutu ideology’. Thus, the ethnic power sharing quota system does not provide a permanent solution to conflict in Burundi since the problem in Burundi is not fundamentally ethnic but political. Ethnicity is simply used as a tool to obtain political power, (Van Eck, 2005)

It is fundamentally important to address grievances of the Tutsi parties concerning their genuine representation in both cabinet and legislative assembly. This is because sharing a similar ethnic background does not necessarily imply that you share similar convictions or ideologies, (Van Eck, 2005). This affirms the argument that conflict in Burundi is fundamentally political and not ethnic. Thus, to address the conflict in Burundi requires political will and mechanisms that are informed by ethnic dimension.

It is early to conclude that the Arusha Agreement has created democratic institutions and culture by which peaceful change of government is inevitable; without effectively addressing the issue of political power in order to deal with the issue of alienation, peaceful change of government in Burundi may not happen in the foreseeable future.

Moreover, outstanding unresolved issues in post-Arusha peace Agreement Burundi include, dispute over the new Constitution, which was unilaterally imposed on Burundians by the Regional Initiative for Burundi and South Africa when all Tutsi parties had rejected it. Given the fragility of the Burundian society, and since issues with political power were mostly responsible for causing the civil conflict, which power is controlled by the Constitution, it was crucial that the two conflicting parties agree on the adoption of the new Constitution—a common vision and path that must govern the country. Serious concerns over power sharing after the October 2005 elections were a reflection of the limitations in the new Burundian Constitution, (Van Eck, 2005). This implies that, the most important motivating factor behind Burundi’s civil conflict, was not adequately resolved.

Although, the 2005 Constitution was approved through a referendum, Burundians did not participate in its making. To the extent that Burundians did not participate in the process of Constitution-making, undermined the credibility of the Constitution and, therefore, failed to provide a solid foundation for peace-building and enduring stability in Burundi. (Van Eck, 2005).

The win-lose mentality that came as a result of the competitive nature of the 2005 elections influenced the new draft Constitution to the extent that it failed to recognise, in perspective, the key power-sharing formula, which enabled the signing of the Arusha peace Agreement and formed the basis on which Burundi was governed in the pre-election period. This raised questions on the legitimacy of the Constitution upon which elections were held, and on which post-election Burundi would be governed. For instance, according to the Arusha Agreement, political power would be shared between the 'Hutu political opinion and the Tutsi political opinion on the basis of 60 per cent to 40 per cent' respectively. However, the new Constitution does not provide for political/ethnic power sharing formula; while the 60/40 ratio is acknowledged, Hutus from all political parties will now fill 60 per cent of the seats reserved for Hutus, and Tutsis from all parties fill 40 per cent of the seats reserved for Tutsis. In effect, what was purposed as power-sharing between the two warring ethnic and political groups has become 'purely ethnic divide'. Implying that, in case a Hutu political party wins 80 per cent or more of the national vote, they will be permitted to appoint 80 per cent of the 60 per cent reserved for Hutus and 80 per cent of the 40 per cent reserved for Tutsis, who represent the political objectives of the Hutu majority and not the concerns and political views of the Tutsi political minority. Also the powers of the Senate were revised to the extent that it will have no authority to moderate decisions made by the National Assembly, which is controlled by the majority (Van Eck 2005).

The preceding development, poses an enormous challenge to the efforts designed to promote enduring peace in Burundi, which was envisaged in the Arusha peace Agreement; considering that the conflict between Hutus and Tutsis has been dominantly the struggle for political power, it is prudent that unquestionable and fair political remedies are employed to address it. Short of this, will undermine the spirit behind the Arusha Agreement that helped to address the seemingly irreconcilable differences between Hutus and Tutsis, and therefore, likely to plunge the country into future conflicts.

Additionally, the Constitution does not mention the duration of the power sharing arrangement. This is crucial since it provides a guarantee for the minority Tutsis by insuring their stake in political power. Power sharing should be a long-term requirement until such a time Burundians have embraced a shared national identity with a common destiny i.e., see themselves primarily as Burundians and not in terms of Hutu-Tutsi ethnic identity. Unless this is given sufficient time to be ingrained in the minds of Burundians, any election organized is going to be mired by ethnic overtones and is likely to be perceived as a means to impose majority-Hutu domination and therefore, liable to incubate seeds of conflict.

Although, over 15 years ago, a national truth and reconciliation Commission was provided for in Article 3, Clause 3 of the Arusha Peace Agreement for Burundi, it is yet to be established. (Arusha Peace and Reconciliation Agreement for Burundi, 2000). 'According to the Burundian culture without asking for forgiveness or

making reparations, one has to revenge for the killing of his relatives even if it takes a hundred years'. There should be an end to impunity by putting in place a justice system, which is fair enough for all Burundians. The issue of justice should be dealt with decisively; a Commission of Truth and Reconciliation should be set up for people to know what happened and forgive, short of that, Burundi will never have stability, (Anonymous, 2005). Effort needs to be made to implement Constitutional provisions pertaining to institutions of justice and reconciliation. Also Constitutional reviews should be done to ensure that the Constitution is fair and reconciliatory to all Burundian parties.

3.2 Referendum, Parliamentary and Local Elections

The referendum in which voters were asked to approve or disapprove the new Constitution left much to be desired; the Government failed to explain to the electorate the contents of the new Constitution prior to the vote, to the extent that, 'hardly anyone knew what was in the Constitution'. (EIU 2006:1). Whether or not the referendum process was free and fair, as long as, voters were not educated on the contents of the Constitution, the move undermined its credibility. It might well be argued that votes were largely cast on the basis of one's ethnic identity.

The 2005 National Assembly and local administrative elections were won by CNDD-FDD and Nkurunziza, the former rebel leader and candidate of CNDD-FDD ran unopposed in the indirect elections for the presidency. Once the post-election Government was installed, UPRONA the former ruling party raised serious concerns about the allocation of ministerial positions, but nothing was done to address the issue (Human Rights Watch, 2005). Failure to acknowledge and fairly address such concerns was not good for confidence-building especially after a bloody civil conflict, which had left hundreds of thousands dead and, which was largely believed to be centered on political power. For purposes of promoting durable peace in Burundi the issue of equitable power sharing between Burundian parties is critical and demands considerable attention.

4. Background to the current Political Crisis in Burundi

The recent Burundi crisis was both a political and a socio-economic struggle. The party in power since 2005, CNDD-FDD, won elections unopposed in 2010. This was a major setback for democratic practice; the ruling party and its president unilaterally run the country for five years. (Richard, 2016)

The process that led President Nkurunziza to run for a third term was seriously contested from the onset in 2013 to its culmination in 2015. A number of actors ranging from prominent church personalities to the opposition leaders protested against the third term project and the poor socio-economic performance of Nkurunziza's presidency. Controversies surrounding elections preparation and

protests that were initially peaceful later turning violent, attracted the attention of local, regional and international actors to search for a negotiated solution through dialogue, but without success. After Nkurunziza had been declared the presidential candidate of CNDD-FDD in April 2015, violent protests, which attracted police, militias and protesters broke-out. An unsuccessful coup attempt in May 2015 intensified violence and polarization resulting in the death of 439 people by January 2016. Most of the independent media channels and civil society organizations have been closed, and more than 200 000 Burundians have fled the country into neighboring countries. In spite of this hostile environment, both presidential and legislative elections were organized. Although the main opposition parties boycotted the elections, elections went ahead and were won by CNDD-FDD, Nkurunziza was then sworn in as president for the third term on 20 August 2015. However, the elections were neither recognized as credible by continental, regional nor by international bodies. (Richard, 2016)

The Burundian government faces the problem of legitimacy both internally and externally. People are killed on a daily basis since the elections. The exiled opposition have declared a rebel movement, and killings have taken an ethnic dimension. The EU, UN and AU have either applied or threatened sanctions. In the same vein, member states on the continent including regional bodies such as the International Conference on the Great Lakes Region (ICGLR) have engaged the new government in an attempt to search for a workable solution. (Richard, 2016)

A broad range of actors have played an intervening role in the Burundi crisis. The actors include the UN which initially took a central role in attempting to facilitate dialogue among all parties. However, along the line, a number of UN envoys were rejected either by the government or the opposition members. The AU took a tough stance on both the government and the opposition. The Common Market for Eastern and Southern Africa sent delegates to Burundi in partnership with the Eastern African Community (EAC) Panel of Eminent Persons. When various attempts had failed, Ugandan president, Yoweri Museveni was appointed as the mediator for the Burundi crisis. The mediation process is ongoing, and has been supported by the various international organisations that had attempted to lend their weight in addressing the crisis. Although, the ICGLR participated immensely in initiatives to address the crisis, it did not take a leading role. (Richard, 2016)

5. Attempts to Address the Political Crisis in Burundi

5.1 UN and the International Community Response

The UN Security Council is under pressure to intervene in Burundi, where the intensity of violence has raised fears of deteriorating into mass killings similar to those of Rwanda in 1994. France has sponsored a draft resolution arguing UN Security Council to deploy a police force of 228 in Burundi to monitor human rights and help prevent violence. (AFP, 2016) The UN Secretary-General has called upon all parties to ‘engage in credible and inclusive political dialogue to address the crisis (Karuhanga, 2016) The UN Secretary-General representative, Ambassador Jamal Benomaar said that for the political crisis to be resolved, there was need for a genuine and inclusive dialogue. (EAC, 2016)

UN Secretary-General Ban Ki-moon visited Burundi on 22 February 2016 in an attempt to support ongoing UN efforts at addressing the political crisis in the country (un.org, 2016). In response to the French-drafted resolution, the UN Security Council has authorized the deployment of 228 Police Force to Burundi with a mandate to prevent human rights abuses and violence. This was a ‘strong act of preventative diplomacy’. How the UN Security Council resolution is to be implemented is being negotiated. (UN, 2016)

5.2 AU Attempts to address the Burundi Crisis

In consideration of the limited regional capacities, and the need to strengthen the dialogue process, the AU has taken a more central role in Burundi. It has sent a special envoy, deployed human rights observers and through its Peace and Security Council intends to deploy a 5 000 strong African Prevention and Protection Mission to Burundi. (Richard 2016)

Unlike some of the regional actors, the AU through its chairperson has been consistent in calling for observance of the Arusha Agreement and a free and fair electoral environment. The Arusha Agreement provides for a two-term presidencies, and its apparent that Nkurunziza’s decision has violated it. In a press statement on 26 April 2016, the AU chairperson, ‘called on all stakeholders to strictly respect the 2000 Arusha Agreement, the constitution and the electoral law.’ The AU reiterated its position in mind-June. The AU’s unwavering intention was demonstrated when in June they refused to send parliamentary and local elections observers arguing that the process was flawed—could not meet standards of a free and fair elections. The government of Burundi seems to have fallen out of favor with the AU and is not set to accept its mediators. However, within the regional bloc not everyone is opposed to Nkurunziza’s third term bid. (Parrin, 2015)

5.3 ICGLR Response in Attempts to Address the Political Crisis in Burundi

The ICGLR was formed in 2003 with its members developing a very ambitious pact and protocols to operationalize it. However, the organization was not granted adequate resources to fulfill its mandate. Faced with numerous actors, a small secretariat, insufficient resources and divisions within some of its key members, was not well positioned to take a lead role in responding to the political crisis in Burundi. (Richard, 2016)

In response to reports of Rwandan support for exiled opposition to destabilize Burundi, the government of Burundi engaged the ICGLR to rein on Rwanda. The ICGLR attempted to verify the claims but Rwanda refused. (Richard, 2016)

5.4 Responses from East African Community (EAC)

After the UN's efforts met with difficulty, the EAC has attempted to host an all inclusive dialogue for Burundi. (Richard, 2016). President Museveni was appointed to lead the mediation efforts by EAC heads of state on 6 July 2016. Although he has been accepted by President Nkurunziza, the opposition has rejected him as mediator. Because of Museveni's track record of not being conciliatory to the opposition in Uganda, Burundian opposition consider him as someone lacking in credibility. (Parrin, 2015)

Former president Benjamin Mkapa of Tanzania has been appointed facilitator for Burundi peace talks by EAC Summit. The appointment of Mkapa is seen as a boost to the dialogue alongside president Museveni. (Buchanan, 2016)

Tanzania's Foreign Affairs minister has convened a consultative meeting in Arusha to deliberate on the way forward on Burundi's political crisis. The leaders expressed concern on the deteriorating crisis and its potential to degenerate into a humanitarian catastrophe. They emphasized the need for parties to embrace dialogue as the best alternative to address the crisis. The meeting came as a follow-up on the re-launch of the dialogue in Kampala by president Museveni on 28 December 2015. The meeting supported previous initiatives and deliberations by various actors including the AU and UN. (Harushyamagara, 2016); (Karuhanga, 2016)

The Inter-Burundi Dialogue resumed on May 21, 2016 Arusha, Tanzania under the facilitation of former President Benjamin Mkapa. The Dialogue was attended by a number of stakeholders that included former heads of State, prominent political actors within and outside Burundi, and women and youth groups. The Dialogue was also attended by representatives of the diplomatic community in Tanzania; UN Security Council; African Union, EAC partner state governments, and the EAC Secretariat. The facilitator called on the Burundi warring parties to own the challenge and realize that they only possessed the power to resolve the crisis, his

Charles Kiiza

role was simply to facilitate the discussions. He planned to fairly allow sufficient time and space to all the parties so they could express their views in an attempt to address the crisis. (EAC, 2016)

The second round of inter-Burundi dialogue was postponed before it was held from 12 to 14 July 2016 in Arusha, Tanzania. The opening ceremony, which was scheduled for 12 July 2016, was cancelled after Burundi government delegation walked out of the meeting arguing it could not negotiate with coup plotters and other opposition figures they regarded as enemies of peace including the leader of the main opposition coalition, the Council for the restoration of the Arusha Agreement and the rule of law, CENARED (Atrocities Watch Africa, 2016).

As the 27th Summit of the African Union was being held in Rwanda, the government of Burundi decided to recall its delegation to the AU Summit. This was an uncalled for behavior, which demonstrated the unwillingness of Burundi's government to cooperate with those helping to address the political crisis that afflicts Burundians. (Atrocities Watch Africa, 2016)

6. Human Rights Violation and Atrocities Committed in Burundi

President Nkurunziza's decision to contest for a third term in the 2015 elections has led to human rights abuses including enforced disappearances, abductions, extra judicial killings, torture, sexual violence, rape and incommunicado detention of political activists. (Atrocities Watch Africa, 2016)

Hundreds of women have reported rapes with true figures believed to be much higher. According to Human Rights Watch, ever since the political crisis began, members of the youth wing of Burundi's ruling party have raped women perceived to be linked with their political opponents. "Imbonerakure", the youth wing of the ruling party whose name means "The Watchmen" has for long been accused of using inhuman methods to achieve political goals on behalf of Nkurunziza's regime. The Imbonerakure have often tied up, brutally beaten, and gang raped women in the presence of their children. (AFP, 2016)

There was an atmosphere of fear and impunity in the areas where protests against Nkurunziza's third term bid has been most intense. Arbitrary arrests, disappearances and cordon-and-search operations with killing of unarmed civilians have become a daily occurrence at a time when a number of independent human rights organizations have been ejected out of the country. People have been left with no one to turn to for help. (Harushyamagara, 2016)

7. A critical Analysis of the current Political Crisis in Burundi

The inter-Burundi dialogue under the facilitation of former President Benjamin Mkapa seems to have hit a snag. Prior to Mkapa's appointment, a number of

regional, continental, and international actors have unsuccessfully made attempts to engage the government of Burundi to accept an all-inclusive political dialogue as the only feasible approach to resolve the crisis. To respond adequately to that, one needs to refer back to the Arusha peace process that culminated in the Arusha Peace and Reconciliation Agreement for Burundi. The ruling party, CNDD-FDD that was then led by Nkurunziza was not a signatory to the Arusha Agreement neither did they participate in the peace process. The then political-military organization only pledged to abide by the Arusha Agreement during the ceasefire negotiations with the former government of Burundi led by Pierre Buyoya. Naturally, this implies that neither President Nkurunziza nor the ruling party, CNDD-FDD have a *strong emotional* attachment to, and a *sense of ownership* over, the Arusha peace Agreement for Burundi. This argument is demonstrated in the manner in which President Nkurunziza and the ruling party unilaterally run the country for five years after winning the 2010 elections unopposed. (Richard, 2016); and in the lack of political will to address critical unresolved issues that were clearly provided for in the Arusha peace Agreement. (Van Eck, 2005).

On the basis of the preceding arguments, President Nkurunziza's behavior and actions and that of his ruling party, which have seriously constrained efforts to find a durable solution to Burundi's political crisis can only be explained meaningfully within that context.

8. Conclusion

For any meaningful dialogue that will route Burundi on the path towards peace and stability, the government of Burundi must embrace an all-inclusive inter-Burundi dialogue. A desire by the government of Burundi to only talk to 'peace-loving' opposition forces, who did not participate in the May 2015 unsuccessful coup and who have not declared war against the government of CNDD-FDD is misplaced and unrealistic. Enduring peace and stability can only be restored to Burundi if the government of Burundi will be willing enough to enter into dialogue with especially opposition forces that have a high propensity to cause trouble owing to their military capability and external support. Concerted diplomatic and political prowess by all concerned actors is required to persuade the government of Burundi to engage productively with Burundi's opposition forces so as to address the political crisis.

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Mediation: A Viable Mechanism for Sustainable Development and Promoting Amicable Settlement of Litigated Disputes in Nigeria

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Abstract. The various problems associated with litigation like delay, enmity and acrimony prompted the desire for Alternative Dispute Resolution (ADR) mechanisms. Mediation is a certified mechanism that encourages peaceful resolution of dispute between parties and still preserves future harmonious relationship. Litigation defeats this purpose, thus mediation has the advantages of being a faster, cheaper and consensual process but the challenges lie in the lack of uniformity in practice, lack of adequate training and generally, lack of proper administration. The paper adopts the qualitative and quantitative methodology to address the challenges. It is shown that mediation deserves to be fully embedded in the system for sustainable development. It is found that the use of mediation in resolving dispute in Nigeria is faster, cheaper, consensual and removes acrimony between parties, taking a cue from the result of the pilot programmes in some states of the Federation.

Key Words: ADR, Mediation, Traditional Mediation, Court-Annexed Mediation and Nigeria,

1. Introduction

Litigation is the most notorious official mechanism of dispute resolution in Nigeria. One of the menaces of litigation that has however prompted the desire for Alternative Dispute Resolution (ADR) mechanisms is the fact that litigation breeds feud and enmity. It is therefore not an encouraging mechanism of dispute resolution for parties that may want to maintain future good and harmonious relationships. Besides, litigation does result in delay which may eventually defeat the purpose for which parties resort to the court for redress. Thus, for the benefits of both parties to the litigation, it is desirable that means for amicable settlement of their differences be sought. The court itself has long realised this and has since been creating platforms for this to be achieved by the parties. It is to this end that the mediation

mechanism is examined in this paper as a viable mechanism for sustainable development and as a viable tool to promote amicable settlement of disputes.

The potency of mediation as a means of resolving disputes, among other dispute resolution mechanisms, cannot be overemphasised. This is due to its common advantages as a faster, cheaper and consensual process by which a third party helps to achieve mutually acceptable solution; a solution that can lead to the preservation of the good relationship between the parties prior to the dispute. In essence, the mediation mechanism is relevant to achieving a mutually beneficial resolution of litigated disputes through an amicable settlement of the parties' differences.

This paper discusses ways to improve the use of mediation as an Alternative Dispute Resolution (ADR) by the court and parties to litigation in Nigeria. As such, the usefulness of mediation in terms of its advantages is highlighted. The benefit of the court-annexed mediation and the recent developments in Nigeria, with a particular focus on the trends in Kwara and Lagos States is discussed with some comparative analysis of what obtain in selected other jurisdictions. A Recommendation is put forth for the enactment of a *Mediation Act* for Nigeria to regulate amicable settlement of litigated family, community, commercial and neighbourhood disputes in an organized manner. Besides, a case is also made for the establishment of a National Mediation Board for the advancement of mediation as an alternative dispute resolution mechanism for amicable settlement of litigated disputes in the country.

2. Mediation: Purport and Benefits

The adoption of mediation, when appropriate, saves the parties from unnecessary expenditure and delay. The advantages of the mechanism are many; lists of these have been given by many authors. Mediation is a consensual process and it is cost effective, delay free and a private arrangement. Unlike other ADR mechanisms which are trial-like in proceedings, mediation is specifically designed to achieve amicable settlement of disputes for the parties. Thus, the mechanism involves the intervention of a third party who helps the disputing parties in finding an option which is of mutual benefit. Parties express their emotions, feelings and self-interest freely during the course of proceedings, especially during the caucus meetings where the parties express their minds freely but in total secrecy from other party, unless they themselves allow the disclosure of issues discussed with the mediator in order to help build a consensus and as well find an option.

The merit of mediation can also be appreciated from the perspective of its universal success rate in the resolution of disputes which is put at 90%. In the USA, particularly in Florida, as in other jurisdictions where statistics have been collected, there is overwhelming evidence that mediation has offered an effective avenue for the resolution of complex issues involving commercial, social as well as business disputes.

In the U.S, the popular dissatisfaction with the administration of justice as echoed by the 1976 Pound Conference brought ADR generally, and the mediation mechanism in particular, to the limelight. Ever since then, the usefulness of mediation in the resolution of disputes has been found to be tremendous. The dissatisfaction with the litigation-inclined adversarial administration of justice in Nigeria requires a paradigm shift from litigation to ADR and to particularly promote amicable settlement of litigated disputes in the country, the mediation mechanism becomes relevant. The trace of mediation to the traditional system of dispute resolution also makes this more alluring to the Nigerian African setting.

3. Traditional Mediation System in Nigeria

The tradition among the people in Nigeria, as an African country, has been to resolve disputes amicably. Mediation was one of the processes by which disputes were resolved in Nigeria until the introduction of litigation culture by the colonial overlords. But the deep-rooted acceptance of the traditional method is such that till today, mediation plays a significant role in the resolution of disputes. Thus, if it is strengthened at the grass root level and sustained to co-exist with the other modern ADR mechanisms, it may greatly help in the amicable resolution of litigated disputes in Nigeria. This will be in line with the current trend in other countries of the world, particularly China, India, Singapore and Japan. The People's Mediation Committees form the backbone of the civil justice system in China just as the existence of the *Lok Adalat* and the system of *Panchayat* in India have helped in the administration of justice. Traditional rulers in Nigeria such as Committee of Elders, Family heads, Chiefs, Kings, Emirs and Sultan still play important roles in the resolution of disputes in the country. Thus, the need to statutorily recognise the activities of these agents of peace and harmony is imperative.

In Nigeria, traditional mediators symbolise the representatives of the ancestors. Notwithstanding the advantages of mediation, certain fear and concern are expressed as far as the use of mediation is concerned. The challenges are however surmountable. This may be addressed vide a number of ways particularly using the court-annexed mediation. Mediation is an effective means for easing backlog of cases and it is very well cost effective. For the mediation mechanism to bring about amicable settlement of litigated disputes and therefore achieve the loft goal of court decongestion for the justice system in Nigeria, the maintenance of the court-mediation becomes expedient.

4. Expediency of Court-Annexed Mediation in Nigeria

Efforts have been made to entrench ADR in Nigeria, including the establishment of the Multi-Door Courthouse, which is similar to the Court-annexed mediation or Court-Connected ADR centre. The establishment of the court connected ADR in Nigeria was championed by the Negotiation and Conflict Management Group. The agitation of the group led to the establishment of the Lagos Multi-Door Courthouse (LMDC) which is the first Multi-Door Courthouse (MDC) in Africa.

The LMDC is designed to diagnose each case or dispute and refer it to an appropriate “door” or mechanism that is best suited for its resolution. The Multi-Door Courthouse has been introduced in Lagos State and the FCT (Federal Capital Territory) Abuja. The ADR processes available for the resolution of disputes include mediation, arbitration, conciliation, early neutral evaluation and hybrid processes. The benefits accruable from this experiment demands that the court-annexed ADR be made a general phenomenon and adopted in all States of the Federation of Nigeria. Thus, it is necessary to have a federal law in place to formalise this position. Although mediation is ordinarily a voluntary process, but in view of the contemporary paradigm shift making it possible for the court to order the parties to go for amicable settlement of their disputes, the need for such law cannot be wished away. Having such law, like the power of the court to order for it, cannot remove the voluntariness of the process; sending a party to mediation may be compulsory, but parties would still have the power to settle or not.

The LMDC as part of the Lagos State judiciary now has jurisdiction to apply mediation, arbitration, conciliation, neutral evaluation and any other ADR mechanism considered suitable. A successful implementation of the program requires painstaking regulation, implementation, persistent monitoring and periodic evaluation of the program in view of the fact that the successful implementation of court-annexed mediation in the USA spanned over a period of three decades. An ADR specialist in Nigeria has opined that the court-annexed mediation is a jurisdictional issue and as such easy to achieve and thus, recommends the court-annexed mediation for Nigeria. In the same vein, the brain behind the *Nigerian Arbitration and Conciliation Decree, 1988*, also lends his total support to the court-annexed ADR not only in Nigeria, but in Africa as a whole.

The benefit of the court-annexed mediation is tremendous in terms of the court’s input and the fact that parties’ control of the settlement process is maintained. Research in the US and the UK on the processes of the court-annexed ADR shows the benefits and usefulness of the program. It guarantees the possibility of using mediation voluntarily by the parties either before or after the commencement of litigation. The virtues of the court-annexed ADR were detailed by Nelson stating that, “alternatives to litigation; conflict, openness ra
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orities for the resolution of problems. It is believed that the program will allow courts the opportunity to present new models to the community which is capable of establishing and maintaining important norms for the behaviour of citizens.

As an added advantage, the adoption of the court-annexed mediation in Nigeria will help to ease the back log of cases in courts while at the same time it will ensure consensual and creative resolution of disputes. Another important benefit of the court-annexed mediation is that the mediation process becomes an integral part of the judicial system and thus confers an element of respectability on it. The supervision by the court creates a sense of co-ordination together with an

expeditious resolution of disputes. On the whole, it ensures a quicker, less expensive, participatory and coordinated resolution of disputes. Besides, as it is conducted on the term of “without prejudice”, it offers an avenue for parties to express their interests without an apprehension or fear of a compromise of their legal interest. It also provides psychological backing to the party that it can open its heart before someone who is indeed concerned with his interests and who is really impartial, and above all who can never impose his will on the party, which remains empowered to go for a resolution or reject it.

5. Provisions for the Mediation Mechanism in the Rules of Court in Nigeria

The court-annexed mediation in the USA and Australia has been in operation for about 30 years. In the US, by virtue of the *ADR Act 1998*, all Federal district courts are authorised to require parties to a suit to first go for ADR in all civil cases. In Nigeria, safeguards for the use of the mediation mechanism can be seen in some of the High Court Rules. Notably, the High Court Rules of Lagos State, Kwara State and Abuja, among others, provide for the “pre-trial conferences.” The *High Court of the Federal Capital Territory, Abuja (Civil Procedure) Rules* is more specific on the ADR processes the court is charged to encourage parties to embrace and mediation is so specifically listed. The Rules provides as follows:

1. A Court or Judge, *with the consent of the parties*, may encourage settlement of any matter (s) before it, by either-
 - (a) Arbitration;
 - (b) Conciliation;
 - (c) Mediation; or
any other lawful recognized method of dispute resolution.

In a more recent development, “amicable settlement of disputes by use of Alternative Dispute Resolution (ADR) mechanism” has been expressly declared as one of the overriding objectives of the 2012 Lag Rules. The implication of this is that it now the judicial and legal responsibility of the court to mandate “the parties to use an (ADR) mechanism where the court considers it appropriate”; assist “the parties to settle the whole or part of the case”. To show that the court is no longer just interested in adjudicating before it in the State, the Lag Rules now makes it a condition precedent for the Legal Practitioner to first explore the ADR mechanisms in general and the mediation mechanism in particular. This goes to demonstrate that the statutory prescription of the mediation mechanism is now imperative in the Nigerian justice system.

It is arguable that the experimental practice of mediation under the mediation centres have certainly reduced the back log of cases and as well reduced the number of cases that goes to the courts. A path is therefore justified to be paved towards realising national implementation of amicable settlement of litigated disputes in the

country through the operation of the court-annexed mediation in all courts throughout the federation.

6. Practical Approach to National Implementation of the Court-Annexed Mediation in Nigeria

In some jurisdictions like USA, Australia and India, the court-annexed mediation is conducted by the court registrar and officers. In the New South Wales Supreme Court, over 500 mediations were conducted during 2008 by the registrars with a success rate of 59%. It has been suggested that issues like the number of settlements; the time within which it is reached, the cost as well as the satisfaction of the parties involved provide a good yard stick to measure the success of the programme. It is thus desirable also in Nigeria that a periodic evaluation of the programme be carried out to test the usefulness and success of the programme. Some ancillary issues which need be provided for in the regulation of the court-annexed mediation in the country should therefore include the following:

- a) ***Rules to be drafted by the Chief Justice:*** It shall be provided that the Head of each court shall have the power to make rules regulating the practice and procedure of the court-annexed mediation (Practice Direction). Currently in the country, a practice direction has been issued by the Chief Judge of Lagos State pursuant to the power conferred on him by section 30 of the *Lagos Multi-Door Courthouse Law*. This practice direction may well serve as a good specimen and guide that may be adopted with the necessary changes to suit a general purpose.
- b) ***Time-limit to be set for the completion of mediations:*** In order to ensure a quick and timely resolution of disputes, a time limit within which the dispute should be resolved may be set. This is imperative so as to avoid delay. At most, a period of thirty days should be set within which an agreement should be reached.
- c) ***Liability to bear cost:*** Generally in the court-annexed mediation, the State bears the cost, where mediation is by persons (mediators) who are officials of the Court such as the registrar, other officers of Court or other persons as certified to be so qualified by the Court. However, for the system of mediation mechanism we propose on a national level to be realised, the Court do more to bear some cost even where those who are officials of the court do not act as mediators. The court can do this by allowing the mediation proceedings to be conducted within the court premises in places like the court's conference room. This will be a good social service to the public. But where the parties have the means to bear the cost, then it should be shared between the parties. The requirement of funding by the government should be paramount for the programme to succeed. Thus, adequate resources are required for the success of the programme. Our position therefore is that where the parties apply for mediation by themselves, they will have to bear the cost,

but when ordered by the court the court should take care of the expenses. A similar position of this nature is adopted in the US.

To conclude on this segment, It has been observed by a legal practitioner that the court-annexed mediation in Nigeria may raise some suspicion of bias where relations and friends serve as mediators. Thus, the court appointed or accredited mediators command respect and ready acceptance to the parties and this further strengthens our position that there is need for a federal statute to regulate mediation practice in the country. Hence, the call for enactment of a Mediation Act becomes necessary.

7. A Case for Mediation Act in Nigeria

There is the need for a Mediation Act in Nigeria. The non-uniformity and haphazard individual adoption of this ADR mechanism in various States of the federation justifies this call. At present, the LMDC has issued a practice direction which regulates the practice and procedure of mediation in the LMDC, the ADR centre in Lagos State. The provisions of the High Court Rules and Practice Directions on the use of this ADR mechanism are equally diverse. Therefore, a Mediation Act will serve the good purpose of making it more attractive and well regulated for the mediation mechanism to be utilised in courts throughout the country. The Act is expected regulate disputes in the areas of family disputes, domestic commercial disputes and neighbourhood differences, among other civil disputes that may be fitting for mediation. Some of these diverse disputes are currently mediated upon by the Kwara State Citizens Mediation and Conciliation Centre, which resolve disputes professionally. Within three months of its start of operation, a total of 30 cases out of 50 referred to it were resolved amicably through mediation to the satisfaction of the parties. The table below shows the type of dispute, the process and the duration which some of such cases took.

Nature of Dispute	Number	Process adopted	Duration
Land Dispute	6 (six)	Mediation	2 Hours to 2 Days
Recovery of Debt	5 (five)	Mediation	1 Day
Employer/Employee	3 (three)	Mediation	1 Week
Family Dispute	2 (two)	Mediation	1 Day to 1 Month
Religious	Gerald Muzare		
Landlord/Tenant	2 (two)	Mediation	1 Day
Breach of Contract	3 (three)	Mediation	2 Hours to 1 Day
Breach of Contract	4 (four)	Ref. Arb/Mediation	1 Day
Release of Car& oth	4 (four)	Mediation	1 Day

Source: Kwara State Citizens Mediation and Conciliation Centre, 2009

The above shows the need to support the system to entrench the mediation in amicably settling litigated disputes throughout Nigeria. As this writer gathered, most of the disputes resolved had earlier been made the subject of litigation without any appreciable success. It is therefore challenging the use of the mediation mechanism is not general in the country. A Mediation Act will therefore do well

setting the ground rules for conducting mediation and put in an infrastructure for the promotion of the mechanism in the country. Besides, such an Act is expected to establish a National Mediation Board to further sustain the development of the mechanism in the federation and spread the culture nationally. The significant role to be played by this Board cannot be overemphasised. It is therefore acute for a prototype of the structure and composition of the Board be proffered. We also deem it relevant to recommend a model on other expected provisions of the Act on issues like creation of mediation centres; qualification and training of mediators; mediators' accreditation and training institutions; code of conduct for mediators and immunity of mediators. These are examined one after the other in the following segments of the chapter.

8. Structure of Nigerian National Mediation Board

We strongly make a case for the establishment of a National Mediation Board in Nigeria. The Board shall be responsible for overseeing and co-ordinating the administration of the mediation processes at all levels, be it at the Federal High Courts, State and FCT High Courts, Magistrate Courts, Customary Courts, Area Courts and Mediation Centres. The Board should be affiliated to the National Judicial Council (NJC) at the national level and to the State Judicial Council (SJC) at the State level. Doing so will require amendments of the various relevant Acts and the Constitution.

i. Composition of the Board

The Mediation Board shall consist of persons who are knowledgeable in ADR theory and practice, that is, those who are familiar with the administration of ADR programmes. At the national level, the composition of the Board may go like this:

1. A Permanent Chairman of the Board nominated by the National Judicial Council (NJC) and other members to include;
2. The Chief Justice of Nigeria or a serving Judge as his representative
3. The President of the Court of Appeal or a serving Judge as his representative
4. The President of the Federal High Court of Appeal or a serving Judge as his representative
5. The Attorney General of the Federation or his representative from the Ministry of Justice
6. The Chief Judges of the States or their representatives
7. Any five Chairmen of Mediation Centres or their representatives
8. Representatives of the States' Judicial Council
9. The chairman of the Nigerian Bar Association or his representative
10. Representative of Traditional mediation forum appointed by the chairman
11. Representative of Professional private mediation bodies appointed by the chairman
12. Other mediation experts appointed by the chairman of the Mediation Board

Similarly at the State level, the State Mediation Board shall consist of the following persons:

1. A Permanent chairman of the Board nominated by the State Judicial Council (SJC) and other members to include;
2. The Chief Judge of the State or a serving Judge as his representative
3. The Grand *Khadi* of the *Sharī'ah* Court of Appeal or a serving *Khadi* as his representative
4. The President of the Customary Court of Appeal or a serving Judge as his representative
5. The Director of the Directorate of District Court or his representative
6. The Attorney General of the State or his representative from the Ministry of Justice
7. Representatives of the States' Judicial Council
8. The chairman of Mediation centres or their representatives
9. The chairman of the Nigerian Bar Association or his representative
10. Representative of Traditional mediation forum appointed by the chairman
11. Representative of Professional private mediation bodies appointed by the chairman
12. Other mediation experts appointed by the chairman as approved by the SJC.

It strongly believed that a composition of this nature is encompassing enough to cover the various interests necessary for a successful administration of the mediation programme and advancement of the mediation mechanism for amicable settlement of litigated disputes in the country. It should be stated that the persons listed on items 1 & 12 at both levels will be permanent members while those on items 2-11 in both cases are members who are not on a permanent basis, but for decision making and the proper administration of the Board.

ii. *Mediation Centres*

The requirements for the establishment of mediation centres in the country shall be one of the issues to be addressed by the Act. Given the geographical demography of Nigeria, at least thirty-seven mediation centres and as many divisions as possible and necessary considering the population density should be established. The existing Mediation Centres in the various States shall be allowed to operate under the new arrangement, with the necessary restructuring for a better performance and the personnel they make use of should be absorbed to bring about the desired results under the new system. The services rendered so far by such centres cannot make them to just be wished away or totally replaced by new outlets.

iii. *Qualification and Training of Mediators*

Competence of a mediator is no doubt a tool to enhance the quality of the mediation process. Therefore, on the basis of the experience acquired over years, training is necessary for mediators for a successful mediation program. The Board shall for this purpose determine and lay down the qualification requirements and training

standards for mediators. The requirement of training is so germane that a lack of it may mar the whole process. Training of mediators further enhances their performance and ensures impartiality. It has been argued that, in order to enhance competence of mediators, a standard has to be set for educating mediators, so that the service provided is consistently fair and high in quality.

iv. Accreditation and Training Institutions

The Act shall lay down rules governing accreditation of mediators and for the establishment of training institutions. This is desirable in view of the international standard of the requirement for accreditation and the continuous training of mediators. Accreditation becomes imperative as its aim is not only to ensure the functionality of the system but at the same time to ensure that the mediator is competent, professionally qualified, impartial and independent. It is necessary, therefore, that a self-sustaining program should be developed to produce highly skilled cadre of mediators in the country.

v. Code of Conduct

The Act shall incorporate the code of conduct for mediators which shall serve as the ethical standard for the conduct of mediation. The code of conduct shall recognise the basic principles of self-determination, impartiality, disclosure of conflict of interest, competence, confidentiality, advertisement, fee and other relevant measures to improve mediation. Thus, a committee should be constituted to suggest the draft law to regulate and provide a code of conduct and ethical standards for the mediation process. It is suggested that standard of conduct as used by the American Arbitration Association and the Alternative Dispute Resolution body of the American Bar Association may be studied to derive useful tips that may suit the Nigerian purpose.

vi. Immunity

The Act shall contain provisions on the immunity of mediators from legal actions. The immunity given to mediators should be as one given to a judge. Thus, the mediator must be immune from any claim arising out of any act or omission committed during the mediation process, unless a *mala fide* intention is proved against him. This position is in line with a settled position of judicial authority. Interestingly, the issue of immunity has found its way into the contemporary ADR instruments. Generally, it is now provided that the neutral ADR umpire shall not be liable to any party for any act or omission during the proceedings. This provision is necessary to protect such umpires from defamatory accusations and harassments.

From the foregoing, it is strongly believed that the proposed Mediation Act shall engender a national application of the mediation mechanism in the Nigerian courts which will bring the much needed uniformity in the practice of the court-annexed mediation in the country. The fruitful experiment of the Lagos and Abuja Multi-Door Courthouses should prompt its adoption at the national level with the necessary adjustments. This may appear to be more convenient at the operational

level, because of its familiarity with the public, its known good, bad and ugly aspects, making its adoption easier, and above all, doing so will provide a solution locally within the country. This may be likened to what obtains in Australia where the pilot programme first started in the New South Wales District Registry in 1987 and later on got expanded to the whole province. Therefore, it is expedient to entrench the court-annexed ADR throughout Nigeria towards achieving amicable settlement of litigated disputes in the country.

It is therefore, expected that the introduction of an Act on Lagos model or USA model will bring about a standardized and harmonised administration of ADR, which should be subject to evaluation on a continuous basis. Besides, in the case of Nigeria, the NJC and SJC charged with the responsibility of overseeing the administration of the courts at the Federal and State levels should be empowered to assist the courts from High Court level downwards in the establishment and improvement of the model.

9. Conclusion

In the quest for a just and mutually beneficial resolution of litigated of disputes in Nigeria, mediation is a better option in every respect unless the parties are aiming at the determination of a constitutional question for which the court's verdict is imperative. Mediation is faster, cheaper and consensual. A neutral third party helps parties to find a mutually beneficial resolution to their disputes. Finding such an 'option' is a piece of art which is within the expertise of persons trained as mediators.

Mediation culture deserves to be fully embedded in Nigeria by introducing an enactment like the USA ADR Act, 1998. It is useful as it authorizes the court, in all civil cases to compulsorily refer the dispute to an appropriate ADR process, including the mediation mechanism. It will place the court-annexed mediation on a solid foundation in Nigeria and further strengthen the mediation culture through the court machinery.

Regarding the non-court annexed mediation, the enactment of a Mediation Act is also relevant. The Act will address issues like Mediation Board, measures for the proper administration of mediation, mediation centres, qualification, training, accreditation of mediators and training provider institutions as well as drafting of a code of conduct for mediators. The Act should encapsulate traditional mediation and give statutory recognition to it by recognizing the role played by Elders, Chiefs and the Emir, Sultan or Obi-in-Council in the resolution of disputes. This will be in line with the recognition given to the *Panchayats* in India. This will further sustain and strengthen the practice of ADR in Nigeria, by making the best use of a practice that is already in place for sustainable development.

Mediation should also be adopted in the settlement of ethnic and religious issues/disputes as already adopted by the Mediation Centre in Kwara State to settle religious dispute as shown in the table above. Mediation is also useful in the settlement of the various racial, ethnic and religious disputes in the country so as to harmonise the conflicting interests and ensure peace to enhance the maintenance of law and order and sustainable development. The entrenchment of the court-annexed mediation together with the existing ADR processes already made part of the court system will further strengthen the application of the court-annexed mediation, mediation culture as an integral part of the judicial system and confer on it the respectability as being statutorily recognized so that the resolution will be enforceable without stress. Strengthening the mediation culture and practice in Nigeria will go a long way in easing the unnecessary burden on its judicial system and foster a consensual, cooperative and creative atmosphere for the resolution of litigated disputes in the country for sustainable development.

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Part Four
Social Psychology



Effectiveness of Contingency Management Therapy on Drug Abuse Treatment among Teacher Trainees in Kano State, Nigeria

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Abstract. This study aims at investigating the effectiveness of contingency Management therapy on Drug abuse treatment among students of teacher training institutions in Kano State, Nigeria. The approach is Quasi-experimental, group counseling therapy was employed. The sessions took place two times in a month for three month at the interval of two weeks. The design is pretest-posttest, 15 students were used in the experiment obtained through purposive and simple random sampling techniques. The instruments use in data collection were contingency management treatment assessment questionnaire (COMTAQ), Interview and observation. The tools use in the analysis of data are Paired sample t-test, interview transcript analysis and observation rating scale. The finding reveals that contingency Management is effective, sig (2-tailed=.019), the interview result indicates effectiveness (High level) and the result from the observation is also effective (Cumulative average=1.70). It was therefore concluded that, use of positive and negative rewards can effectively change the behavior of a person. Based on the finding, recommendation was proffered which suggest that, management of the institutions need to provide adequate support through funding and provision of facilities to the directorate of counseling in each institution. That could enable an effective counseling/treatment to the client dealing with drugs in the schools.

Keywords: Contingency Management, Drug Abuse, Treatment and Teacher Training Institutions

1. Introduction

It has been established in so many countries of Europe, Asia, America and Africa that drug abuse became one of the major issue of concern due to its debilitating effect (Parrot 2004). It has no boundary, as it cut across ages, gender, social classes and status. The incidence of drug abuse in Nigeria, particularly in Kano State has been uprising, particularly with the involvement of students. Report, reveals the statistics of tobacco and marijuana use among students in Nigeria, indicated that 22.1% of students were involved (Josephine 2014). Kano State is the most highly populous State in Nigeria, with about 12million people (estimate 2011). The arrest and banning of sales of alcohol and all hard/illicit drugs in the State could not save the persistence of its use in the state.

2. Statement of the Problem

Abuse of drugs especially among youth in Nigeria is becoming terrifying, particularly in the north and specifically in Kano State. Efforts put by the government in rescuing the situation were prove abortive, because the menace persists. Dankani (2012) discloses that, prevalence of Marijuana and cough syrup in northern Nigeria is very high, with more than 6million bottles of cough syrups daily sold in northern Nigeria, and Kano State have the highest consumption rate. And National Drugs Law Enforcement Agency (NDLEA 2014) reported Kano State on the top of the list of States with high prevalence of drug abuse in Nigeria. The most unfortunate issue is the involvement of students, particularly those studying teacher training courses, who are expected to become teachers whose responsibility is training the younger ones to acquire knowledge, discipline and values to become responsible and productive members of the society. If this attitude continues among those students, the future of the society will be at a stake.

The persistence of the menace is believed to be attributed to the wrong approach use in dealing with the menace. The general perception sees the menace as criminal offence, instead of psychological problem. And all the measures taken were force related measures. This article focuses on the use of behavioral approach in which the victims could understand the danger of abusing drugs and conditioned them to change the behavior.

3. Methodology

This study aims at investigating the effectiveness of contingency management therapy in the treatment of drug abuse. The approach is quasi-experimental (group counseling) conducted within the period of three month, at the interval of two weeks, making six consecutive meetings. Design is pretest-posttest. The population is students studying teacher training courses in tertiary institutions in Kano. The subjects used in the experiment are 15 students from Sa'adatu Rimi College of Education and Bayero University, Kano representing the institutions. Cluster, purposive and proportional sampling techniques were used to obtain the subjects.

Positive and negative reinforcement were used contingents on certain behavioral changes. Positive reinforcement used is cash (#100) for attendance, Meal (with chicken and soda, beef and water, meal only) for punctuality, withdrawal of reward and officer report for distractions, praising (clapping and appreciation) for contribution and cash (#200 and #100) for task completion. Paired sample t-test and Mean, were used in the analysis of the results, complementing with interview and observation.

4. Literature Review

Contingency management or systematic use of reinforcement is a type of treatment used in the mental health or substance abuse fields.

The theory is based on the assumption that alcohol and drug use are behavior that is influenced by neurological and environmental factors; therefore, the destructive substance can be changed by offering consistent environmental consequences or alternatives that reinforce more positive, healthy behavior changes (Petry 2012).

Patients' behaviors are rewarded (or, less often, punished); for the adherence to or failure to adhere to program rules and regulations or the treatment. Forness, Kavale, Blum and Llyod (1997) believed that its procedures produce one of the largest effect sizes out of all mental health and educational interventions.

According to Pearson, Lipton, Cleland and Yee (2002), the use of behavioral learning techniques by contingency management help in changing the general adaptive behavior of the clients. This means to have the clients return to their natural environment with new repertoires of skills, so they can obtain reinforcement in socially acceptable ways. Reinforcement history is a particularly potent predictor of future addictive behaviors, (Blume2002). Addiction blog (2011) discloses that contingency management is a treatment strategy used in inpatient and outpatient rehab setting where clinicians provide positive consequences to encourage positive behavior and used negative or punitive consequences for changing unwanted behavior, and is particularly useful in group therapy settings which meet once or several times per week. Petry, et'al (2000) studied 42 alcohol dependent veterans who were reinforced for provided alcohol free breath samples and completing goal related activities. They use contingency management and standard treatment. The result shows that 69% in the contingency management group were abstinent from alcohol, after eight weeks of treatment, compared to 39% of those in standard group. Haertzen, Kocher and Miyasota (1983) in Blume (2002), disclosed that, positive reinforcement which may be directly related in strength to the level of euphoria, certainly can lead to habitual use of substance after initial experimentation. Other studies believed that negative reinforcement is also a strong predictor of problems with substance abuse over a lifetime, (Carey and Correia 1997).

Carroll and Onken (2005) posits that contingency management have been shown to be potent intervention for several forms of addiction, asserts that, contingency management in which patients receive incentives or rewards for meeting specific behavioral goals (verified abstinence) has particularly strong, consistent and robust empirical support across a range types of drugs use. Prendergast, Podus, Finney, Greenwell and Roll (2006) examine the effectiveness of contingency techniques in treating substance used disorders (SUDs), and found that it improves the ability of clients to remain abstinent. This finding contradicts the findings of Crowley (1999) that the effects of contingency management tend to weaken after the contingencies are terminated. Olmstead, Sindelar and Petry (2007) used contingency management in the out-patients treatment of people, who are dependent on heroin, cocaine, alcohol or multiple drugs, and also, described it as the most effective and cost efficient therapy for drug abuse treatment.

But for Crowley (1999) the cost of providing rewards and administering contingencies management system has been a barrier to the adoption of these approaches by the clinical community. Considering the cost effectiveness of contingency management treatment, Petry et al (2002) provides solution to the cost issue of using contingencies. But Carroll and Rounsaville (2003) posit that even though the lower cost contingency management approaches that use reinforcers without monetary value, and that reinforced behavior other than provision of drug free urine samples are promising strategies. Still there are no cost effectiveness data that might persuade policy makers and third party payers to support the approaches in clinical practice.

While, Petry and Lamb (2004) disclose that Token economies, Voucher programs and Level system are the major approaches in contingency management. Token economy as form of contingency management is structured to reward desired behaviors with tokens or points that may eventually be exchanged for tangible rewards. Stitzer, Bickel, Bigelow and Liesbson (1986) and Stitzer, Iguchi and Feltch (1992), pointed out that, allowing a patient the privilege of taking home methadone doses, contingent on the patient's providing drug-free urine specimens is associated with significant reduction in illicit drug use. Dolan, Black, Penk, Robinowitz and Deford (1985), and Onken, Blaine and Boren (1993) have the same opinion, maintaining that, positive incentives (reward of desired behavior) are more effective in producing improved substance use outcomes and in retaining patients in treatment.

However, NIDA (2012) points that, Voucher based reinforcement (VBR) is another approach of contingency management in which monetary value can be exchanged for food items, movie passes or other goods or services in consistently with drug-free life style. Silverman, Higgins, Brooner, Mantoya, Cone, Schuster and Preston (1996), asserted that Voucher- based incentives has been proved highly effective in reducing cocaine use in the context of methadone maintenance. Their study assess the effectiveness of voucher- based reinforcement therapy in producing sustain

cocaine abstinence, use 52 patients consecutively admit injecting heroin and 37 patients with heavy cocaine use during baseline period using randomized controlled trial. Their findings conclude that voucher- based reinforcement produces sustained cocaine abstinence in injecting polydrugs abuser.

Supporting this also, Bickel, Amass, Higgins, Badger and Esch (1997), found VBR effective in reducing smoking as well as illicit substance use among opiod addicts in a methadone maintainance program. Silverman, Wong, Umbricit-Schneiter, Mantoya, Schuster, and Preston (1998), found VBR effective in improving retention and abstinence in outpatient opiod detoxification. Shoptaw, Rotheram-fuller, Yang, Frosch, Nahom, Jarvick, Rawson and Ling (2002), found it very effective in reducing frequency of marijuana use. Budney, Higgins, Randonovich, and Novy (2000) and Carrol et'al (2002) found it effective in improving medication compliance among opiods dependent individuals treated with neltraxonemaintainance.

Prize incentives contingencies apply similar principles as voucher bases reinforcement, but uses chances to win cash prizes. Treatment can take at least three month, one or more times a week (NIDA 2012). The chance for obtaining the cash defends on the submission of drug-negative urine or breath tests draw from a bowl. Client may also receive draws for attending counseling sessions and completing weekly goal-related activities. The number of draws begins at one and increases with consecutive negative drugs tests and /or counseling sessions attended, but resets to one with any drugs-positive sample or unexcused absence. Petry, Tedford, Austin, Carrol and Rounsaville (2004) evaluated the efficacy of low-cost contingency management intervention for reducing cocaine use. One hundred and twenty were randomly selected as sample to one of the three twelve week condition, and standard treatment plus contingency management with an expected maximum of \$80 of reinforcement or standard treatment plus contingency management with an expected maximum of \$240 of reinforcement. Drug use was measured at intake and throughout a three month treatment period. The finding shows that those in \$240 contingency management condition achieve more abstinence than clients in the standard condition. However, other study asserts that task accomplishment plan when used with voucher is more effective in addiction treatment, (Iguchi, Belding, Andrew, Lamb and Stephen 1997).

5. Results

Paired sample t-test showing the effectiveness of contingency management therapy in the treatment of drug abuse.

Treatment	mean	N	Std. Deviation	t	df	Sig(2-tailed)
Pair pre-test scores- 1 posttest scores	3.3861 3.7694	15 15	.46730 .36626	-3.039	14	.019

Paired sample t-test was computed for the effectiveness of contingency management therapy in the treatment of drug abuse.

Table 4.9 shows the result obtains from a paired sampled t-test. The findings reveal that mean of the pretest =3.3861, and mean of posttest=3.7694, the number of subjects is 15, while the standard deviation obtains from the pretest=.46730, and the standard deviation obtains from posttest = .36626, the tval=-3.039, the degree of freedom is 14 and the Sig (2-tailed) = .019.

Qualitative Result – Interview

Do you think using positive reinforcement can enhance abstinence from drug abuse?

Tr1- 'Indeed, most of them require support. And if proper attention is given to them, they may possibly change'.

Tr2- 'Yes, especially if it is in terms of regular and closed interaction and support'.

Tr3- 'Of course yes, because in most cases poverty forced them into abusing drugs'.

Tr4- 'Yes, especially if their needs could be attended to (met)'.

Tr5- 'No, it could not change them in any way, because they are matured and sensible that ordinary gift could not influence them'.

The responses from the interview reveal that, four respondents (80%) opined that use of positive reinforcement could help client abstained from drug abuse, while one respondent (20%) opines that positive reinforcement could not change the behavior of drug abusers.

In your opinion, what could be the impact of negative reinforcement in drug abuse treatment?

Tr1- 'Well, it could be the best way, because for some people punishment easily controls their behavior'.

Tr2- 'It could make an impact especially on adult'.

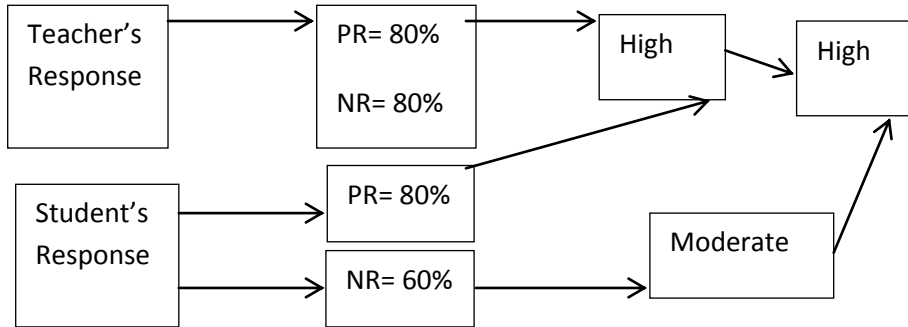
Tr3- 'It depends on the approach, because some people resisted'.

Tr4- 'It could be the fastest way of dealing with behavioral problems'.

Tr5- 'it could tur person to be good'.

The responses from the interview reveal that, three respondents (80%) opined that use of negative reinforcement could help client abstains from drug abuse, while one respondent (20%) believes that negative reinforcement could not change the behavior of drug abusers.

Interview Result on the effectiveness of CM



Qualitative Analysis Observation- Contingency Management Cumulative Behavior rating scale

	Grp	Attendance	Punctuality	Distraction	Contribution	Task Completion	Average
S/n		X/N	X/N	X/N	X/N	X/N	X/N
1	1	5	2.2	2.0	1.8	2.8	2.2
2	1	4	1.4	1.6	1.2	1.6	1.5
3	1	5	2.4	1.6	1.6	2.0	1.9
4	1	4	1.4	1.4	1.2	1.4	1.4
5	1	5	2.2	2.0	1.4	1.8	1.9
6	1	4	2.0	1.4	1.2	1.8	1.6
7	1	4	1.6	1.4	1.6	1.4	1.5
8	1	5	2.0	1.8	1.4	1.8	1.8
9	1	4	1.4	1.4	1.4	1.6	1.5
10	1	4	1.8	1.6	1.2	1.4	1.5
11	1	5	2.0	2.0	1.4	1.6	1.8
12	1	4	1.8	1.2	1.4	1.4	1.5
13	1	4	1.8	1.8	1.2	1.8	1.7
14	1	4	1.4	1.4	1.4	1.4	1.4
15	1	5	2.2	1.8	1.6	1.8	1.9
Total		4.40	1.84	1.62	1.32	1.68	1.70

Table 4.12 shows the individual and cumulative result obtains from the fifteen subjects of contingency management group through observation. The individual observation shows that, for client number one, attendance is 5, punctuality is 2.2, distraction is 2.0, contribution is 1.8, task completion is 2.8 and the average is 2.2 (Highly effective). For client number two, the attendance is 4, punctuality is 1.4, distraction is 1.6, contribution is 1.2, task completion is 1.6 and average is 1.5 (effective). For client number three, attendance is 5, punctuality is 2.4, distraction is 1.6, contribution is 1.6, task completion is 2.0 and average is 1.9 (effective). For client number four, attendance is 4, punctuality is 1.4, distraction is 1.4, contribution is 1.2, task completion is 1.4 and average is 1.4 (effective). For client

number five, attendance is 5, punctuality is 2.2, distraction is 2.0, contribution is 1.4, task completion is 1.8 and the average is 1.9 (effective).

The result of client number six shows that, attendance is 4, punctuality is 2.0, distraction is 1.4, contribution is 1.2, task completion is 1.8 and average is 1.6 (effective). For client number seven, attendance is 4, punctuality is 1.6, distraction is 1.4, contribution is 1.6, task completion is 1.4 and average is 1.5 (effective). For client number eight, attendance is 5, punctuality is 2.0, distraction is 1.8, contribution is 1.4, task completion is 1.8 and average is 1.8 (effective). For client number nine, attendance is 4, punctuality is 1.4, distraction is 1.4, contribution is 1.4, task completion is 1.6 and average is 1.6 (effective). For client number ten, attendance is 4, punctuality is 1.8, distraction is 1.6, contribution is 1.2, task completion is 1.4 and average is 1.5 (effective).

The result of client number eleven shows that, attendance is 5, punctuality is 2.0, distraction is 2.0, contribution is 1.4, task completion is 1.6 and average is 1.8 (effective). For client number twelve, attendance is 4, punctuality is 1.8, distraction is 1.2, contribution is 1.4, task completion is 1.4 and average is 1.5 (effective). For client number thirteen, attendance is 4, punctuality is 1.8, distraction 1.8, contribution is 1.2, task completion is 1.8 and average is 1.7 (effective). For client number fourteen, attendance is 4, punctuality is 1.4, distraction is 1.4, contribution is 1.4, task completion is 1.4 and average is 1.4 (effective). For client number fifteen, attendance is 5, punctuality is 2.2, distraction is 1.8, contribution is 1.6, task completion is 1.8 and average is 1.9 (effective).

The cumulative result obtains from the fifteen subjects of contingency management group through observation shows that total attendance for the whole session is Very High(4.40), the punctuality is Effective (1.84), Distraction is Effective (1.62), contribution is Effective (1.32) and Task completion is Effective (1.68), and the cumulative average is 1.70 (effective).

6. Discussion of findings

The result obtained from quantitative reveals that, contingency management has significant effect on the treatment of drug abuse (sig 2-tailed=.019). And, the Quantitative result also. Also the Qualitative result also shows that (Tr-PR=80%, NR=80% and Sr-PR=80%, NR=60%). And observation reveals that contingency management is effective (Cumulative average=1.70). Therefore the null hypothesis is rejected ($p < 0.05$). This means contingency management is effective in the treatment of drug abuse among the students.

This result agrees with Brigham et'al (1981), Dolan, Black, PenkRobinowitz and Deford (1985), Onken, Blaine and Boren (1993), Silverman, Higgins, Brooner, Mantoya, Cone, Schuster and Preston (1996) Bickel et'al (1997), Higgins et'al (1998), Budney, Higgins, Randonovich, and Novy (2000), Petry(2000), Miller (2002), Pearson, Lipton, Cleland and Yee and Shoptawet'al (2002), Carrol and Rounsenville (2003), Carrol and Onken (2005), Olmstead, Sindelar and Petry

(2007) Scott and Kreet (2013) who confirmed the effectiveness of contingency management therapy in the treatment of drug abuse.

This result agrees that appropriate reinforcement has impact in behavior change. Example, recognition through praising and given prizes to a positive behavior enhances the frequency of that behavior. Which means, the behavior could be modified by rewarding the action consistently and appropriately, whereas, withdrawal of reward especially when it is expected by the person seized unwanted behavior. Dolan et'al (1985), Onken, Blaine and Boren (1993), and Onken,(2005) posit that contingency management in which patients received rewards for meeting specific behavioral goals has particularly strong, consistent and robust empirical support across range types of drug use.

7. Conclusion

Based on the findings of the study, it is concluded that contingency management therapy is effective in the treatment of drug abuse. The quantitative result here shows the significant difference between the two tests and the qualitative result added with dimension and strength of the constructs as they lead to a behavioral change.

8. Recommendation

Based on these findings, the study suggested that, there should be sufficient facilities/funds provision to the counseling directorate.

Provision of sufficient facilities/funds could also make a great impact in dealing with the problem. Using contingencies either high or low requires support. For effective delivery of services by the counselors, the management of the institutions should consider the counseling programs in their budget and ensure that adequate fund is allocated to the directorate.

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Consequences of Premature Ejaculation on Marriage Sustainability among Married Secondary School Teachers in Ogbomosho Town, Nigeria

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Abstract. Premature ejaculation is associated with a range of negative psychological effects including anxiety, depression and distress in men and their partners. This challenge has led to sexual dissatisfaction, separation and divorce in many relationships in Nigeria. The study examined consequences of premature ejaculation on marriage sustainability among married Secondary School Teachers in Ogbomosho Town, Nigeria. The descriptive research design of the survey method was adopted for this study. Simple random and purposive sampling techniques were used to select 184 married (men) Secondary School Teachers in Ogbomosho Town. Researchers’-designed questionnaire validated by 3 experts drawn from the relevant fields was used for data collection. A reliability co-efficient of $r=0.81$ was obtained through Split-half method using Pearson Product Moment Correlation (PPMC). Data collection was conducted by the researchers and three trained research assistants. Descriptive statistics of frequency count and percentage was used to analyze research questions answered, using inferential statistics of Chi-square (χ^2) to test the two postulated research hypotheses at 0.05 alpha level. The study concluded that premature ejaculation could result to psychological problems and marital discord. Therefore, it was recommended that, men with premature ejaculation are advised not to be overwhelmed with any emotional challenge that occurs as a result of premature ejaculation as this may lead to another health problem. Also men with premature ejaculation should seek medical help for their condition thus preventing separation of couples.

Keywords: premature ejaculation, psychological problems, marital discord.

1. Introduction

The problem of premature ejaculation and other sexual dysfunction among men in Nigeria has been a source of worry to most men and their partners. This challenge has led to sexual dissatisfaction, separation and divorce in many relationships (Nnamdi & Ifeoma, 2014). Premature Ejaculation (PE) refers to all terms used to describe the event whereby men are unable to control ejaculation during sexual arousal and/or activity (Martin, 2010). Also, premature ejaculation is defined as ejaculation which occurs prior to or within one minute of vaginal penetration (Sharlip, Hellstrom & Broderick, 2008). According to Porst, Montors, Rosen, Gaynor, Goupe and Alexandar (2007), premature ejaculation is associated with a range of negative psychological effects which include anxiety, depression and distress in men and their partners.

Gobir, Sambo and Idris (2012) noted that, from a cross-sectional community-based and descriptive study involving 300 consenting sexually active men in Zaria reported that prevalence rate of premature ejaculation was 21percent. Among the respondents, 42 percent sought help from hospitals while the others (58 percent) sought help from chemist shops, traditional healers, and spiritual healers among others. Men with premature ejaculation often report emotional and relationship distress and some avoid pursuing sexual relationships because of premature ejaculation related embarrassment (Barnes & Eardely, 2007).

It was reported during the researchers' interview with women whose husbands are suffering from premature ejaculation in Ogbomoso town that they feel less sexually satisfied which has made some of them to indulge in extra marital affairs: few of these women shared the pathetic experiences they had when their husbands got to know about their indulgence in extra-marital affairs. These women sustained physical injuries such as sprain, fracture, during physical combat as result of marital conflict. Among the five selected women who were interviewed about their sexual relationships with their husbands confessed that if not for the cultural, religious and legal reasons attached to their unions they would have divorced their husbands because of their inability to satisfy them sexually.

A sustainable marriage is a marriage in which partners are conscious of their needs to in-put as much or more than their partner, so that the marriage grows strong and vibrant. Marriage sustainability is only possible when both parties involved believe that their greatest chance for happiness is "in-putting" those things that their partner needs, regardless of what they stand to gain on an individual basis (Olive Tree Officiating, 2015). The key factors identified by Isaac, Vincent and Daniel (2014) to sustain marriage include love, sexual intercourse, mutual support, companionship, communication and honesty.

The two types of premature ejaculation includes lifelong/primary premature ejaculation which is characterized by onset from the first sexual experiences, remain so during life and ejaculation occurs too fast (before vaginal penetration or

< 1-2 minutes(s) after) (Maresel & Waldinger, 2005; Waldinger & Schweltzer, 2006; Buvat, 2011). The second type of premature ejaculation is acquired/secondary premature ejaculation, here the patient previously had successful coital relationships and only now has developed premature ejaculation, which could be caused by erectile dysfunction, performance anxiety and psychotropic drug. It is characterized by a gradual or sudden onset following normal ejaculation experiences before onset and time to ejaculation is short (usually not as in lifelong premature ejaculation) (Samuel, Deem & David (2013).

The causes of premature ejaculation include the following: hypersensitivity of the penis, prostate problems, diabetes, hypertension, antidepressants, spinal injury, thyroid problems (Althof, 2007; Carlos, 2014; Martin, 2010; Laurence & Levine, 2013; Porst, 2011) while the psychological causes of premature ejaculation could be traced to anxiety, depression, low self-esteem and confidence, traumatic sexual experience, performance anxiety and wrong attitude towards sex (Payne & Sadosky, 2007; Giuliano & Hellstrom, 2008; Monatague, Althof & Waldinger, 2008; Carlos, 2014; Winckler, 2013).

Premature ejaculation can affect a man's partner just as much as the man with premature ejaculation. When a couple is struggling with premature ejaculation the situation is said to be asynchronous (Jannini & Porst, 2011). An asynchronous couple may have sex quite frequently, but the quality is lost or dwindled. The partner who is not suffering from premature ejaculation may feel disappointed or upset for the fact their partner experiences orgasm well before them. It (Graziottin & Althof, 2011). When the quality of a couple's sex is poor because of premature ejaculation, the chances of negative emotions and a negative physical response from the partner of a man with premature ejaculation may occur. Along with many sexual dysfunctions, it is the meaning of the dysfunction that has impact on the couple. When the meanings of the dysfunctions are hurtful or disappointing, marital issues rise for then creating a sense of sexual separation between the couple (Graziottin & Althof, 2011).

Studies comparing men with premature ejaculation and men without premature ejaculation show a distinct difference in quality of life. A study conducted by Kam, Han and Lee (2011) in which 1,587 men with and without premature ejaculation was asked questions about their personal life and their satisfaction with life in general. Men with premature ejaculation reported they had a higher level of stress, low confidence, reduced levels of sexual functioning and satisfaction and a reduced level of an overall quality of life. For a single man, embarrassment and low self-esteem prevent him from having a sexual relationship. Premature ejaculation has a major impact on a man's life and it is also suggested that men with lifelong premature ejaculation are more likely to develop erectile dysfunction because of the embarrassment of having premature ejaculation (Graziottin & Althof, 2011).

Barada, Bull, Ho, Jamieson and Lindert (2004) reported that performance anxiety is one of the main psychological consequences of premature ejaculation whereby anxiety about a repeated episode of premature ejaculation is experienced whenever a man commences or even thinks about sexual activity. The more anxious he is, the worse his premature ejaculation becomes. This is further worsened where sexual intercourse is perceived as a means for pleasure and the longer it last the more the pleasure; thus, much more seems to be expected from a man, which in turn may worsen his anxiety.

Men with premature ejaculation and/or their partners seem to have unrealistic expectations and expect sexual fantasy events in their bedroom. For example, a man believes he should be ready to go all the time and should be able to last all night long. Furthermore, these unrealistic expectations are supported by the media, pornography and men inflating their talk about their sexual expertise. These expectations can in turn exacerbate the problem, since men compare their own performance with these expectations and feel inadequate and disappointed (Sotomayor, 2005).

Men who are suffering from premature ejaculation tend to withdraw emotionally from their partners, avoid intimacy and/or affection with their partners. Since they are worried that it may lead to sexual intercourse and they might feel they cannot sexually please their partners (Byers & Grenier, 2003). A man with premature ejaculation who is currently not in a relationship may feel too insecure, scared or ashamed of pursuing new relationships and/or of approaching new sexual partners. He may be afraid not being able to satisfy his new partner sexually or scared of their reaction to quick ejaculation (Barada et al., 2004).

2. Statement of the Problem

The reports that the researchers got from some visited customary courts in Ogbomoso town revealed a considerable number of marriage dissolution cases which were as a result of sexual inadequacies due to premature ejaculation. For example, at Ilogbo/Lagbedu Customary court Ogbomoso, 12 cases of premature ejaculation were reported between January – March, 2015. It was reported in Urological Department of Bowen University Teaching Hospital Ogbomoso that there were over seventy cases of premature ejaculation between February 2014 to November 2015. A personal interview conducted by the researchers with some married male secondary school teachers across Ogbomoso Town revealed that they felt highly embarrassed and disappointed each time they experience early ejaculation. The researchers got to know during their interactions with some selected couples that the source of marital conflict is linked to premature ejaculation. Based on this above evidence-based reports, the researchers investigated the consequences of premature ejaculation on marriage sustainability among married Secondary School Teachers in Ogbomoso Town.

3. Research Questions

The following research questions were raised to guide the study:

- (i) Will premature ejaculation lead to psychological problems among married Secondary School Teachers in Ogbomoso Town?
- (ii) Will premature ejaculation lead to marital discord among married Secondary School Teachers in Ogbomoso Town?

4. Research Hypotheses

The following research hypotheses were tested in this study:

- (i) Premature ejaculation will not significantly lead to psychological problems among married Secondary School Teachers in Ogbomoso Town.
- (ii) Premature ejaculation will not significantly lead to marital discord among married Secondary School Teachers in Ogbomoso Town.

5. Methodology

This study was carried out with the use of descriptive survey method. The study population comprised all married male Secondary School Teachers in Ogbomoso Town. Simple random and purposive sampling techniques were used for sampling process. Simple random sampling technique through the fish-bowl method was used to select eight Public Secondary Schools in Ogbomoso Town while purposive sampling technique was used to select all the married male in the selected Secondary School Teachers in Ogbomoso Town as at the time of visiting them.

Table 5.1:

The Population and Sample Size for the selected Secondary School Teachers in Ogbomoso Town

S/N	Name of School	Population of Married Male Secondary School Teachers (Sample Size)
1	Ogbomoso Baptist High School	30
2	Ogbomoso High School	21
3	The Apostolic Grammar School	40
4	Methodist Grammar School	21
5	Adeniran Grammar School	20
6	Anglican Grammar School	13
7	Hahoyaya Grammar School	20
8	Ori-Oke Community Grammar School	19
	Total	184

The researchers’-designed questionnaire that had been validated by three (3) experts from the relevant fields and in-depth interview were used for this study. The reliability of instrument was carried out using split half method. The correlational analysis of data generated was done using Pearson Product Moment Correlation (PPMC). A reliability co-efficient of $r=0.81$ was obtained. The researchers with the help of three trained research assistants administered the questionnaire after the verbal consent of the respondents have been sought for. Descriptive statistics of frequency count and percentage was used to analyze research questions answered, content analysis for qualitative data obtained and using inferential statistics of Chi-square (χ^2) to test the two postulated research hypotheses at 0.05 alpha level.

6. Hypotheses Testing

Hypothesis 1: Premature ejaculation will not significantly lead to psychological problems among married Secondary School Teachers in Ogbomoso Town.

Table 6.1:

Chi-square analysis investigating psychological problems as a consequence of premature ejaculation on among married Secondary School Teachers in Ogbomoso Town.

	ITEM	SA	A	D	SD	Row Total	Cal χ^2	Df	Crit. Value	Rem.
1	Man may feel embarrassed after rapid ejaculation.	73 (40.0%)	78 (42.0%)	17 (9.0%)	16 (9.0%)	184				
2	Anxiety on how to satisfy the wife in the subsequent intercourse may set in as a result of premature ejaculation.	69 (38.0%)	97 (53.0%)	7 (4.0%)	11 (5.0%)	184				
3	There could be a low self-esteem on the part of a man who is experiencing rapid ejaculation.	53 (29.0%)	102 (55.0%)	17 (9.0%)	12 (7.0%)	184	91.4	18	28.87	

4	Man with early ejaculation may withdraw in his relationship with his wife.	45 (24.4%)	94 (57.0%)	14 (7.6%)	31 (17.0%)	184	Ho Rejected
5	Men with rapid ejaculation may have reduced interest in sexual intercourse.	54 (29.0%)	100 (54.0%)	14 (8.0%)	16 (9.0%)	184	
6	Man with rapid ejaculation feels that his wife may have sexual intercourse outside her marriage.	30 (16.0%)	82 (44.6%)	34 (18.4%)	38 (21.0%)	184	
7	Low self-confidence in sexual intercourse may occur as a result of premature ejaculation.	74 (40.0%)	77 (41.8%)	17 (9.2%)	16 (9.0%)	184	
Column Total		398	630	120	140	1288	

Significance Level: 0.05

In the table 6.1, 151 (82%), 166 (91%), 155 (84%), 139 (75.4%), 154 (83%), 112 (60.9%) and 151 (81.8%) of the respondents were of the opinion that man may feel embarrassed as a result of rapid ejaculation, be anxious on how to satisfy the wife in the subsequent intercourse, there could be a low self-esteem on the part of a man who is experiencing rapid ejaculation, man with early ejaculation may withdraw in his relationship with his wife, men with rapid ejaculation may have reduced interest in sexual intercourse, man with rapid ejaculation feels that his wife may have sexual intercourse outside her marriage and low self-confidence in sexual intercourse may occur as a result of premature ejaculation respectively The findings from the table 6.1 above shows the calculated Chi-square (χ^2) value of 91.4 against the table value of 28.87 at 0.05 alpha level with the degree of freedom 18. Since the calculated Chi-square (χ^2) value of 91.4 was greater than 28.87, thus,

the null hypothesis was rejected, which implies that premature ejaculation could result to psychological problems.

Hypothesis 2: Premature ejaculation will not significantly lead to marital discord among married Secondary School Teachers in Ogbomosho Town.

Table 6.2:

Chi-square analysis investigating marital discord as a consequence of premature ejaculation among married Secondary School Teachers in Ogbomosho Town.

S/ N	ITEM	SA	A	D	SD	Row Total	Cal χ^2	Df	Crit. Value	Rem.
8	Failure of husband to hold the release of the sperm to the satisfaction of his wife may lead to fighting.	83 (45.1%)	83 (45.1%)	13 (7.1%)	5 (2.7%)	184	171.6 32.67	21	Ho Rejected	
9	Sexual separation may occur among couple when the man releases too early	76 (41.3%)	86 (46.7%)	9 (5.0%)	13 (7.0%)	184				
10	Sexual satisfaction may not occur among couples if the husband releases too early.	57 (31.0%)	112 (60.7%)	7 (4.0%)	8 (4.3%)	184				
11	Wives dishonour their husbands as a result of early ejaculation.	40 (22.0%)	82 (44.6%)	21 (11.4%)	41 (22.0%)	184				
12	Premature ejaculation leads to disagreement between the couples.	30 (16.0%)	103 (56.0%)	25 (14.6%)	26 (14.0%)	184				

13	The love that exists among couple may become reduced as a result of rapid ejaculation.	35 (19.0%)	100 (54.0%)	26 (14.0%)	23 (13.0%)	184
14	Physical separation may occur between the couple as a result of early ejaculation.	29 (15.8%)	93 (50.5%)	20 (10.9%)	42 (22.8%)	184
15	Legal divorce may result from premature ejaculation relationship	30 (16.0%)	83 (45.0%)	24 (13.0%)	47 (26.0%)	184
Column Total		380	742	145	205	1472

Significance Level: 0.05

In the table 6.2, 166 (90.2%), 162 (88%), 169 (97.7%), 122 (72.3%), 133 (72.3%), 135 (73%), 122 (66.3%) and 113 (61%) of the respondents were of the opinion that failure of husband to hold sperm to the satisfaction of his wife may lead to fighting, sexual separation may occur among couple when the man releases too early, sexual satisfaction may not occur among couples if the husband releases too early, wives dishonour their husbands as a result of early ejaculation, premature ejaculation leads to disagreement between the couples, the love that exists among couple may become reduced, physical separation may occur between the couple as a result of early ejaculation and that legal divorce may result from premature ejaculation relationship. The findings from the table 6.2 above shows the calculated Chi-square (χ^2) value of 171.6 against the table value of 32.67 at 0.05 alpha level with the degree of freedom 21. Since the calculated Chi-square (χ^2) value of 171.6 was greater than 32.67, thus, the null hypothesis was rejected, which implies that premature ejaculation can lead to marital discord.

7. Discussion of Findings

Hypothesis one shows that premature ejaculation significantly led to psychological problems among married Secondary School Teachers in Ogbomoso Town. The finding justified the report of Porst et al. (2007) that premature ejaculation is associated with a range of negative psychological effects including anxiety, depression and distress in men and their partners. This is equally buttressed by the previous assertion of Byers and Grenier (2003) that men with premature ejaculation tend to withdraw emotionally from their partners, avoid intimacy and/or affection with their partners. The finding of this hypothesis one solidify the information

elicited through the interview conducted by the researcher among married men in Ogbomoso that they felt highly embarrassed and disappointed each time they experience early ejaculation.

Hypothesis two shows that premature ejaculation significantly led to marital discord among married Secondary School Teachers in Ogbomoso. The finding confirmed the recent finding of Nnamdi and Ifeoma (2014) that the challenge of premature ejaculation in Nigeria has led to sexual dissatisfaction, separation and divorce in many relationships. The finding was also established by the report of Graziottin and Althof (2011) that premature ejaculation can lead to sexual separation between the couple. The finding was equally corroborated with the evidenced-based report of 12 cases of marriage dissolution in Ilogb/Lagbedu Customary court Ogbomoso which were orchestrated by premature ejaculation between January-March, 2015.

8. Conclusion

Based on the findings of this study, the following conclusions were drawn:

- (i) Premature ejaculation significantly led to psychological problems among Secondary School Teachers in Ogbomoso Town. It implies that man with premature ejaculation may experience anxiety and depression.
- (ii) Premature ejaculation significantly led to marital discord among married Secondary School Teachers in Ogbomoso Town. It signifies that early ejaculation could lead to separation among couple.

9. Recommendations

In view of the findings of this study, the following recommendations were made:

- (i) Men with premature ejaculation are advised to trade any emotional challenge that occurs as a result of early ejaculation as this may lead to another health problem.
- (ii) Men with premature ejaculation should seek medical help for their condition thus preventing separation of couples

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Assessment of Patients' Expectation and Satisfaction with Nursing Care rendered at University of Maiduguri Teaching Hospital Borno State, Nigeria.

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Abstract. This study aimed at assessing patients' expectations and satisfaction with nursing care received at University of Maiduguri Teaching Hospital Nigeria. Cross-sectional descriptive design was adopted for the study. A total of 160 in-patients who meet inclusion criteria were selected from the Medical and surgical wards of the teaching hospital. Self-structured validated questionnaire with a reliability of 0.88(expectation) and 0.76 (satisfaction) was used to collect data on the key areas of patients' expectation from nurses and patients' satisfaction towards nursing care received. Permission was obtained from the ethical committee of the teaching hospital, and unit Heads of medical and surgical wards. The result revealed that patients generally had high level of expectation from nurses. Furthermore, males with higher level of education expected higher quality of care from nurses than their female and lower level of education colleagues. Overall, patients had a variable experience of nursing care; more than 50% patients were satisfied with care provided. Males, younger patients and less educated patients were more satisfied with quality of nursing care they received in UMTH. Patient's expectation, gender, age and level of education were the most predictors of patient satisfaction with nursing care. These results point out the need for the hospital management to develop strategies and test nurse-sensitive indicators that are related to patient satisfaction.

Key Words: Assessment, Patients' expectation, Satisfaction, Nursing care

1. Introduction

Health care recipients in developing countries are particularly insensitive to perception of the quality of health care they receive compared to their counterparts in developed countries. While our patient will use traditional or alternate care without voicing their dissatisfaction with the nursing care received, patient in developed countries have formed strong consumer protection groups that demand for quality care. Patient satisfaction is the subjective evaluation of their cognitive and emotional reaction as a result of interaction between their expectation regarding ideal nursing care and their perception of actual nursing care (Ozsoy, et al. 2008). Patients' satisfaction with nursing care is an indicator of Quality of care (QOC) and Health care facilities are interested in maintaining high level of satisfaction in order to stay competitive in Health care Market (Wagner & Bear 2009)

As often stated when expectations are not met, dissatisfaction is ensured. Similarly, a satisfied patient is more likely to comply with treatment, appointment and utilize health service; such behavioural consequences related to satisfaction could affect outcome of and Health seeking behaviour (Annie & Champion 2005). Tertiary Hospitals are the highest order of health care system in Nigeria where patients' expectation from nurses is high. Communication gap between nurses and their patients can lead to patients' dissatisfaction and this is a common problem for tertiary hospitals which requires urgent attention to enhance patients' satisfaction at the same time to ensure quality of nursing care (Dzomeku, et al. 2013). The public health implication related to patient dissatisfaction of care may lead to patients patronising private health care providers and incur high cost as compared to government health care services. Thus, examining the items with low patients' satisfaction will enable nurses to identify the defects in nursing care and institute appropriate change. Anecdotal observation showed patient's noncompliance with treatment, appointment and utilization health service in University of Maiduguri Teaching Hospital. This study assessed patients' expectations and satisfaction with nursing care received at University of Maiduguri Teaching Hospital (UMTH).

2. Research Materials and methods

Cross-sectional descriptive design was adopted to assess patients' expectation and satisfaction with nursing care rendered from 160 in – patients who meets the inclusion criteria out of 210 from Male medical (1 & 2), Surgical (1 & 2), female medical (1 & 2) and female surgical (1 & 2) wards of UMTH.

2.1 Participant selection criteria and recruitment

Inclusion sampling criteria are characteristics that the respondents must possess to be part of the study population. In this study this include: in- patients who are 20 years to 60; must be able to give informed consent and answer the questionnaire. Out of 230 in patients 160 meets the inclusion criteria above while 60 were

excluded because the patients were very sick, not mentally stable and unable to answer questionnaire and others refuse to consent to be part of the study. The totals of 160 in patients were all used for the study because of the small sample size, so convenient sampling technique was used.

2.2 Data collection

A validated and pretested questionnaire on the areas of patients` expectation from nurses and patients` satisfaction towards nursing care was employed as the data collection tool. The instrument after review by Experts and senior colleagues, it was used for a pilot study in Borno State Specialist Hospital Maiduguri. Reliability test for expectation gave a Cronbach`s alpha of 0.88 and that of satisfaction gave a Cronbach`s alpha of 0.76. The instrument consisted of 3 sections: Section A socio-demographic questions comprising of three items to obtain information on age, gender and educational level of the respondents; Section B consists of structured questions on patients` expectation from nurses with a total of 10 questions which covers general information on the expectations of patients from nurses. It was measured by grading the level of patients` expectation in an increasing manner on a scale 1- 4. The questions were scored with 1-2 for low expectation (LE) and 3-4 for high expectation (HE). Maximum possible score in section B is 40. Section C consists of 10 structured items on patients` satisfaction towards nursing care formulated to assess the satisfaction of nursing care received. Areas included in this section utilized a four-point likert scale to assess satisfaction in term of highly satisfied, satisfied, unsatisfied and highly unsatisfied. The questions were scored with 4 points for highly satisfied (HS), 3 for satisfied (S), and 2 for unsatisfied (US) and 1 for highly unsatisfied (HU). Therefore, since the questions were 10 and the highest point on the likert scale was 4 the highest possible score is 40 that is $10 \times 4 = 40$.

3. Data analysis

Data was analysed manually. Descriptive statistics of means and percentages were used as well as inferential statistic of Chi-square for test of hypotheses. Test of significance was at α level 0.05.

Results

Table 3.1: Demographic data of the respondents (N = 160)

Variables	Frequency	Percentage
Age		
20-29	64	40
30-39	45	28.1
40-49	30	18.8
50 and above	21	13.1
TOTAL	160	100
Gender		
Male	85	53.1
Female	75	46.9
TOTAL	160	100
Education		
No formal education	24	15
Primary school	45	30.6
Secondary school	22	13.7
High school	44	27.5
Graduate	25	15.6
TOTAL	160	100

The data in table 3.1 showed the majority of the respondents 85(53.1%) were male and the remaining were female, the mean age of the respondents was 35 ± 12.9 , the highest percentage of them were (20-29) years old and accounted for (40 %). Relative of their educational status, the greater frequency (45) of them were primary school graduates and they accounted for 30.6% of the sample, 24(15%) of them had no formal education.

Table 3.2: Patients` level of expectation from nurses (N=160)

Variables	LE <i>f</i> (%)	HE <i>f</i> (%)
Do you expect nurses to take decision about your treatment option?	55(34.4)	105(65.6)
You expect nurses to explain to you every procedure before intervening?	44(27.5)	116(72.5)
Will you be pleased, if nurses disclose information about your health to your relatives?	71(44.4)	89(55.6)
Do you expect nurses to educate you on your disease condition, test result and treatment?	49(30.6)	111(69.4)
Do you expect Nurses to listen to your problems and concerns?	107(66.9)	53(33.1)
Nurses will not allow me to express my feelings	87(54.4)	73(45.6)
Do you expect nurses to address you as patient rather than by your name?	114(71.2)	46(28.8)
Nurses must provide privacy during procedure?	30(18.7)	130(81.3)
Nurses to be neat, skilful and exhibit competence when working?	54(33.7)	106(66.3)

Nurses must answer to my call quickly as possible	38(23.8)	122(76.2)
Mean Expectation Frequency	64.9(40.6)	95.1(59.4)

Note. LE= low expectation; HE= high expectation

The data in table 3.2 revealed that majority 95(59.4%) of the patients had high expectation from the nurses as shown by the mean frequency of the respondents.

Table 3.3: Patients’ level of satisfaction with nursing care rendered (N=160)

Variable	Level of satisfaction			
	HS f(%)	S f(%)	US f(%)	HU f(%)
Explanation of procedure before and during care	10(6.3)	92(57.5)	50(31.3),	8(5).
Instruction received	15(9.3)	92(57.5),	41(25.6)	12(7.5).
Ease of getting information from nurses	5(3.1)	70(43.7)	65(40.6)	20(12.5).
Explanation of procedure to patients’ significant other	9(5.6)	77(48.1)	60(37.5)	14(8.7)
Involvement of family or friends in patients’ care	17(10.6)	88(55.0)	45 (28.1)	10(6.3).
Attention given to you by nurses	20(12.5)	106 (66.3)	16(10.0)	18(11.2)
Helpfulness: Ability of the nurses to Make you comfortable and reassure you.	17(10.6)	88(55.0)	45 (28.1)	10(6.3).
Nursing staff response to your calls: How quick they were to help.	36(22.5)	90(56.3)	30(18.8)	4(4.3)
Skills and competence of Nurses,	17 (10.6)	99(61.9)	37(23.1)	7(4.4)
Provision of privacy	40(25)	96(60.0)	18(11.3)	6(3.7)
Mean Frequency	18.4(11.6)	89.8(56.1)	40.7(25.4)	10.9(6.8)

Note. HS= highly satisfied; S= satisfied; US= unsatisfied; HU= highly unsatisfied

Data in table 3.3 showed that, 11.6% of the patients were highly satisfied with nursing care rendered, 56.1% were satisfied while 25.4% and 6.8% of the patients were unsatisfied and highly unsatisfied respectively.

Table 3.4: Mean and standard deviation of expectation scores of patients by age, gender and educational status (N = 160)

Category	Variables	Frequency	Per cent	Mean score	SD
Age	20-29	64	40	21.0	3.1
	30-39	45	28.1	20.1	6.3
	40-49	30	18.8	31.1	7.3
	≥50	21	13.1	34.2	5.3
Gender	Male	85	53.1	30.0	2.7
	Female	75	46.9	28.4	8.1
Level of education	No formal education	24	15	27.5	6.7
	Primary	45	30.6	29.4	2.2
	Secondary	22	13.7	30.2	7.8
	Tertiary	69	43.1	35.1	5.9

The maximum obtainable score for patients' expectation was 40. The mean scores for expectation of respondents for each demographic variable were obtained. The results in table 4 showed that the mean and standard deviation scores of respondents according to their age range were; 21(3.1), 20.1(6.3) and 31.1(7.3), 34.2(5.3) for 20-29, 30-39 and 40-49, ≥ 50 years respectively. Mean and standard deviation scores regarding the gender of respondents were; 30(2.7) for male and 28.4(8.1) for female. With regard to level of education, respondents scored 27.5(6.7), 29.4(2.2), 30.2(7.8) and 35.1(5.9) for no formal education, primary, secondary and tertiary education respectively.

Table 3. 5: Mean and standard deviation of satisfaction scores for patients by age, gender and educational status (N = 160)

Category	Variables	Frequency	Per cent	Mean score	SD
Age	20-29	64	40	33.1	1.9
	30-39	45	28.1	28.2	1.8
	40-49	30	18.8	27.2	2.5
	≥ 50	21	13.1	26.0	4.7
Gender	Male	85	53.1	35.3	0.6
	Female	75	46.9	34.3	1.7
Level of education	No formal education	24	15	37.5	0.5
	Primary	45	30.6	38.2	0.3
	Secondary	22	13.7	31.9	0.1
	Tertiary	69	43.1	30.5	1.0

The maximum obtainable score for satisfaction question was 40. The four point likert scale was employed. The mean scores and standard deviation for satisfaction of respondents for each demographic variable was obtained. The results as revealed in table 5, showed that respondents had mean and standard deviation scores of 33.1(1.9), 28.2(1.8), 27.2(2.5) and 26.0(4.7) for 20-29, 30-39, 40-49 and ≥ 50 years respectively. Regarding respondents gender, mean and standard deviation scores were; 35.3(0.6) and 34.3(1.7) for male and female respectively. Level of education scores were; 37.5(0.5), 38.2(0.3), 31.9(0.1) and 30.5(1.0) for no formal education, primary, secondary and tertiary education respectively.

Table 3.6: Contingency table of the satisfaction of patient in relation to age, gender and expectation (N = 160)

Category	HS	S	US	HU	df	χ^2	c-r	decision
Age								
20-29	3(7.20)	39(36.0)	19(16.4)	3(4.4)	9	33.17	16.92	significant
30-39	3(5.06)	29(25.3)	10(11.53)	3(3.09)				
40-49	5(3.38)	15(16.88)	10(7.69)	0(2.06)				
≥ 50	7(2.36)	7(11.81)	2(5.38)	5(1.44)				
Total	18	90	41	11				
Gender								
Male	8(9.56)	39(47.81)	33(21.78)	5(5.84)	3	16.6	7.82	significant
Female	10(8.41)	51(42.19)	8(19.22)	6(5.16)				
Total	18	90	41	11				
Level of education								
No formal	8(2.7)	9(13.5)	7(6.15)	0(1.65)				
Primary	4(5.06)	30(25.31)	8(11.53)	3(3.09)				

Secondary	3(2.48)	10(12.38)	4(5.64)	5(1.51)	9	29.66	16.92	significant
Tertiary	3(7.76)	41(38.81)	22(17.68)	3(4.74)				
Total	18	90	41	11				
Expectation								
Low	11(7.31)	29(36.56)	18(16.66)	7(4.47)				
High	7(10.69)	61(53.44)	23(24.34)	4(6.53)	3	8.35	7.82	significant
Total	18	90	41	11				

Note. HS= highly satisfied; S= satisfied; US= unsatisfied; HU= highly unsatisfied ;(*) =expected frequency

Data in Table 6 revealed a df of 9 and a calculated or observed value of 33.17. It also showed an index value of 16.92 as the critical value (c-r). The figures showed that the calculated value was significantly greater than the critical value. It was therefore an indication that age of patients has significant relationship with level of satisfaction. Similarly, the table showed that gender and level of education has significant relationship with level of satisfaction since the calculated value for both gender and level of education are higher than the critical value.

Table 6 also indicated the index value of 3 as the df, 8.35 as the calculated value and 7.82 as the critical value. The figures revealed that the calculated value was significantly greater than the critical value. These figures also were an indication that those who have high expectation from nurses have different satisfaction from those with relatively lower grade of level of expectation. In other words, not all patients have the same satisfaction from the services they received.

4. Discussion

The health care system is basically a service based industry and customer satisfaction is as important as in other service-oriented sectors. Patient satisfaction and their expectations of care are valid indicators of quality nursing care (Yeldiz, 2004 & Ozge, 2001). In the course of the study, it was revealed that patients generally had above average scores indicating high level of expectation from nurses. Specifically, 59.4% of the patients involved in the study had high expectation from the nurses. These findings are in consonant with the findings of Donna-Lause (2010) and Sahin, et al. (2014) that reported high expectation of patients from nurses in terms of service delivery and quality of care. The high level of expectation observed in this study may not be unconnected to the fact that most patients understood nursing as a profession that deals with human health and thus life. It therefore demands high professional knowledge and skill for effective and efficient management of human health.

It has been suggested that men have fewer expectations than women and that male patients spontaneously receive more information from nursing staff than female patients (Johansson, et al. 2002). Contrary to this suggestion males recorded a higher mean scores 30.0(2.7) than their female counterparts 28.4(8.1). This result aligned with that of Rafii, et al. (2007) who reported that male patients were more expectant on the quality of nursing care than females. Furthermore, it was observed that patients with higher level of education recorded the highest mean scores

35.1(5.9). The result is not surprising as they had more exposure which others do not have. Although, studies on the relationship between expectation and level of education is not yet visible, the result of this study is an indication that level of education in patients can positively influence the expectation of patients from nurses.

Overall, patients had a variable experience of nursing care; more than 50% patients were satisfied with care provided. This result is consistent with other previous studies (Al- Doghaier, 2000; Zavare, 2010 & Sayed, et al. 2013) who reported that the extent of overall patient satisfaction with the quality of care provided at the hospital to be quite high. The results of this study appear to reveal a consistent pattern of association between the overall satisfaction and the studied socio-demographic variables. Males 35.3(0.6) tended to be more satisfied with nursing care than females 34.3(1.7) as recorded in their mean scores. A literature review revealed contradictory findings. Some studies states that females were more satisfied (Al- Doghaier, 2000; Labarere, & Francois, 1999 & Tucker, 2000) while some as the present one revealed that males were more satisfied (Dzomeku, et al. 2013; Liu & Wang, 2007 & Milutinovic, et al. 2012). The actual reasons for this is unknown, nonetheless, it could be attributed to the fact that males are more conscious of hygiene and poor practical skills than women. This makes them more observant and critical of aspects of quality when evaluating staff performance. This finding could also be explained by cultural reasons in the lack of interaction between male patients and female nurses. While other studies found that there was no association between gender and satisfaction with nursing care (Tang, et al. 2012), this current study reported a significant relationship between gender and satisfaction with nursing care.

Older subjects are generally more conservative and less demanding than younger people (Al- Doghaier, 2000). In contrast, our study found that older patients were less satisfied with their nursing care as observed in their low mean scores 26(4.7). In a study by Wallin, et al. (2000) they did not find a correlation between age and patient satisfaction. However, Jackson, et al. (2001) found age to be significant predictor of satisfaction; they found that older patients were generally more satisfied than younger patients. This might be explained by the fact that older patients were too conservative to interact with female nurses in the Maiduguri culture.

There was also an association between education and patient satisfaction. Respondents with limited educational status were observed to have higher satisfaction, respondents who were illiterate and those with only basic education were fully satisfied compared to those who had tertiary education who were dissatisfied. This may be attributed to the fact that patients with higher education being able to access information about the duties of the nurse. They may also have read about the patients' charter and know about the responsibilities of the nurse. If these responsibilities are not carried out to the letter they become dissatisfied. Those with limited education have no access to this information and tend to be satisfied with the nursing care given since they have nothing to compare with. This is similar to a study by Alasad and Ahmed (2003) who reported that less educated

patients tended to have high satisfaction. This is further supported by a study by Dzomeku, et al. (2013) which state that those who attained higher educational level were not satisfied with their care. Also they found clients with limited education are more passive and less critical about how they were treated by nurses.

Guadagnino (2003) asserted that expectation influence satisfaction and appear to have an inverse relationship with it; if expectation is high, satisfaction is low. On the contrary, the present study revealed that patients' who had high expectation from nurses also had different satisfaction from those with relatively lower grade of expectation. By implication, patient's expectation was seen to have influenced their satisfaction. The relationship in this study though not statistically confirmed appeared to be a direct proportionality relationship, similar with the findings of Naveed (2012) whose cross-sectional study reported high expectation and conversely high satisfaction among patients in a tertiary hospital.

5. Conclusions

Patient's satisfaction is an important indicator of quality health care. Also, nursing care has shown to be an important indicator of patient's total hospital satisfaction. It indicates that quality nursing care should be viewed and practiced from the patient's perspective. This study has also revealed that patients generally had high level of expectation from nurses. Furthermore, males and patients with higher level of education expected higher quality of care from nurses than their female and lower level of education colleagues. Overall, patients had a variable experience of nursing care; more than 50% patients were satisfied with care provided. Males, younger patients and less educated patients were more satisfied with quality of nursing care they received in UMTH. Patient's expectation, gender, age and level of education were the most predictors of patient satisfaction with nursing care. These results offer the hospital management the opportunity to work out strategies for improvement.

6. Recommendation

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

- Patient assessment survey should be carried out routinely by health institution in all aspect of nursing care to improve the quality of service.
- On-going monitoring of patient satisfaction in UMTH should be specific to nursing services
- Nursing training institutions should be strengthened regarding skills training
- The UMTH management should develop and test nurse-sensitive indicators that are related to patient satisfaction.

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The Socio-Economic and Psychological Effects of Bank Robbery in Nigeria.

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Abstract. Bank Robbery is an organized crime which involves stealing from a Bank while the Bank is open, and in the presence of bank officials and those who come to do transactions. The study seeks to examine the socio-economic and psychological effects of Bank Robbery in Nigeria within the period of ten years i.e. 2006-2015. This act entails the use of violence or force at gun point or similar sophistication to enhance operation. Perpetrators regard such act as normal business carrier just as any other carrier with deliberate and rational way to wealth and good life. The study shows that, of all the six geopolitical zones in Nigeria, South- South recorded the highest incidents, seconded by the South West, followed by the South East, and next by North Central. The North East recorded minimal cases and it came fifth in the cycle, whereas the North West had no cases at all for the period under study.

Consequently, the study also shows that those zones which were more prone to Bank Robbery attacks suffered severe socio-economic and psychological effects than those zones which had fewer cases. Some affected problems were personal cases such as Bohemian existence by victims which resulted from loss of money from affected banks and during attack. Other cases took the form of post-traumatic stress disorder as they were discovered to exhibit an abnormal life style. Whereas, others are family setbacks which are as a result of death of victims who are relatives or family members, loss of confidence in the affected Banks which in turn affects the people's propensity to save money in the Bank.

However some measures have been suggested in the course of this study as possible solutions to plummet this act. For instance, family reorganization, mentoring model, government living up to its expectations by creating jobs and other social securities, adequate prison reforms etc. These to greater extent, will reduce the rate of crime in the society.

1. Introduction

One of the pervasive, threatening violent crimes emerging in Nigerian society today is Bank Robbery. Bank robbery came in recent times as an off-shoot of what is known as violent stealing. Because of the specialized nature, techniques, and the good number of membership involved in it, it is classified as organized crime.

Michalowski in Igbo (2007:21) referred to organized crime as “any structurally coordinated and bureaucratically organized association of individuals that relies almost primarily upon illegal sub-goals and means to facilitate the accumulation of capital”. Similarly, the United Nations Convention against transnational organized crime (article2a) in Abadinski (2013) states that “An organized criminal group shall mean a structured group of three or more persons existing for a period of time and acting in concert with the aim of committing one or more serious crimes or offences established in accordance with this conventions, in order to obtain directly a financial or other material benefit”

Organized crime involves either a small or large scale organizations to operate and flourish smoothly, sometimes across national boundaries. Example of those that operate on elaborate manner are criminal gangs such as high jacking, arm robbery like automobile theft and disposal of auto spare parts, bank robbery, kidnapping. Other forms of organized crime includes criminal syndicates (This is a group whose members direct its violence against the competitors) examples are; smugglers, Mafia groups, Gambling and Narcotics which engage in illegal deals such as drug peddling, arms deal, and human trafficking. Also among these organized crime groups is racketeering, this group adopts threats and intimidations to achieve its goals. Lastly, is the political graft which is centered on abuse of office and person and personality, examples is election manipulation, kickbacks, executive frauds etc.

According to uniform crime reporting program Federal Bureau of Investigation (FBI2010), Bank robbery is seen as the crime of stealing from a Bank while persons other than the perpetrators are present and are subjected to force, violence or the threat to violence. While Robbery to them (FBI), is the taking or attempting to take anything of value from the care, custody, or control of a person or persons by force or threat of force or violence by putting the victim in fear. Bank Robbery is therefore defined by FBI as, entering a Bank when it is open and obtaining money either using force or the threat of force. Breaking into the Bank when it is closed is burglary [Federal Bureau of Investigation, 2010]. Those who engage in Bank Robbery are full time professional criminals who do not engage in such act by chance, emotional drive or stress but with a deliberate aim to make wealth and good life.

Historical antecedents has no trace of any crime involving few or large number of persons (i.e. group) in the pre-literate and colonial Nigerian societies. What was practical then was a form of rudimentary criminal acts such as briganding, theft, crime against the gods such as disobedience and witchcraft, culpable homicide,

adultery, etc. In the same way, punishments for criminal offenses at this time corresponded with the traditional forms of criminal justice system and administration, such as trial by ordeal, ignominious punishments such as satire or pillory, banishment and ostracism. But today, criminal gangs emerged as a result of changes arising from technological advancement, education and industrialization.

2. Statement of the Problem

Bank Robbery being a form of organized crime has no trace in traditional or pre-literate societies in Nigeria. It only emerged in recent times as a result of modernization in terms of high level of technology, educational advancement and mass media, etc. Perpetrators of this act make use of modern sophistications to ease their operations, and gang members specialized in different skills or professions, each having his own role to play at the appropriate time. Often times, the act is carried out at broad day light that is, when Banks are open, transactions are ongoing, and customers who go to do transaction during such moments receive threats of gun points and other victimizations, as well as Bank officials and security guards on duty. The trend of Bank robbery has continued for over two decades in Nigeria, and it has become so worrisome not only to Bankers and business men but the entire society. Many Banks have lost customers because of all the consequences they face during attack and the huge money lost. The society itself is threatened by this act and it has affected their propensity to save money in the Bank. It has also brought set-backs to many families whose members were victims of such attack, such as business failure, hunger and poverty, etc

Much effort has been made to address this ugly situation. The Banks, Government and the entire society still have their hands on deck while facing this great challenge to provide lasting solutions to these problems. The use of electronic devices and cameras which can detect and help in tracking down perpetrators have become some of the veritable tools implored to combat this menace. The use of strong security guards in various Banks is a common adherence that never goes down without a fight from perpetrators. And the trend of Bank Robbery has increased rather than decreasing.

3. The Nature and Scope of Bank Robbery

Bank Robbery activities are professionally the hand work of organized body popularly known as armed robbers or bandit. These sets of people often have a good number of members who are specialists in different fields. According to Igbo (2007:126), membership includes drivers, mechanics, safebreakers, welders, electricians and the foot soldiers who provide aids. These categories of people perform different roles as they carry out their operations in a given time frame.

It is likely though not certain that in the first attempt that people who engage in this illicit trade may not be caught; Reason being that the organized criminal group are highly coordinated and structured with goals and operational rules which are strictly adhered to. They may not be caught at first attempt but when it

continues, there may be reprisal from the conventional society, where they will be repelled and the outcome will be bloodshed. It is worth noting that, members of this deviant group enjoy high status in the criminal under-world, as tough guys or hard nuts, and hardly do they mix up with amateur groups. They are always very sensitive and cautious not to have deep association with women and none members of the underworld for fear of betrayal and loss of source of their livelihood. They are likely to be mobile because of their activities and whatever location they find themselves, the first contacts are members of like minds.

Interestingly to note also, is the group's hierarchy of power and exercise of authority. Those in the lower level of power give loyalty and services to those in the immediate power position. The strength of the organization lies in the ability of the leaders to use coercive techniques or violence to secure compliance from members by enforcing underworld code of conduct or discipline on them. For this reason, discipline is maintained in the group in such a way that personal interest is subordinated to the group interest to achieve collective goals. But those who threaten the success and safety of the group are violently dealt with.

4. Effects of Bank Robbery on the Socio-Economic Life

Bank Robbery is known to be a violent act which has brutalized and caused much harm to the people. Trends of this act in Nigeria over the past few years show that many people have become victims and some have died in the course, even most perpetrators of this act lost their lives during operations. So many others suffer injuries and reported cases of victims are bank officials, security guards, police and mostly customers who come to transact businesses in the bank. Reports and threats of Bank Robbery cases have caused fear to many customers especially the rural dwellers; these cases have brought a decline in people's spirit and propensity to save money in Banks to avoid victimization from robbers. More so, most customers have lost confidence in banking businesses as victims of Bank Robbery share the effects with their family members for instance, some who surrender their money in the course of the attack within the bank premises develop bohemian cases which are linked to the post traumatic depression and financial loss.

Invariably, looking at this scenario it infers that the banking system is at the brink of losing its traditional role as custodians of wealth (i.e money). Let alone its reputation, people no longer repose confidence on the bankers themselves because it is not unlikely that some of them act as connivers or informers to the robbers. The banking business itself is destroyed because of the huge financial losses which if not well managed may result into insolvency.

Those who suffer victimization are neither compensated nor rehabilitated; they are rather left to face their ill-fated condition. This has led to poverty among such families, since so many who depended on their businesses as the last resort could not fund them any longer due to great loss. Above all, the entire society is being threatened by Bank Robbery cases as it has become ubiquitous in the entire society, people live in fear of insecurity and panic.

5. Review of Literature and Theoretical Framework

5.1 Social and Environmental Factors

a). Poverty: Poverty is the most deadly among the social problems. The World Bank in Dambazau (2006:86) viewed the phenomenon as multidimensional and a situation in which people are unable to fulfill their basic needs as well as lack control over resources. These may also include lack of education, skills, experience poor health, malnutrition, shelter, poor access to safe water and sanitation, vulnerability to shocks, violence and crime. It is clear evidence that Nigerian masses languish in abject poverty, a condition that most likely drives people to committing crime. Especially where goals (or values) in the society are highly placed, but the means of achieving them are not clearly defined, it makes it difficult to attain, hence the deviation from the prescribed means.

b). Unemployment: According to Dambazau (2006), unemployment is defined as “enforced idleness of wage earners that able and willing to work but cannot find jobs”. It is synonymous with poverty and both complement each other as they affect humanity and it’s one of the greatest problems in Nigeria. Majority of Nigerian youths are roaming the streets, most often they take to drug abuse, cultism, prostitution and violent crimes such as arm robbery. These are results of frustrations, stress and strain in addition to the trauma of hopelessness from unemployment.

c). Divorce/ family disorganization: Family disorganization such as divorce or separation or loss of parents is one of the major preponderance to delinquent behavior among children. Divorce and family separation are seen to have negative consequences such as peer influence in neighborhood, cheating and lying, theft, pilfering, buglers, prostitution etc. It can therefore be observed that, negligence from parents and the attendant consequences on youth lifestyle may culminate into future adult delinquency and violent crimes among youths.

d).Modern technology: In most cases technology impact negatively on the lives of so many youths in Nigeria. The influence of mass media, the use of sophistications, and the application of cyber related technology makes it easier for criminal gangs to carry out their operations in the banks. As much as technology is ancillary to investigations, it also facilitates criminal acts. Bandura in Jones (2006:417) summed it up by noting that people who watch television for any length of time will learn a number of tactics of violence and murder. He described television as a superb tutor.

e).Urbanization: This is where the rate of urban population increases over a period of time as a result of rural urban migration. So also there is a corresponding increase in crime rate which is as a result of cultural transmission of migrants in their new areas of settlement. Dambazau (2006) observed that, urbanization is said to uproot and dislocate communities and create new inequalities between haves and have-nots. At the same time, traditional value systems and structures that once served as restrictions to most criminal behavior are under mined; hence people have now become isolated, alienated and less constrained by social norms.

5.2 Theories

5.2.1 Rational Choice Approach

Rational choice theory is built on classical theory founded by the 18th century scholars, Cesare Bonesana Beccaria and Jeremy Bentham. This theory is predicated on the belief that criminality is the result of conscious, rational and at least partially informed choice by those individuals who choose to commit crime. The use of cost benefit criterion is adopted by them akin to what is obtainable in the field of economics which refer to human behaviour in making of choice by weighing both the costs and benefits on alternative items. The prediction in rational choice theory is that individuals choose to commit crime where the benefits out-weigh the costs of disobeying the law (Schmallegger 2004:120).

According to this theory, crime will decrease when the opportunities are limited, benefits are reduced, and costs are increased. Logically, to deter or prevent people from crime is therefore derived from where the forbidden activity which is greater than the amount of pleasure is derived from it.

5.2.2 Psychological (Psychoanalytic) View

This approach is highly linked to Sigmund Freud who attributed behavior largely to responses to unconscious forces such as drives, emotions, instincts which may predispose individuals to commit crime. Three elements of personalities were identified by him as being the major factors which influence man's behavior to commit crime.

- ID (Instinctive Drive), being fundamental element in man's personality and from which desires, drives, wishes and urges are produced, seeks immediate gratification. The theorist believe that the ID operates in accordance with the pleasure for instance, when urges percolates, individuals hardly gets conscious. More so that, every person is a potential carrier of the prerequisite instinct for criminal behavior, example for sexual urge, potential murderers, thieves etc, this to him can only be checked by other elements.
- The Ego. This second element is logical, rational and realistic part of personality. It evolves from the ID and draws its energy thereof. The theorists argued that the Ego function to satisfy the ID urges, but most often consciously act in accordance with reality principles
- The Super Ego, this act as the third element receives parental expectations of what is good or right at the early age of the child, but later incorporates the values of the broader social world. More guidelines are set through interactions, acquisition or internalization of moral values which serves as a mirror to an individual. The theorist argued that "Ego Ideal" is the symbolic representation of societal values, through this aspect, human behavior is controlled. But criminal behavior to this theory is attributed to

certain personality conflicts, for instance, the result of poorly developed super ego may cause the mind to fall back on Ego's reality-testing ability. Secondly, that inadequate sublimation (i.e. the symbolic substitution of one aspect of consciousness for another) maybe another cause for criminal behavior- a process through which powerful sexual and aggressive drives are channeled into socially constructive activities as a result of improper sublimation. This may be the cause of criminal behaviour especially among young people who go into crime.

6. Research Design and Methodology

6.1 Research design

The study was descriptive in nature. It used a descriptive quantitative and qualitative research designs for the purpose of making valid conclusions. Quantitative design which was qualified in two broad categories, that is; experimental and survey design which assessed the socio-economic effects as an independent variable. Whereas qualitative design involved the use of interviews to obtain information from the bank staff respondents, security groups, and the community.

6.2 Research Approach

As this study is a business and management research, it features both positivist and interpretivist characteristics and it also involves the deductive approach (Hussey & Hussey, 1997; Robson, 1993) as well as the inductive approach (Easterby-Smith, Thro & Lowe (2002)). Combining these two research approaches at the same time is perfectly possible and advantageous for a research.

6.3 Unit of Analysis

The units of analysis of the study were bank officials, the security group and community members who were victims of bank robbery.

6.4 Sampling Design

A non-probabilistic sampling method, random sampling was used in drawing samples for this study.

6.5 Data sources

The study was compiled with the help of primary data and secondary data. Primary data were collected by direct personal interview. A sample of 20 bank employees responded to the interview.

During the study, information about the trends of bank robbery cases was elicited from secondary source such as the internet. This information also show the rate of casualties throughout the trends of bank robbery in Nigeria. This is illustrated on the table below.

7. Trends of Bank Robbery Cases in Nigeria's Six Geo- Political Zones, from 2006-2015

Geo-Political zones	Dates/ Years	Casualties/ dead	Town/City	Bank
SOUTH- WEST				
Iyana-ikpaja, Lagos State	18 th Nov 2013	2 Police and 6 Robbers dead	Yana Ikpaja Lagos	New Generation Bank
Lagos State		2 police dead 1 Bank manager dead	Fagbalju	Union Bank
Lagos State	14 th April 2013	1 Police constable dead and 3 injured	Ogba	New Generation Bank
Lagos State	25 th June 2015	1 person dead	Ikorodu	Zenith Bank and First Bank
Ondo State	14 th Jan 2014	15 People dead	Ondo State Akure	New Generation Bank
Osun State	19 th July 2014	6 dead	Abeokuta	Wema Bank
Oyo State	3 rd March 2014	1 arm robber dead 15 dead Total 16	Ibadan	New Generation Bank
Ogun state	3 rd Jan 2014	-	Ijebo Ode	
Osun state	3 rd Jan 2015	-		
SOUTH-EAST				
Imo State	14 th April 2012	4 injured	Owerri Okigwe Rd	United Bank Of Africa(UBA)
Enugu State	11 th Jan 2015	1 dead	Arochukwe	New Generation Bank
Abia State	4 th July 2006	3 dead	Aba (Ogbo Hill)	First Bank
Imo State	22 nd April 2014		Owerri	World Bank Housing Estate
Ebonyi State	30 th Jan 2012		Abakaliki	New Generation Bank
Anambra State	25 th June 2012		Okija	New Generation Bank
SOUTH-SOUTH ZONE				
Delta State	12 th May 2009	3 dead	Ughelli	New Generation Bank

Delta State	Sept 2014		Ughelli	Community Bank
Delta State	22 nd Dec 2014		Agbo	Access Bank
Edo State	22 nd March 2012		Ekpoma	Zenith & UBA
Edo State	26 th Nov 2012		Auchi	First Bank
River State	5 th Dec 2011	7 people dead	Port Harcourt	
River State	5 th Nov 2014	2 robbers shot dead	Port Harcourt	EcoBank
River State	11 th July 2012	2 dead	Port Harcourt	Sky Bank
Bayelsa State	July 2012	3dead		New Generation Bank & Diamond Bank
Cross River State	27 th Nov 2014		Obudu	GTB & First Bank
AkwaiBom State	12 th May 2011	1 arrested no dead	Abak&Ikot-Ekpene	First Bank
AkwaiBom state	23 rd July 2011		Uyo	Equatorial Trust Bank
NORTH CENTRAL				
Benue State	10 th March 2013	2 dead	Markurdi	New Generation Bank
Benue State	13 th Feb 2014	2 Bank Officials dead		New Generation Bank
Nassarawa state	23 rd Dec 2014		Lafia	
Niger State	21 st Jan 2015		Lapi	
NORTH-EAST				
Adamawa	25 th August 2011		Yola	2 Banks were attacked
Yobe State	16 th Oct 2013	40 dead	Damaturu	

Source: *Federal Bureau of Statistics*

Records projected above have shown that in the trend of bank robbery cases in Nigeria, the South- South zone recorded the highest number, and the number of casualties was high, which indicates that the socio- economic effect was high on the inhabitants of this zone. South-West came second with high number of cases and casualties too. Next in the line is the South East, this zone experienced many cases but fewer casualties. Next in the trend is North- Central which also had so many cases but fewer casualties, the next is the North- East which had fewer cases and high number of casualties. Last is the North- West which did not record any case at all.

8. Recommendations /Solutions to Bank Robbery

(a) Family reorganization.

Since family disorganization leads to breakdown of social control in the family, this may culminate into delinquent behavior among children. There is no gain saying also that, family reorganization and stability will lead same to good behavior among children in the family. Therefore, the adoption or employment of counselors to manage marital issues by families should be encouraged. Avoidance of broken

homes such as divorce, separation and single parenting should be highly discouraged. Government policies should be made to embrace educationally challenged persons or youths in families and communities, that is Youths who are financially challenged should be cared for, and be given free education, rehabilitation, as this would help at reducing street gangs.

(b) Mentoring model.

Projects and programs such as workshops, and orientations be organized. Government should partner with NGOs, CBOs, to send good messages across various institutions of learning. Mass mobilization campaigns be embarked upon, traditional institutions be incorporated to preach against cultism/gangsterism, drug addiction, prostitution, child abuse and their effects to mankind. Mentoring also requires that leaders should show good example, leaving up to expectation in their place of occupational assignments. Leaders should give good account of their stewardship if we must expect a general attitudinal change.

(c) Special security squad should be trained to combat bank robbery attack and these should include ground and air surveillance through the use of helicopters and duty vehicles as patrol teams.

(d) Government living up to its expectations:

Job creation is a major expectation which will help to dowse down the tension of unemployment. Equal opportunities should be given to all citizens, in terms of job creation, promotion and job security. Private sector's participation in national development should be adequately addressed and supported by developing level plain grounds for investments, such as reduction of tariff and other related taxes, ensuring political stability and a corruption free environment if private sector involvement in investment is to gain route.

(e) Adequate prison/inmates reforms.

Modern prison system should be built to serve the purpose of reforming and rehabilitating inmates (Offenders) and not just for deterrence purpose. Being that, traditional philosophy of the penitentiary (i.e. Prison) which is anchored on how the criminal could retain his stability by way of changing his depraved mentality (psyche) should serve the society as a demonstration of proper social organization. In view of this, deliberate policies by governments and other stake holders should be targeted on the following areas:

- Decongesting the prisons by treating cases of Awaiting Trial Persons (ATPs) swift or without delay. Suspended sentences be revisited with urgency, to allow justice prevail. Moreover, avoidance of prison/cell congestion will help to forestall negative influence amongst inmates as well as disease control.
- Classification: Decongestion will create room for adequate classification of inmates as more cell accommodation will be available for inmates to be kept according to their criminal types and gravity of offences, for instance

separating harden criminals from milder ones, separation by sex and age, and between the tractable and non-tractable offenders, etc.

- Adequate prison labour should be made to target the psychology of inculcating good behaviour and hardwork in lieu to enforced idleness from strain in the conventional world. Establishment of labour farms within communities close to prison yards be encouraged, to allow routine work persist throughout inmates jail term. And uniform at work has deterrent effect on inmates because it stigmatizes the psyche of these individuals by etching them from wanting to have a repeat of same experience. It will also correct idleness and laziness among inmates.
- Other programs may include adequate counseling by professional; psychologist, social-workers or medical-workers, educationist, or through chaplaincy, recreational activities, skilled acquisition programmes be for inmates, periodic contact with spouse for conjugal reason to avoid homosexuality and spread of disease to be encouraged.
- Like recidivists, harden criminals, typical criminal, violent criminals etc. there seems to be no hope for these categories of offenders. However, good reformation lies on the treatment adopted by the prison system for instance, primarily treatment should take the following processes:
 - (i) Diagnoses, some special cases should be treated with care by professionals.
 - (ii) Evaluation, knowing when a particular case can be expiated when treated and determining the extent of jail term for such cases, and making necessary recommendation for their release.

Secondary treatment should be as follows:

- Prison labour: this is important because no man is useless unless he is put out of use. Farms should be established by using the inmates
- Improving the educational quality of offenders
- Good counseling
- Correct their physical defects such as those with mental illness
- To reintegrate them into the society upon their discharge; there should be a follow-up prison guard to escort discharged persons, workshops be established for them. All these are sure ways toward achieving good success in prison reform. This in essence may bring about a departure from deterrence philosophy which is anchored on authoritarian regime to democratic regime founded on the principles of rehabilitation, reformation and reintegration

9. Conclusion

Bank Robbery is the extreme case of violent crime because of the devastating nature that is how it has affected humanity socially, psychologically and economically. When committed there are often loss of money and lives. Perpetrators are desperadoes who have no value for life but think more about money. This kind of crime can be reduced if our family foundation is correctly put

in place. More so, if we shun cultism and discourage the use of drugs and alcoholic consumption especially by youth, it will serve as moral constraints on them. We should train our children to imbibe good cultural norms, and values. All these will help us achieve much desired fit of keeping a criminal free society.

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Part Five
Creative Writing



Re-assessing Contemporary Socio-Political Issues in Festus Iyayi's *Violence and The Contract*

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Abstract. African writers, particularly post-independence writers have always used their works to comment on current socio-political affairs and act as the mouthpiece of the downtrodden. Their works are steeped in social issues that affect the poor masses who are daily exploited by property owners and the government. This essay examines Festus Iyayi's engagement in contemporary affairs in Nigeria and his efforts in re-orientating the masses to come together and collectively confront their exploiters. The essay draws insights from two of Iyayi's novels: *Violence* and *The Contract*. Both novels dramatize various socio-political issues that have held the Nigerian nation on her knees. The study relies on the tenets of Marxism in interrogating Iyayi's commitment in galvanizing the masses against their oppressors. The paper exposes the fact that the oppressors are afraid of the masses and believe that someday, the masses will rise against them. Hence they put machineries of exploitation and dispossession in place to keep them in check.

Keywords: Re-assessing, socio-political, Festus Iyayi, commitment

1. Introduction

African novelists and critics have come to a consensus and contended that the creative artist recreates society and its antecedents. He not only does this but also raises some salient questions that aimed at affecting positive changes in the society. It is against this background that Achebe (1975) avers that the African "writer cannot be expected to be excused from the task of re-education and regeneration that must be done. In fact, he should march right in front" (45). This idea is also supported by Ezenwa-Ohaeto (2000) in his review of "A Harvest from Tragedy:

Critical Perspective on Nigerian Civil War Literature” when he explains that: The writers have made literature to continue to function as the mirror of society. In the process of mirroring society and criticizing its pitfalls, the war literature also serves as a compass for social redirection (14). What stems from the above idea is that while mirroring, African literature also strives to re-educate, re-generate as well as re-direct society for the betterment of all. It is perhaps in line with this notion of redirection that Abiola Irele (1981) remarks that the African writer is “groping implicitly through the imagination towards the recreation of a new order in Africa” (28). The writer therefore serves, not only as the voice of the voiceless but also the preserver of societal ethos. This is why Achebe insists that “art is, and was always, in the service of man”. According to him, “our ancestors created their myths and legends and told their stories for a human purpose” (19). In other words, the African writer tries as much as possible to capture the socio-political and cultural atmosphere of his society and record them like the historian does for his people.

The early African novelists used their works to correct some of the wrong perceptions about Africa created by European writers. The writers were engaged in re-telling the African stories from the eyes of the insider. Writers such as Achebe, Camara Laye, Cheikh Hamidou Kane, Mongo Beti, Ferdinand Oyono, to mention a few, use their novels to tell the world that Africa has a very organised cultural set up before the coming of Europeans to her shore. The task was to restore the seemingly lost cultural dignity of the African people. Achebe, one of the leading voices of the group of African writers explain the creative vision around his early novels thus:

I would be quite satisfied if my novels (especially the ones I set in the past) did no more than teach my readers that their past – with all its imperfections – was not one long night of savagery from which the first European acting on God’s behalf delivered them (45).

It is against this background that Asein S.O. and Ashaolu A.O. (1985) suggest that the first generation of African novelists recreate their themes “around colonial experience and the impact of the experience on the indigenous peoples and culture” (2).

However, the political climates that greeted the post-independence African countries made the writers of this period to have a rethink. The high expectations that heralded the attainment of independence by many African countries during the 1950s and 60s soon fade away as many African leaders turned out to become monsters that daily torment their people. This created new crops of African novelists with socialist orientation. These novelists expressed their disgust about the leadership challenges in various ways. They rooted for the masses and produced works that confronts the oppressive and exploitative tendencies of African political leadership. The result was such works as Achebe’s *A Man of the People* (1965),

Ayi Kwe Armah's *The Beautiful Ones are not Yet Born* (1968), Ngugi wa Thiongo's *A Grain of Wheat* (1967), *Devil of the Cross* (1983), Festus Iyayi's *Violence* (1979), *The Contract* (1982), *Heroes* (1986), among others. These novels engaged the corrupt and insensitive tendencies of the new African leaders against their people. According to Jude Agho (1995), these novels "have often been appropriately characterised as novels of post-independence disillusionment" (5).

The writers of this period rooted for the Marxist ideology and created characters who try to question their class in the society. Marxism is a socio-political ideology which aims primarily at creating a society where everybody would be equal, a classless society sort of. To these writers, the masses must come together and confront their oppressors through an organised revolution which may affect all aspects of society; where the oppressed would come all out to seek to produce a society where there can be peace, equity and justice. This is because the writers believe that literature does not exist independent of the society. According to Ngugi (1972), literature gives "impetus, shape, direction and even area of concern by social, political and economic force in a particular society"(xv).

Like most African novelist, Festus Iyayi has distinguished himself as a committed artist, committed to the social, political and economic concerns of his people. He uses his novels to give voice to the oppressed peoples of Africa. Festus Iyayi in his novels has fashioned various techniques of exposing the socio-economic ills that constantly affect the mass in the society. He engaged in many of his novels, the problems of exploitation, political looting, unemployment/joblessness, military dictatorship, and in the process; he exposes the real enemy of the people as well as celebrate the true heroes of society. As a Marxist writer, he engages himself with the issues of corruption, political mismanagement, social injustice, poverty and unemployment. He believes by bringing these issues to the fore, society, particularly the oppressed can come together to confront their common enemy – the political oppressors and capitalist exploiters. This is what Achebe believes every true African writer must do to liberate their people from the shackles of ignorance and oppression. According to him, "...an African creative writer who tries to avoid the big social and political issues of contemporary Africa will end up being completely irrelevant – like that absurd man in the proverb who leaves his burning house to pursue a rat fleeing from the flames" (78). These socio-economic and political issues will be interrogated in this essay. We shall use his novels: *Violence* and *The Contract* as our analytical texts. Efforts will also be made to explicate the indices of re-assessment on which the foundation of this essay is hinged.

2. Socio-Economic and Political Issues in *Violence* and *The Contract*

One of the major socio-economic and political issues explored in Iyayi's novels is economic exploitation. Exploitation can be described as a situation whereby an individual, a group or an organisation is used by another in a cruel manner for a selfish purpose. It can also be seen as an act whereby some human conditions are

taken advantage of by the privileged. This notion of exploitation resonates through the novel, *Violence*. In this novel, the services of Idemudia and his three friends are exploited by Mrs. Queen Obofun, the rich government contractor and owner of Freedom Motel. The four friends were asked to offload one thousand, five hundred bags of cements at a piteous rate of twenty naira. Queen knows that these poor friends needed the job and the money desperately because there are no other jobs in town. She senses that if they leave the job, there may not be other jobs readily available for them, especially since it was in the rainy season. Although she knows that for a difficult job of that nature, the money she offered to pay was too meagre, she coerced them to take up the job. She had thought privately: "If they refuse, she would obviously have to offer them more than five naira each" (*Violence*, 22). The work was so difficult that Idemudia fell sick. Unfortunately, the money from the arduous job was not enough to cure his illness.

Furthermore, at the building site for government low cost houses, we also witness the exploitative tendency of the privileged in the person of Mrs. Queen. Here, we are confronted with the horror of open exploitation of the people's labour. The labourers are made to work like animals but are paid peanuts. These workers are made to work under strenuous conditions. Their break time which was formally thirty minutes is reduced by fifteen minutes. Any worker who dares to request for higher wage is thrown out. One of the labourers laments thus: "we earn so little and yet we are worked harder than slaves" (*Violence*, 246). This exploitation is possible because there are no jobs in other places. This poignantly paints the picture of contemporary Nigerian society where those who are unemployed is almost twice the numbers of those who are employed. Thus anyone who eventually gets employed, no matter the treatment and exploitation by his employer, holds tenaciously to the job. Labourers have become slaves to their employers who hire and fire them out will. Idemudia, the protagonist in the novels laments this situation when he exclaims:

What kind of life is this? He asked himself a hundred times. A man gets a job and cannot protest. He cannot protest for higher wages, the period of his leisure is cut down arbitrarily and he must come to work when he is told. This is slavery... (*Violence*, 243).

This explains the helpless situation of the Nigerian workers who are daily exploited by their workers.

However, Ijayi does believe that the workers should continue not to make themselves cheap commodities for the exploiters. They must ask for better treatment and improve wages. In doing this, they must organise themselves and speak with one voice. If possible, they should resort to strike. To Ijayi, the exploiters are afraid of sabotage. They are always helpless when their businesses are grounded. Hence, they would not want to hear anything like industrial action.

So that when the people came together to speak with one voice, Mrs. Queen Ibofun quivered. In her desperation, she decided to woo Idemudia, the nominal foreman over to her side – even to the extent of offering him her body. However, when Idemudia refuses her advances, she resorts to cheap blackmails.

Similar instances of exploitation are also interrogated in *The Contract*. In *The Contract* for instance, the protagonist, Ogie Obala, a promising idealistic young man who just returned from abroad was exploited by his own father to double his loot from government confers. In this novel, Ogie's father, Chief Eweh Obala is the chairman of the Ogbe City Council, the body responsible for the award of contracts in the government establishment. Through his scheming, Chief Obala was able to make his son the permanent secretary to this council against his will. As the Chief Obala puts it, Ogie "has no choice". He must accept the job because he is his father. (*The Contract*, 13). The reason for the father's desperation is obvious. He hopes to use his son's share to double his share in the percentage cut from the multi-million naira contract to be awarded by the Ogbe City Council.

However, having been neck-deep into the scheme, Ogie was determined to get his fare of the loot. As an idealist, he wants to invest his share here in Nigeria because he believes that it is a form of development to the economy. So that, when his father says, "all of it goes to Switzerland", Ogie replies: "I would want to invest my share of the money in business here" (*The Contract* 94-5). But since his father only needed him as a tool he could not stand against his father's scheming. He confessed to Eunice Agbon thus: "We are both the instruments of forces greater than ourselves. We are both being used and whatever choice we have is restricted (*The Contract* 80). However, in an attempt to undo his father, Ogie organises a robbery on his father to get his due of the money. Unfortunately for him, he is killed through a shot from the gun of his unsuspecting father. This is definitely a high form of exploitation. Chief Obala aim of making his son the permanent secretary of the Ogbe City Council was for his selfish interest. In all the scheming, the son had no voice. The moment he tries to fight back, he is killed.

These exploitative tendencies by those in authorities are still prevalent in our Nigeria of today. This is very relevant in contemporary Nigerian society where parents recruit their children into politics to increase their stake in political benefits. Instance are abound where parents and children are kept in prison custody for looting public funds. In the Nigeria of today, the poor are no longer seen as stakeholders in the country's project. Prices of commodities are hiked so that the masses are made to beg before they could eat. According to B.E.C. Oguzie (1986), the privilege few not only "defraud the government to amass their wealth, they also exploit the poor and thrive on it" (20).

Iyayi, however, believes that there must be a stop to this unholy act of sabotage to the collective sensibility of the masses. Hence he uses his novels not only to address the consciences of his readers but also to incite a revolt against the

exploiters. This is clearly demonstrated in *Violence* through the character of Idemudia as the head worker on Queen's building site where he organises his fellow workers and threatened a strike. Onise Ine and Oniha Obala are also revolutionary in their outlook in *The Contract*.

Another evils perpetrated by the privileged group against the downtrodden as presented in the novels of Iyayi is excessive looting of public funds. This is one of the greatest challenges facing contemporary Nigerian society where the quest for material gains is given premium by everyone aspiring for leadership position. Looting has to do with fraudulent acquisition of public funds for personal enrichment. It has become so rampant in contemporary African society that it is now a source for concern for the African writers. While the majority of the masses leave in squalor, a privilege few wallow in affluence at the expense of all. This issue is well ontologised in the two novels under examination in this essay.

In *Violence* for instance, Mr. Iriso, a Superintendent of the Food Production Department in the Ministry of Agriculture had to loot over two thousand tins of peak milk and three thousand eggs in his custody just to have the resources to satisfy his sexual urge with Mrs. Queen Obofun. He continuously engages in this unholy act until he gets to the moment of self-realisation. However, his moment of regrets only came when the selfish purpose for which he looted the items was not achieved. As the narrator tells us:

On the bed, Iriso remained sullen. 'Five hundred naira!' his mind cried. 'Three thousand eggs, two thousand tins of milk! Christ! What have I done? Given them away for nothing? He cursed himself (*Violence*, 102).

Similarly, Obofun, Queen's politician husband was also neck-deep in this act of looting public funds. He demonstrates his selfishness by looting public funds while serving in the Ministry of Works and Transport. Dala, his former colleague tells us that:

Then it was rumoured that Obofun had been loaned some money to build a personal house. According to the rumour, Obofun had built the house but instead of staying in it, had let it back to the Ministry at an extra-ordinary high price. Some put the figure at twenty thousand naira a year. Obofun, who neither confirmed nor condemned the rumours soon moved over to the Ministry of Land and Housing (*Violence*, 29).

This is an act of injustice to the collective psyche of the public who are so free-minded not to have noticed the evils that are committed against them by those in public places. As Oguzie contends, Iyayi “clearly shows that whereas the high-ups are prepared to steal, cheat, dupe and even murder in the name of government, the poor remain honest” (254).

In *The Contract*, Iyayi presents the act of looting public funds as a thing that has gained legality and it is committed with enthusiasm. Here, he satirises the Nigerian society where those who enrich themselves with public funds are celebrated while those who oppose them are vilified. In this novel, nothing seems to be wrong in indulging in the act of looting public funds. It is the fashion of the day and to be left lagging behind is to be unrealistic and to be termed a fool. Nobody wants to be branded a fool. Therefore, all, especially, those holding public offices are deeply involved. For instance, we are told in *The Contract* that Mallam Mallam “deals with cheques” in his business. Mallam Mallam is a tricky man, an easy-going fellow who connives with some staff in the top echelon of government establishments to transact dubious businesses. He is a “ghost” contractor who supplies no item but collects cheques for one hundred thousand naira each week in the guise of having supplied some goods. But he tells his childhood friend Ogie that:

I am a contractor. I supply them with various items.
Each week, I receive a cheque for one hundred
thousand naira. I go to the bank and cash it (*The
Contract*, 17).

Mallam Mallam however opens up to him on the true nature of his business with the government workers. He tells Ogie:

Actually...I supply them nothing. The money I cash
we share out again. I get my portion, the others get
theirs. It's easy cash, the sort I always wanted (*The
Contract*, 17).

This explains the impunity with which the act of wickedness is carried out on the society. The loot is perpetuated without the slightest sense of guilt.

The highest form of looting in the novel is the contract involving the Ogebe City Council on which the novel's title is implicated. The council had proposed to award a contract tagged “Special Project”. Gradually, the value of the contract is raised from one hundred million to the staggering sum of five hundred million naira. Unfortunately, while the successful contractor gets just ten million naira for the said project, the balance four hundred and ninety million naira is shared among the few stakeholders as a percentage kickback. A brief dialogue between father and son will substantiate this. Chief Obala begins the conversation in this manner:

“The voting will be made by the government initially. Then it will pass into the authority of our council and it will be marked “Special Project”. ‘But how much of this money will actually represent the value of the contract – I mean, will all of it be awarded as a single contract?’ ‘Of course, of course,’ Chief Obala said expansively. ‘All of it will be awarded as a single contract. It is important that the man who gets it is entirely reliable. We will be writing down on paper five hundred million. But the contractor will not be getting more than ten million. ‘And what happens to the rest of the money?’ Ogie asked. ...‘Well the money will be shared out. Each person gets his share” (*The Contract*, 17).

In short, the extent of the loot is heart rending because “the scheming for the multi-million naira Ogbe City Council contract for low-cost houses knows no limit” (Tejumola Olaniyan, 1988:305).

Apart from the problem of political instability, the greatest challenge that faces many African countries today is unemployment and joblessness. This endemic problem has assumed a monstrous position. According to Olaniyan, the numbers of those who live in “squalor and poverty” constitute about “ninety-five percent of the [African] population” (305). As a committed writer, Iyayi has amply portrayed the causes as well as the adverse effects of joblessness in the two novels under consideration. He adopts various narrative techniques to impress the problems of joblessness on the reader. First of all, the various exploitative challenges witnessed by Idemudia and his friends in *Violence* were all occasioned by their joblessness. The problem of unemployment in the Nigeria society has given cause for concern for all stakeholders. A situation where graduate youths roam the streets in search of non-existent jobs while those who are unskilled daily go to various places to seek menial jobs is alarming. For instance, in *Violence*, Idemudia and his friends go to Iyaro on daily basis to look for one menial job or the other, sometimes without success. The situation so degenerates to the extent where Idemudia has to sell his blood in order to save his family from starvation. The state of joblessness is well explicated by Adisa, Idemudia’s wife when she was asked by Obofun about what her husband does for a living. She says: “My husband has been looking for a job for over three years. He has found none. There are no jobs anywhere (*Violence*, 73).

Indeed, there are no jobs. And because there are no jobs, the few menial jobs available are held onto tenaciously, even if it means one should lick the butt of his/her employer. This is the scenario we find in Queen’s low-cost building site. For instance, when Idemudia wanted to know more about the condition of service at the site, he is told by one of the senior labourers in Queen’s site that the poor

condition of service on which the labourers are employed as a result of lack of jobs in the society. Anyone who tries to complain is sacked without compensation.

‘You have just come,’ the man reminded him, ‘and because of you another four were told to go. That’s what the woman does all the time. You can’t ask for higher wages. Go to the site nearby. It is also bad there...’ So if we complain we get kicked out?’ Osaro asked. The man picked up the shovel again, ‘The best thing to do is to keep your mouths shut. Personally I have children to feed and jobs don’t come easy.’ He brushed the sweat off his face and smiled bitterly. ‘The day she came for us at Iyaro I remember that two people fell off the truck. I nearly broke my arm. Such was the rush!’ (*Violence*, 237).

The labourers are exploited because the numbers of those seeking the few available jobs far outweighed the ones engaged. Hence, the Obofuns of the Nigerian society will continue to exploit the masses who are too poor to have a voice to confront them.

In *The Contract*, the problem of joblessness is also well entrenched. Chief Ekata only employs a worker if he has something to offer, particularly his female secretaries. As the narrator tells us,

He always told women what he expected of them when he employed them. Some accepted it [because of their dire need for means of livelihood]. Others did not. Some of those who accepted it changed their minds later and he fired them or they left of their own accord. Some of them stayed for a time until he felt they had out-lived their usefulness; then he fired them. He had no second thought whatsoever about how he treated people. People were to be used. People were building blocks in the great house he wanted to build. All else counted for nothing (*The Contract*, 70).

This is the case of Eunice Agbon who he used as if she was nobody. Aside being a secretary and a receptionist, she also serves as bait used to entice and woo male business partners who would award contracts to her boss. To Chief Ekata and his cohorts, poor people are like merchandise to be used when necessary and when their usefulness is no longer needed, they are discarded at will. The workers, on the other hand, are helpless because if they leave, they may likely not find another job. This is the situation Eunice Agbon finds herself. In one of her reflections, she laments thus: “The man uses me as he would use any other instrument”. The narrator also tells us that:

She couldn't go right away. She has to put in three months' notice. And then there were her parents to consider. Her parents were unemployed, uneducated, and poor. Since she had found this job, things had become easier all around (*The Contract*, 70).

The problem of joblessness in the society is occasioned by the greed of a privilege few who survive by dispossessing the poor. For instance, in *The Contract*, Mallam Mallam and his cohorts are greedy and would love to possess everything that belongs to the people. Their consciences are dead as they see nothing wrong with their rapacious appetites. It is clear from the novel that Mallam Mallam collects cheques from his men in government offices without delivering anything in return. Other major contractors in the novel are also greedy. They would go the extra lent to see that they win a contract. For instance, Chief Ekata had to lure Chief Oloru, his greatest rival to the Wayo Hotel where he poisoned him to death in order to win a contract alone. Chief Oloru had earlier planned to double cross and out-smart Chief Ekata of his fair share of the profit they intend to make from the multi-million-naira contract. Unfortunately, Chief Ekata struck first. Chief Ekata had assured himself thus:

I am going to get this contract and nothing is going to stop me. Time was when I had conscience and worried myself sick after I had cheated people. But I soon learned that to have scruples in business is suicidal. The only ethic in business is to climb upon the shoulders of the other man. There should be no mercy, no consideration for the feeling of the other man (*The Contract*, 73).

Here Iyayi aptly tells us that the Nigerian contractor is not only dishonest but will go the extra mile to achieve their ambition. Chief Ekata's encounter with Chief Oloru at the Wayo Hotel is very revealing. For instance, when Chief Oloru remarks that he is not dishonest, Chief Ekata rhetorically asks:

Good talk, but who ever heard of an honest businessman? All contractors, at least as far as I know and you know too, are dishonest (*The Contract*, 119)

This is quite revealing. It shows Iyayi's grasps with the realities of the Nigerian contemporary socio-economic and political challenges.

One of the things Iyayi has achieved in these novels is the re-education of the people, especially the masses. For the masses to come out of the shackles of oppression and exploitation is for them to identify who the enemy is. This is the

first phase of self-realisation, the stage where the oppressed is alive to his problems physically and psychologically. This is thus the creative mission of Festus Iyayi. This is why F.N. Chrechain (1991) observes that Iyayi's

novel is capable of bringing about a psychological transformation that goes deeper than the mere theoretical grasp of a historical situation, for it can help equip the Nigerians to resist the daily onslaughts of the dominant ideology while encouraging them to transcend tribal attitude (45).

For instance, at the beginning of *Violence*, Idemudia has concluded that his parents were the people responsible for his hardship. He therefore sees them as his enemies. However, his encounter at the hospital after he over-worked himself in off-loading Mrs. Obofun's cement changed his orientation. At the hospital, he watches a melodrama that is well crafted into the plot of the novel. The title of the "mock drama", *Violence* happens to be the title of the novel. The drama was so entertaining to him. But at his quiet moment, he was able to relate the incidence in the drama to his present condition. He reviews his life at Queen's building site and discovers that the wealthy woman was only using him for her selfish gains. He works hard enough, yet he has nothing to show for it. When this becomes apparent, he asks himself some rhetorical questions:

'What kind of life is this?' he asked himself a hundred times. A man gets a job and he cannot protest. He cannot ask for higher wages, the period of his leisure is cut down arbitrarily and he must come to work when he is told. This was slavery, this was..yes, he remembered, it comes to him slowly, this was violence. And now that his mind has established an essential link, found an apt description of the conditions of his life, he began to fill in the actual content of that violence, what it consisted of (*Violence*, 243).

This is the moment of realisation – the moment when it dawned on him that his poverty-induced life, was not fashioned by his parents, but is the handiwork of forces higher and greater than him. As we further acknowledge, he becomes mature in thought and rationale because he grows up psychologically to know that "His unfinished education, his joblessness, his hunger, his poverty, all these he found were different forms of violence" (*Violence*, 243).

The big question is 'what and who brought about this violence?' For a clearer view and answer, we may visit the mock drama and visualise the Defence Counsel in action. As he puts it:

Acts of violence are committed when a man is denied the opportunity of being educated, of getting a job, of feeding himself and family, of getting medical attention cheaply, quickly and promptly. We often do not realise that it is the society, the type of economy and hence the political system which we are operating in our country that brutalises, rapes his manhood. We often do not realise that when such men of poor and limited opportunities react, they are only in certain measure answering violence with violence (*Violence*, 185).

Idemudia has been schooled on whom the real enemy is. It is no longer his father or mother. But the “present oppressive system” of the society and the likes of the Obofuns. Herein lies Iyayi’s message in the novels. He uses the Defence Counsel to act as the projector of the peoples’ voices and duties. The oppressed must come together and rise above petty obeisance to the oppressors. The Defence Counsel therefore submits that: “all the oppressed section of our community ought to take up arms to overthrow the present oppressive system. ...the system has already proved that it operates through violence...” (*Violence*, 185).

Another issue that is raised by Iyayi in the two novels is that those who engage in evil activities in the society are always living in perpetual fear. Therefore, any attempt to confront them will bring about change in their attitude to society. For instance, in the *Violence*, Adisa, Idemudia wife became afraid to get close to her husband after having affair with Obofun. Her fear heightens on the day her husband returns from the hospital. That night Idemudia had wanted a lively and romantic welcome on bed from his wife. But Adisa became jittery. Her extra-marital escapades with Obofun begin to torment and hunt her. Even with the resolve to use Aunt Salome as an excuse, she could hardly stand the penetrating looks from her husband. Hence the atmosphere in the room became tensed. As the narrator tells us:

Inside her, Adisa was frightened. How could she sleep with her husband without giving herself away? She didn’t want to sleep with him, at least, not this night. She was too conscious of herself. The memory of Obofun hung about her like a shroud (*Violence*, 233).

The Contract dramatizes the idea of fear in the characters of the oppressors. The oppressors are afraid of the masses and believe that someday, the masses will rise against them. Hence they believe the only way to secure their wealth is to stash

them in foreign bank accounts. For instance, Chief Obala whom from his calculations has built a good financial empire for himself and members of his family is not comfortable his loot should remain in Nigeria. So that when his son, Ogie decides to invest the share of his money in Nigeria, he was furious and later kills him. Chief Obala reflects thus:

I have struggled to build up what I have, struggled and suffered setbacks but this is going to be the greatest setback of all. My own son turning against me. But it will never be. Not while I am alive. His hand trembled and there was sweat on his face (*The Contract*, 95-96).

Chief Obala fears that they might be a revolution “that would destroy the basis of the present system” hence it is “important he should not keep his money in the country” (*The Contract*, 102). All Chief Obala thinks about is the security of his loot. He would do everything humanly possibly possible to make money. But he will do worse to secure it. Hence, he is persistently afraid of the envisaged revolution. The narrator reveals dilemma of the turn of events in the country thus:

He must get all his money out. From the way things were happening, it was a wonder that the country had survived without daily revolutions. The word revolution frightened him (*The Contract*, 102).

Hence he “was not afraid of the present. Only the future worried him, Ogie and the future” (*The Contract*, 103).

Ogie, like his father is also afraid at the situation of things. He suspects that there is likely going to be a coup or a revolution. A moment which would restructure things in the society. He asks Mallam Mallam, are “you not afraid of the future?”

As a writer, Iyayi has adhered to some creative conventions and at the same time fashioned new ones in re-assessing these contemporary socio-economic and political issues in his novels. In the novels under examination, he has adopted the third person omniscient narrative technique. With this, the author assumes the position of a troubadour, who traverses the entire Nigerian society and beyond. Apart from taking us through various incidents – the atrocities committed by those in authorities, as well as the deprivations suffered by the common man, Iyayi has also brought to light the psychological built of his major characters. Through this technique, we know the inner tumult and indecision that plague the minds of the characters, especially when important decisions are to be taken. This is evident in the character of Ogie Obala in *The Contract*.

Iyayi's characterisation is one-sided. This is because all his major characters are type – they represent one segment of the society or the other. His major characters are also developed to the fullest. This is evident in the characters of Idemudia in *Violence* and Ogie Obala in *The Contract* who grow from the earlier state of naivety to that of maturity and full realisation.

Simplicity is also a style explored by Iyayi in the two novels. This is typical of the Marxist writers who believe that literature must serve the purpose of the masses. In his simple and lucid narration, he is able to portray the deplorable conditions as well as the helplessness of his major characters in a picturesque manner. For example, in the *Violence*, he successfully juxtaposes the living condition of Idemudia, Osaro, Omifo and Patrick with those of the Obofuns. In this juxtaposition, one witnesses how these friends are hungry while at the same moment the Obofuns are throwing sumptuous food away into the waste basket

...Idemudia and three other friends of his stood at the entrance of the Freedom Motel. Two hefty waiters were busy emptying unfinished meals into the large dustbin. 'What do they do with that?' Osaro asked. 'I think they sell it to poultries and also to pig farms,' Patrick answered. As Idemudia watched the unfinished jollof rice, *dodo*, meat and beans being emptied into the dustbin, the sweat broke out on his forehead. Very quickly, he turned his eyes away, biting his lips sharply (*Violence*,18).

This technique of contrast is also evident in the mock drama at the hospital. For instance, the scenes that evoke laughter from the commissioner do not elicit laughter from the audience and vice versa. However, when serious societal issues were raised by the lawyer in the mock drama, the commissioner became uncomfortable. He ordered the play to be stopped:

The commissioner half rose from his seat. 'The play must be stopped!' he cried, but in a suppressed voice. 'Stopped! It must cease immediately! This is not a comedy! It is a tragedy, a calculated attempt to ridicule the government!'... 'The bastards are using this forum to preach...' (*Violence*, 185-6).

In form, Iyayi is a Marxist. He imbues his characters with Marxist praxis and concretely demonstrates how Marxism works. He creates his major characters as revolutionaries who stand out in critical situations to confront their oppressors. For him, the oppressed should organise themselves in order to have a force to uproot

the various structures that stand on their way and in the process enthrone a classless society.

3. Conclusion

From the foregoing therefore, we can say that Festus Iyayi is a committed writer who uses his art to comment on various societal ills in a manner that the consciences of individuals who engage in activities that inimical to societal progress are pricked. He imbues in his characters, Marxist ideology and radicality. In this regard, he forces scenes into his narrative that not only persuade the readers but incite them to quest for a radical change in the status-quo. It is against this backdrop that Niyi Osundare (1986) contends that

the artist has no alternative to being in constant conflict with oppression. Like the prophet of the Old Testament, he is the guilty conscience of the society, his words the nagging, unremitting images in his mind, his words are an incitement to revolt, to disrupt the deathly equilibrium, the mendacious “peace and stability” of a truly violent system (4).

Thus, Iyayi’s protagonists are invested with the task of re-assessing the socio-economic and political indices of the Nigerian state and suggesting the way forward – through revolution. Such characters like Idemudia in *Violence* and Onise Ine and Oniha Obala in *The Contract* are characters, that even in their failures, represent the revolutionary consciousness of the oppressed masses. This is because Iyayi’s artistry is directed towards the enlightenment and liberation of the oppressed from the shackles of oppression. As Iyayi puts it: “one day, national coups would come, a revolutionary one that would destroy the basis of the present system (*The Contract*, 102). Iyayi has therefore, through his novels, succeeded in revolutionising the minds of the readers towards a total change in the society.

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Youths' Language and Resistance Identity

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Abstract. The emergence of globalization in the 21st Century has attendant challenges on language especially among youths. Youths have employed language in a most remarkable way to forge new identity for themselves. The most influential social group being youths have peculiar language which is in sharp contrast to the language of any other social group. In the content of this study, the term youth has special application to adolescents, which is not just a biological age but a social institution which has established itself in this modern era. They have made huge linguistic innovations hence they are viewed as linguistic “movers” and “shakers” (Kerswill, 1996). This paper attempts to examine different patterns of youth language, their vocabularies, structure and underlying meaning. The paper also makes effort to investigate ways in which youth language patterns or types are at variance with that of adults. The various expressions that are analyzed in this paper are representative of youth language and the researchers arrived at these by carefully paying attention to the discussions of some youths (students) in the College of Education, Warri.

Keywords: language, globalization, identity, youth, adolescents, innovations and linguistics.

1. Introduction

Youth language in modern times has drawn some attention to itself because language has served as a means of creating a new identity for youths of the 21st century. They have been able to establish themselves as a distinct class in the society. Youths, specifically adolescents as implied in the content of this study, are a social institution which undergoes a period of transition from childhood to adulthood. They undergo emotional, psychological and physical transformations that are often given expressions, most times in the form of language. It is therefore, a period when language change is unambiguously visible. Language, thus serves as a powerful tool for the expression of feelings, needs and concepts that are common to youths. Language is not static, for this reason, Entela Kazazi (2015) describes language as a socio-demographic phenomenon in constant evolution.

Youths use language that is almost strange, invented and at variance with adult language. This is so because of a compelling desire to create their own identity and redefine their position in the wider society. They therefore use a language that could be described as 'secrete' and customized. In doing this, they have flouted established order and invented their pattern of speech through different means which include; borrowing, linguistic manipulation, non-standard syntax, harsh speech rhythm, extreme semantic changes and lots more. The pidgin which has become popular language of wider communication in most urban centres in Nigeria has also undergone innovations among youths. It could be easily observed that the pidgin used by urban adolescents is different from the adult pidgin. Youth language in its various forms has serious consequence on not only the conventional English language but also on Nigeria's indigenous languages. Many Nigerian indigenous languages are now adulterated or even endangered.

Where you find few youths who make effort to communicate in the indigenous language, they rely heavily on words borrowed from the English Language for expressions they cannot render in their local tongues, so there is often either code mixing or code switching (Olagbaju, 2014). Youth language has seriously endangered both the English and indigenous languages in Nigeria.

Youths' social and communication networks appear to be very extensive and necessitated the creation of a new language which will leave a mark and create a social space which, only the youths can fit into. No wonder Mannheim, K. (1975) maintained that, to be part of this social group means more than just accept their values but also "catch" things in that sense, unbuckle the concepts in that contexts and 'catch' the psycho-intellectual components present and accessible to the group. It is truly difficult for one who cannot "catch" things and "unbuckle" youths' concepts to blend properly into the group. It is even more difficult for adults since youths purposely manipulate and invent language so that they may not be understood. Thus, maintaining their resistance identity.

2. Youth Language in the 21st Century

According to Svendsen and Royneland (2008:80), urban youth language is a new way of speaking which may be regarded as a new dialect. Kerswill (2013) sees it as a language that is liable, contingent and transient, subject to fashion, serving as a badge of "nonconformity". It also constructs for its users a complex identity for deployment as marker of different stance. Clearly, youth language is new, different from adult language and in sharp contrast to the language used by youths in the past. Every day it continues to experience innovations, new vocabularies and styles of expression are daily making an in-way to youth language. Youth language has come to stay as a mark of identity and a symbol of opposition to authority and existing order.

A close examination of different groups of youths over a period of time reveals that adolescents have various speech styles which could attract different ranges of description. Their scope include, code switching, style shifting, borrowing, college slangs, heavy vernacular use, non-standard vocabulary, vulgarisms, linguistic manipulations, improvisations, pidgin and a host of others.

The 21st century in Nigeria has witnessed rapid development of youth language due to a number of reasons. The media and social network play a major role in this regard. Music especially and movie stars have exerted great influence on every segment of youth language. There is also rapid urbanization occasioned by the influx of people of different social groups to the cities. This has caused cities to experience multilingualism.

In many cities, institutions of higher learning have been established and adolescents, the most innovative social and language group with diverse ethnic background are brought together. This group constitutes the highest percentage of the population in such academic environment and the growth of youth language in this peculiar environment is fostered and rapid. Among the youths of different ethnic and social background, there could be observed different attitudes ranging from being timid and conservative to being sophisticated and this to a large extent affects language of youths. But attitude is also subject to change due to exposure. Individual youth can strive to attain a new level of recognition and choose a new way of speaking in order to create for his or her self a new identity, one that is common to youth knowing fully well that one's speech pattern has a lot to reveal about oneself (Paul kerswill, 2010). A youth from a rural setting will be influenced by another in the urban area who has attained a level of sophistication. The former youth dumps the indigenous language for either the English language or pidgin in a bid to attain and maintain the same level of sophistication with the later youth. Where there are a number of adolescents of the same ethnic and language background, they manage to speak their local dialect, but it is done amidst shifting and borrowing from the language of wider communication. In this way, the indigenous language is adulterated. Language interrelatedness and interdependence is very common among youths. It is obviously an in-group mark which also adds to the user's complex identities of non-conformity.

Kazazi, S. Entela (2015) opines that youth language in the 21st century is a way to express the concepts, feelings and needs of young people in line with their stage of development which is often characterized by sensational psychic, emotional and moral crisis. He sees youth language as a means for adolescents to break away from the world of adults and not being understood by them. The goal according to him is to leave off the world of the adult and create for themselves a kind of independence and individuality. Adolescents have successfully created for themselves an identity through language use and their language has come to stay even as it continues to undergo changes daily. Its vocabularies continue to expand through adaptation, invention and innovation.

3. Youth Language and Innovations

The most susceptible social group to language change of course is youth. Language change among youths results from their being innovative. Innovation occurs in different ways in youth language. Sometimes, words are employed in an entirely different context to suggest meanings different from their normal usages, this is very common among youths or adolescents. At times, new words are coined and meaning created for such words in the new context of usage and most times words are borrowed from the indigenous language and are adapted to English context where their meanings can easily be deduced. The following conversation occurred between a male and female student as they leisurely walked out of the college premises and it illustrates the various levels of innovations in youth language.

- A1: Where are you going now?
B1: To the hostel of course
A2: You have food?
B2: Nothing O
A3: You will organize something for me now, let me come with you.
B3: No way, just going to crash first men, 'cos I am very tired now.
A4: Men, am dead hungry, I've got to arrange something for my tummy first. I no fit die.
B4: Later then
A&B: Cash you, bye.

The conversation reveals different ranges of language pattern among youths. 'A1' is an interrogative statement that observes the conventions of English. The statement is introduced with the interrogative pronoun 'where' followed by auxiliary verb, 'are' and a pronoun 'you' before the verb, 'going' and an adverb 'now'. B2 tends to flout the conventions of English by omitting 'I' the subject and 'am going' the verb elements. This is common in youth language. This is ellipsis which could be linked with youths' desires to be quick at everything, even their speech. The same situation is observed in A2, you have food? Which ought to be an interrogative statement with the introduction of 'Do' (auxiliary verb). But the verb Do is omitted at the beginning. The word 'organize' as used in 'A3' suggests cook as against its original meaning of arranging and putting things in order. The same pattern is used in B3 where the word 'crash' is used to suggest 'sleep' or 'rest' instead of its original meaning of to hit somewhere/something as in vehicle accident. 'Dead' in A4 is used as an adjective to qualify hungry showing how serious the hunger is and it deviates from its real meaning of not being alive. Another pattern of speech seen in this conversation is the quick switch from the regular English to pidgin as seen in A4 'I no fit die'. This is what we regularly find in youth language code switching/mixing. Youth language abounds with various speech patterns or styles with different descriptions which include the following:

Improvisation: This pattern of speech among youths occurs when strange words are formed, adopted and meaning is assigned to them according to how they are used. According to Idiagben Abdullahi (2011), improvisation is rampant among youths and it allows for enormous creative possibilities. The expression ‘wack’ (eat) ‘gbege’ (problem), ‘yawa’ (trouble) are examples of such strange words (strange because of not having English origin and not easily linked with any vernacular language) which are employed by youths. Surprisingly, these words have not only made an in-way to the youth language, they have gained popularity among adolescents of different ethnic backgrounds.

Borrowing: By borrowing, youths deploy words of vernacular origin into their speech while using English language. This also occurs while using their indigenous languages or pidgin, they borrow words of English origin. Borrowing during conversation helps to establish the informal nature of the conversation so it serves for private issues of friendship and domestic needs. It is observed that a reasonable number of Yoruba and a few other indigenous Nigeria language words have found their way into youth language through this method of borrowing. This to an extent could be attributed to the influence of the media or press in popularization. Schools namely, institutions of higher learning are a micro-society which draws or bring together people (youths) from different parts of the larger society.

The result of borrowing is code mixing which is the insertion of vernacular/English words into the English or pidgin/vernacular used by adolescents. This of course is a very common feature of youth language.

Instances of such words are:

Word	Meaning	Origin
‘wahala’	trouble	Pidgin
Yanga	show off	Pidgin
Chineke	God	Ibo
Ose	Father (older man)	Urhobo
Ekpa	fool	Urho
Oya	get started	Yoruba
Iyawo mi	my wife	Yoruba
Orobo	big/fat	Yoruba
Ashawo	Harlot	Yoruba
Yeye	make jest	Yoruba
Omo/babe	child/girl	Yoruba/English

Slang: According to Dozie, P. and Madu, L. (2012), slang which is a facet of youth language is an evidence of their creativity because slang is metaphorical, it presents a colourful image of a word in use. They also claim that it is limited to a group that is the adolescent group and it differentiates them from any other social group. They maintain that the use of slang is different from one speech environment to another.

Slangs are used to discuss a wide range of subjects among youths, issues of eating, drinking, dressing, love and more. Ayide, O. and Opuidi, T.I. (2015) in examining the use of slang among youths observe that, slangs are English words that are used in a specialized way to embellish the pidgin commonly used by youths. The result is that, youths' form of pidgin becomes quite different from that used by adult. According to Ayide and Opuidi, adolescents resort to use of slangs to freely express their bottled-up emotion, vulgar and taboo expressions and they are shielded from adults' watchful eyes by the use of slangs. It could be seen from several studies on the use of slangs that the sole purpose is for adolescents to carve out for themselves and maintain an identity. The use of slangs no doubt affects the use of proper English among youths, as slangs gain ground among them especially in institutions of higher learning. They rename things and actions, introduce new words or give new meaning to words and for this reason, slangs flout the rule of grammar. However, it is very common among youths, most especially students, and it shows that they are innovative as they can come up with new coinages and lucid patterns of expressions. Although, Dozie and Madu see slang expressions as something that differ from one community to another, it is not uncommon to find items of slangs that are similar in a number of speech communities. There are a wide range of slangs employed by adolescents but a few of them are examined below to gain an insight to their usage and meaning.

S/N	Slang expressions	Meaning
	We get runs this weekend	we have an engagement this weekend
1	Download the babe's data	get the girl's information
2	Hunger dey waya me	I am hungry
3	Lets wack	let us eat
4	Please raise me with few fibre	please lend me some money (little amount of money)
5	Control me please when it is time	call me when it is time
6	Maintain I beg	behave well please
7	How runs?	How is work?
8	Lets yarn	Let us talk
9	Yawa don gas	There is danger/trouble

It is very obvious that slangs are significant part of youth language because adults and children barely use slangs. It is a 'secrete' and at the same time deviant vocabulary Kerswill, P. (2010). It is most times employed by members of secret cults/gang and criminals to be discrete and incomprehensible.

Pidgin

Pidgin is a language form that was once held as bastardized (Holm, 2000), unacceptable and disapproved, but today, it has gained ground and has come to stay. Amao (2012) opines that pidgin has emerged as a people's linguistic

‘sweetheart’. This is especially so when its usage among youths is considered. Youths deploy the pidgin not necessarily as a medium of business transaction but most often as a secrete language to discuss issues of love, sex, drugs, music, dress or even to run down an individual. The pidgin as an aspect of youth language reveals to a very large extent the revolutionary spirit among adolescents, their desire to stand out separate from other speech and social group and create for themselves a peculiar identity. Abudullahi (2000) views the use of pidgin among youths as a sign of intimacy and unseriousness. He adds that it shows youths are full of exuberance. According to him, pidgin has expanded and stabilized due to borrowing and coinage to cover every subject of youths’ discussion.

Words are borrowed from the indigenous languages, and English words are modified or used to suggest new meaning (in new context).

The lexical register of pidgin swells due to the use of slangs as an alternative source of words used in the Nigerian pidgin. It is very common for youths to shift swiftly from the use of pidgin either to English or even local language. But this is not the case with adults who appear to be more consistent. Abdullahi identifies three types of pidgin and he groups them as:

- (i) Ordinary Nigerian pidgin – which is used by the majority which include especially the adults.
- (ii) Wafy-ranky – which according to him is used by students and it has its origin with Ajegunle (Lagos Suburb) boys. He identifies musicians such as Daddy Shokey, Lagbaja, Charlie Boy as the apostles of Wafy-ranky. This of course is the type of pidgin described in this study as a form of youth language which has enjoyed tremendous patronage by youths.
- (iii) Hooligans’ version is associated with touts, area boys and the “agberos”.

Examples are given below to illustrate how innovative youths are in their use of pidgin.

S/N	Pidgin Expression	Meaning
1	Wetin de sele	What is happening
2	Joo comot from road	Please excuse me
3	I go come sha	I will come anyway
4	Na baba God do am	It is the work of God
5	Everybodi don tule	Everybody has escaped
6	Yansh don dey back no be today	It is not new / strange
7	Yawa don gas	There is trouble
8	See me see wahala	I am in trouble
9	You dey make yanga	You are proud/showing off
10	You dey para	You are begging

11	You dey feel	You are pompous
12	I wan lem	I want to eat
13	You wan pai	You want to die
14	Wetin be your logo”	What is your identity/position?
15	Shine your eye o boy	Be watchful, young man
16	I beg fashy that babe	Please ignore that girl
17	Alam de blow me	I don't have money
18	I beg maintain	Please be calm
19	We get runs	We have engagement
20	Wetin be your prize?	What do you want (as compensation)
21	Na the way you package yourself	It is the way you compose yourself
22	Wetin you dey yarn	What are you saying
23	E don tule	He has escaped
24	Si this legbere	Look at this imbecile

The various pidgin expressions given above demonstrate how pidgin is realized. Items 1 – 5 show a fusion of English and local words or lexical items. The words ‘sele’, ‘joo’ ‘sha’ ‘baba’ and ‘tule’ as used in 1-5 are Yoruba words but have been borrowed and incorporated into the pidgin language and commonly found in youth’s pidgin. In this way, the pidgin like English and other languages locally is subjected to code mixing. There are also slangs that are incorporated into the pidgin and these especially makes the pidgin employed by youths a symbol or mark of resistance identity. Expressions such as ‘para’, ‘logo’, ‘yarn’, ‘fashy’ are examples of slangs which have crept into the pidgin and expand its lexical register.

4. Conclusion

Youth language as shown in this study has evolved through several methods which include, code mixing, code switching, lexical manipulation and borrowing. Youths also have different speech forms amongst which are, pidgin, vernacular and English. However, they are inconsistent in their use of a particular form since they easily switch from one to the other. In all, youth language has been constructed to suit the need of its users creating, for them a resistant identity which is at variance with the mainstream language. Youths have successfully redefined their position and maintained this innovative variant forms. There is therefore, a new generation of revolutionaries who are in touch with modern realities and have used language to depict the development and changes the globe is undergoing. Youth language has come to stay.

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Part Six

Business Management



Impact of Intrapreneurship on the Corporate Goal Achievement of Selected Food and Beverage Firms in Lagos State, Nigeria.

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Abstract. Globalization has changed the world's economic order, bringing with it new challenges and opportunities. Food and beverage firms cannot compete in this new environment unless it becomes more innovative and responds more effectively to consumers' needs and preferences. This study examines the impact of intrapreneurship on the corporate goal achievement of food and beverage firms in Lagos state, Nigeria. The specific objectives of this study are to investigate the impact of management support for intrapreneurial dimension on corporate goals achievement of the selected food and beverages firms in Lagos state; and to assess the organizational factors for intrapreneurship that affect innovative performance of the selected food and beverages firms in Lagos state. The study develops and tests a theoretical research model where the management support for intrapreneurial dimensions and organizational factors for intrapreneurship are the independent variables; corporate goal achievement and innovative performance are the dependent variable via a questionnaire study covering 361 respondents from five (4) food and beverage firms in Lagos State in Nigeria, using purposive sampling techniques. The study therefore revealed that management support for intrapreneurship contribute significantly to corporate goal achievement, and this contribution is captured under the paradigm of three dimensions: innovativeness (beta =.253, t=2.246, p<0.05), risk-taking (beta =.794, t=6.296, p<0.05), and proactiveness (beta =.211, t=1.932, p>0.05). The study also shows that internal supportive environment especially management support for innovation (beta =.358, t=5.352, p>0.05), tolerance for risk taking (beta =.149, t=2.246, p>0.05), performance-based reward system (beta =.382, t=15.752, p>0.05), allocation of free time (beta =.284, t=4.226, p>0.05) and work discretion to their intrapreneurs (beta =.329, t=4.835, p>0.05), have positive impact on innovative performance. The study therefore recommended that management should be cognizant of the fact that they should concentrate more on empowerment, flexibility in drafting organizational policies, provide necessary support and act positively to the

innovative activities by encouraging risk taking initiatives among the employees and also management should design appropriate reward system such as financial reward, recognition and appraisal on significant achievements and organization should ensure the availability of resources such as time, materials and funds in supporting new ideas.

1. Introduction

The recent scenario in the commercial landscape (such as globalization, digital revolution, tight regulation, stiff competition, shift in customer needs) has witnessed the increasing pressure on organization to compete towards organizational sustainability (Ahmed, Nasirudeen and Zainal, 2012; Boston Consulting Group, 2015). In today's rapidly changing environment organizations permanently must be innovative to acquire and sustain the competitive advantage. The importance of intrapreneurship applications are growing as a method of improving innovative practices in the organizations. Some predictors of the successful intrapreneurial implementations in the organizational context are communication quality and quantity, formal controls, organizational support, the support of top management, employee training, and organizational values (Zahra, 1991; Antoncic and Hisrich, 2001; Demirbag, Tatoglu, Tekinkus&Zaim, 2006; Guth and Ginsberg, 1990). For instance, open communication as a means of information sharing and empowerment, the characteristics and visions of strategic leaders or attitudes of individuals can be considered some critical factors for the innovation when attempting to achieve organizational goals.

Gibb (2000) argues that the turbulence of modern business environment manifests in great intensity changes in technological, economic, legal and regulatory environment, and the labour and resource markets. New business conditions demand fundamental and constant transformation of the way in which companies function in order to find new paths and sources of sustainable competitive advantage, whose principal support is the development of internal capacity for continuous innovation of products, services, technologies, organization, markets, and processes. Abilities of adaptation, creativity, flexibility, aggressiveness, speed and innovativeness are the characteristics of entrepreneurial activity, which must be applied at the individual, organizational and societal level, as the response to the increasing level of uncertainty and complexity of the environment we live in (Gibb, 2000). At the organizational level – entrepreneurial behaviour is needed in non-profit and profit oriented organizations, small and large companies, and in the context of large companies, entrepreneurial activity is described through the term corporate entrepreneurship (Morris, Kuratko&Covin, 2008).

In today's globalized economy system, food and beverages firms in Nigeria are facing a deteriorating position in terms of trade, as the Nigeria economy faces competitive pressures from international fronts (Hawash, 2007). Food and

beverages organizations, as one of the engines of growth in Nigeria economy, have crucial need to continue to be major stakeholders in the domestic market, increase their global competitiveness and contribute to the Nigerian economy (Adebayo, 2013). However, emerging global markets and rapid entrepreneurial innovations make strong demands on the ability of food and beverages firms to develop and utilize their resources. In order to survive in business, food and beverages firms need to strengthen their businesses by being involved in intrapreneurship to absorb these pressures, produce high quality products at a low cost, improve organizational performances and achieve their corporate goals (Alpkan, Bulut, GundayUlusoy&Kilic, 2010). The acquirement of a new paradigm for upgrading organizational performance and improving product quality is necessary.

2. Statement of Research Problem

Organization support for intrapreneurial activities has been recognized as an effective strategy used to improve organization performance and achieve corporate goals (Alabeigi, 2012), and as a result, corporate managers are unanimous in making their employees and organizations more entrepreneurial. The major challenges organizations face is how to create supportive environment that attracts, motivates and retains intrapreneurs, instil a culture of innovation where employees are empowered to pursue dreams and to fail without retribution (Samuel, 2013). However, problems such as the challenge of survival in a stiff competitive environment, high labour mobility, technological revolution that rendered existing technology obsolete, increased expenditure on human capital, inadequate resources for employees to work with, and inability of organizations to reward risk taking and improvement in activities warranted intrapreneurship in food and beverage firms in Nigeria. There is adequate empirical literature linking intrapreneurship to corporate goal achievement. Alpkan et al., (2010) emphasized that the dimensions of organizational support, management support for idea development and tolerance for risk taking are found to exert positive effects on innovative goals.

Khan and Budhwa (2011) posited that organizations are changing rapidly; hence it is very essential that managers welcome new ideas and approaches. Sustainable competitive advantage and innovative goals can only be achieved if organizations focus on innovation within their various departments. Likewise Totterdil (2009) argued that competitive success in globalizing environments will be determined by the rate at which companies translate this creativity, experience and tacit knowledge of employees at all levels into a shared resource for innovation.

In contrary, Blanchard (2008) argued that even for organizations where intrapreneurs can be a vital creative force to enter new markets, invent new products, strike new partnerships, and test new marketing approaches, it is not always easy to manage intrapreneurs. Intrapreneurship can be a poor fit in organizations whose resources are already committed to a single strategy; intrapreneurs can be disruptive as well as challenging to manage.

3. Research Questions

This study examines the impact of intrapreneurship on the corporate goal achievement of selected food and beverage firms in Lagos State, Nigeria. To achieve the aforementioned goal, this study addresses two research questions:

- (i) Does management support for intrapreneurial dimensions affect corporate goals achievement in the selected food and beverages firms in Lagos state?
- (ii) How do organizational factors for intrapreneurship affect innovative performance of the selected food and beverages firms in Lagos state?

4. Research Objectives

- i. To examine the impact of management support for intrapreneurial dimension on corporate goals achievement of the selected food and beverages firms in Lagos state; and
- ii. To assess the organizational factors for intrapreneurship that affect innovative performance of the selected food and beverages firms in Lagos state.

5. Research Hypotheses

H₀₁: Management support for intrapreneurial dimension does not have significant impact corporate goals achievement of the selected food and beverages firms in Lagos state.

H₀₂: There are no organizational factors for intrapreneurship affecting innovative performance of the selected food and beverages firms in Lagos state.

6. Literature Review

6.1 Conceptual Clarification

Pinchot and Pinchot (1978) coined the term intrapreneurship and referred to it as “intra-corporate entrepreneurs” or “intrapreneurs”. Previous to this phenomenon, it was common practice that entrepreneurs leave their large firms and create small firms to exploit the technology that they created while they were at the large firm (Pinchot III, 1985). This is because these large firms were not equipped to incentivize innovation within their organization and often had policies that constrained further development (Meng & Roberts 2006). However, large companies soon realized the benefits of harnessing the entrepreneurial spirit within their organization and began to maximize the potential of their human capital.

American Heritage Dictionary of The English Language, 3rd Edition defines intrapreneur as "a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation. The term intrapreneurship is derivative of an amalgamation of "intra" and "entrepreneurship" – describing the practice of entrepreneurship within organizations. Today, this term has become a synonym for organizations that foster innovative culture to avail opportunities, implement actions and produce new innovative products and services.

In practice, the term intrapreneur means an individual who has entrepreneurial skills and uses them within an organization innovatively (Pinchot 1985). Authors, like Chisholm (1987); McGinnis and (1987); Kuratko, Montagnon & Hornsby (1990); and Carrier (1996), have given more elaborated descriptions of defining this term. They view intrapreneurship as "a way of promoting innovation within the company using the creative talent of the workforce by providing them needed wherewithal and freedom to act within the organization" (cited in Khan & Budhwa, 2011)).

Put more comprehensively, intrapreneurship is entrepreneurship within an existing organization (Stanworth & Curran 1999). Also termed as corporate venturing, it refers to the application of entrepreneurial principles within existing organizations and is cited as particularly important in the development of innovative marketing strategies at the firm level; (Khan & Budhwa, 2011). Put in another way, it may be defined as a process whereby the employees within the organizations track opportunities improvising with the resources currently available to them (Stevenson & Jarillo, 1990). It involves looking for creative answers to problems the organizations are facing, like designing new products, development of new approaches and policies, and designing and redesigning organizational structures and systems etc. (Khan, Budhwani & Shaikh, 2011).

6.2 Two phases of intrapreneurship

Analytically, this distinction formalizes the sequential nature of the various intrapreneurial activities. Empirically, it helps in assembling relevant items for measuring intrapreneurship. In practice, these stages may overlap and occur in cycles, as the perception of an opportunity sometimes follows various preparatory activities such as product design or networking (see Gartner & Carter, 2003). The two core elements of intrapreneurship are also strongly linked as imagination includes exploring possible barriers and problems facing the project and figuring out various solutions.

6.3 The scope of intrapreneurship

As there is a large conceptual diversity in the literature with respect to the relevant scope of entrepreneurial behavior this also reflects on any intrapreneurship concept.

There are at least three alternative conceptual approaches. The first is ‘pursuit of entrepreneurial opportunity’ (Shane, 2003). This includes developing a new product or service, a new geographical market or a new production process in the widest sense. This view probably represents the most encompassing view of entrepreneurship, as it acknowledges both the Kirznerian and the Schumpeterian perspective of entrepreneurial opportunities (Shane, 2003). The second view may be labeled ‘new entry’ (Lumpkin & Dess, 1996; Lumpkin, 2007). New entry includes entering new markets with new products, entering established markets with new products or entering new markets with established goods or services. In the latter case, the venture may be characterized as replicative rather than innovative. This concept is particularly relevant for intrapreneurship. Finally, ‘new organization creation’ (Gartner, 1989) offers a behavioral view of entrepreneurship as the process by which new organizations are created. Following this specific view intrapreneurship could be either innovative or replicative but should always be linked to some sort of ‘internal start-up’ (such as establishing a joint venture, a new subsidiary, a new outlet or a new business unit).

6.4 Barriers to Intrapreneurship

There are some barriers in the way of creating intrapreneurship in any organization and these cultivate such an environment which is not conducive to intrapreneurship. Large and growing organizations need to take advantage of synergies, economies of scale and shared risk taking for its success (Thornberry, 2003). Therefore intrapreneurship is difficult to implement in large bureaucratic organizations where cost controls, policies and guidelines are rigid and prevalent. Most firms drive in defined boundaries with defined framework and risk parameters (Timmons & Spinelli 2004), and there is scarcity of people who are brave enough to take on the intrapreneurial role and break the boundary. Therefore organizations can hire and train them to become future intrapreneurs. Eesley & Longenecker (2006) very correctly describe barriers to intrapreneurship saying these barriers are useful to know about before discussing gateways to improving organizational intrapreneurship:

- (i) When organizations punish risk taking and the mistakes associated with new ideas or innovation, intrapreneurship is stifled and will disappear with time.
- (ii) When organizations do not listen to their members' input about how to make things better and there is no follow up on improvement ideas, they discourage the very things needed for organizational improvement to flourish.
- (iii) When an organization fails to sanction, promote, and encourage risk taking, empowerment, and improvement actions, it greatly reduces the likelihood of creating an environment of better performance.
- (iv) Organizations that are replete with unhealthy political activity, infighting, and uncooperative organizational members have a very

- difficult time bringing out the best in people to create better business performance.
- (vi) When organizations are characterized by poor communication and structural silos that prevent the flow of useful information, intrapreneurship suffers greatly.
 - (vii) When organizations do not encourage and empower the employees to look for ways to improve an organization's performance; there is unclear organizational direction, priorities, and objectives; and there is lack of top management support in risk taking and improvement initiatives.
 - (viii) Finally, when risk taking and improvement activities are not rewarded and when employees have inadequate resources and time, intrapreneurship will either die never gain enough momentum to become a competitive advantage.

7. Theoretical Review

The theory adopted for this study which will guide the adoption of intrapreneurship and the achievement of innovation goals is Individual/Opportunity Nexus Theory

Individual/Opportunity Nexus Theory

The theoretical work in the discovery theory which is typically called the individual/opportunity nexus view has focused on the existence, discovery, and exploitation of opportunities and the influence of individuals and opportunities ((Kirzner, 1973; Shane and Venkataraman, 2000; Shane, 2003). The individual/opportunity nexus suggests that opportunities are objective, individuals are unique, and third that entrepreneurs are risk bearing.

Table 7.1: Individual/Opportunity Nexus Theory

<i>Discovery view</i>	<i>Creative view</i>	<i>Individual view</i>
Opportunities already exist and are seen by alert individuals	Opportunities are socially enacted by sense-making of embedded individuals	Opportunities are created by autonomous individuals

In general, studies within the *discovery view* argue that opportunities exist “Out there” independently of the individual as every price, every invention, every bit of information engenders within itself opportunities (e.g. Shane 2000, 2003; Venkataraman 2003). As the objective opportunities lack agency, specific individuals with creativity are required in order to bring the objective opportunity to life. It is basically asymmetric information waiting to be observed by individuals. Hence, in this view, individuals may not know what the specific opportunity is, but

know what an opportunity is in general and be able to identify an opportunity if they see one (Sarasvathy 2001, 2002). The individual thus has to recognize, identify or discover the opportunity. To do that, it is necessary to analyze the environment where the opportunity is supposed to present itself.

Another group of studies sees opportunities as emerging from within the individual (e.g. Gaglio& Katz, 2001; Baron 2004) what we might call the *individual view*. If the opportunity is “in here”, individual creativity is necessary in order to express the opportunity. The phrase „opportunity creation“ is an example of such ontology. By way of mental simulation or contra-factual thinking (Gaglio& Katz, 2001; Baron 2000), the individual can imagine new combinations of his own and other actors’ resources (Schumpeter, 1934) that can establish a new supply which the market will demand. Opportunity creation thus seems to be based on particular cognitive characteristics within the individual, and entrepreneurs are characterized by having different mental models than non-entrepreneurs (Ward, 2004; Gaglio& Katz, 2001).

The *creative view* or the enactment and sense-making view of the individual/opportunity nexus sees opportunities as coming into existence in a mutual process between the environment and the individual (e.g. Gartner et al. 1992; Sarasvathy et al., 2002; Gartner et al. 2003). Hence, contrary to the discovery and the individual view, the creative view does not assume that given ends exist before action is taken (Sarasvathy 2001; Sarasvathy et al. 2002). As an alternative, Sarasvathy presents a creative view working under the logic of effectuation, where neither end nor opportunities exist in advance. Instead opportunities are created in a process where values, ends and meanings emerge. The perspective holds both an internal reflexive element of standing back and evaluating new observations in the light of past experiences in a way that makes sense - and an element of active experimental action, where new experiences are incorporated into new actions - resulting in new observations to be made sense of. Opportunity is thus conceptualized as something that is given existence when the entrepreneur is thrown into a sense making process (Weick 1995, Gartner et al. 2003; Weick et al, 2005) and emerges out of the imagination of individuals by their actions and their interaction with others.

8. Empirical Review

According to Morris, Kuratko and Covin (2007) the world experiences an entrepreneurial revolution. The research in the field of entrepreneurship in the last decade has increasingly focused on entrepreneurship within the boundaries of existing organizations. This subfield of entrepreneurship research is known as ‘intrapreneurship’ or. The phenomenon is important for organizations as implementing it accelerates organizational growth, profitability and renewal as well as it helps secure the organizations survival in the business (Zahra, 1991).

Davis (2009) conducted a study regarding the criteria that is associated with intrapreneurial success. The goal was to lay an empirical foundation for future research focusing on that matter. The research objective to identify the criteria managers attribute to successful intrapreneurs is highly appealing to this paper and the main focus in the review of Davis' study. The sample used for this study consists of 7 groups with a varying level of intrapreneurial expertise. While for example expert intrapreneurs participated, so did non-business major undergraduate students. Davis found a total of 19 characteristics attributed to intrapreneurs. One is to assume that all 19 attributes are also statistically significant judging by the fact that statistical significance is unfortunately not discussed throughout the study. The attributes associated with intrapreneurs are Creative/ innovative, Ambitious/ aggressive/ a go-getter, enthusiastic/ excited, resilient able to deal with setbacks and rejection, intuitive, tenacious/ persistent, enterprising, visionary, bored with repetition/ likes variety, inspires others/ inspirational, assertive/ take charge-type, driven/ sense of urgency/ intense, a hands-on manager/"rolled-up-sleeves"-type, desire to own own business, history of experimentation and discovery, non-conformist/ unconventional, history of innovativeness/ prior inventions, prior business failure, attempted outside venture in past.

Martiarena (2011) analyzed the determinants of becoming an intrapreneur in comparison to becoming an entrepreneur. Her main focus lies on the comparison between intrapreneurs and wage workers and whether intrapreneurs are more similar to entrepreneurs or paid employees. In the analysis she combines previous theories about attitudes towards risk (Monsen et al., 2010), entrepreneurial talent (Parker, 2004) and expected income (Douglas & Shepherd, 2000, 2002) into an occupational choice model. Furthermore the author claims to make two distinct contributions to the literature. For one, she makes a distinction within the concept of intrapreneurship by taking into account the level and timing of engagement of individuals in intrapreneurial activities. She thereby splits up intrapreneurs and engaged intrapreneurs, individuals who expect to acquire part of the ownership in the business. Secondly, she provides empirical evidence to previously only theoretical studies.

Oyebanji (2013) analyzed the concept of entrepreneurship as human resources quality that may be exercised for job creation and economic development in or out of formal organizations in the form of intrapreneurial activities. This human quality (resources) has been expressed in this paper as a continuum of worker quality which is subject to the influence of human resource management interventions/tools such as training, experience, motivation, performance appraisal/management, and so on. The practical implication of the worker/entrepreneur continuum construct advanced in this paper is that, contrary to common belief, an employee does not need to be self-employed or leave his employment to be an entrepreneur. This could therefore refocus policy and programme and school curricula to reviving

organizations to play its role in employment generation and economic development as it ought and used to be when employers go to institutions to recruit young graduates. Theoretically, this paper has contributed to conceptual clarity and enlarged application of entrepreneurship beyond the common understanding and usage and is likely to provoke spirited reactions.

9. Methodology

9.1 Research Design

This study examines the impact of intrapreneurship on the corporate goal achievement of selected food and beverages firms in Lagos State, Nigeria; with Cadbury Nigeria Plc., Honeywell Flour Mills of Nigeria Plc., Nestle Food Plc. and Unilever Nigeria Plc. as case study. An explanatory research design was chosen for this study because it affords the researcher the opportunity of discovering a complete description of the impact of intrapreneurship on the corporate goal achievement of selected food and beverages firms in Lagos State, Nigeria and provides objectivity and in-depth study within a limited time frame. Hence explanatory study design was used to determine and explain the relationship between the dependent variable – corporate goal achievement and independent variables – intrapreneurship.

9.2 Population of the Study

The targeted population for this study includes all the level staff of the selected Food and Beverages Firms located in Lagos State. The organizations selected for this study were the food and beverages firms among the 20 most valuable companies with the highest market value quoted in Nigerian Stock Exchange (Nigeria Bulletin, 2014). Lagos was chosen for this study in view of highest concentration of the headquarters of food and beverages firms around Lagos metropolis. The list of these companies are stated below:

- Cadbury Nigeria Plc – Market Value: 150.3billion NGN
- Union Bank of Nigeria Plc – Market Value:168.9 billion NGN
- Flour Mills of Nigeria Plc – Market Value:186.1 billion NGN
- TranscorpNigPlc– Market Value: 195.5billion NGN
- Unilever Nigeria Plc – Market Value: 204.3billion NGN
- Access Bank Plc – Market Value: 218.5billion NGN
- Forte Oil – Market Value: 222.9 billion NGN
- UBA Group – Market Value: 253.9 billionNGN
- OANDO – Market Value: 259.4 billion NGN
- Stanbic IBTC Holdings Plc– Market Value:260 billion NGN
- Ecobank Transnational Incorporated–Market Value: 269.4 billion NGN

- Guinness Nigeria– Market Value: 301.8billion NGN
- LAFARGE WAPCO– Market Value: 333.2billion NGN
- SEPLAT Petroleum– Market Value: 387.3billion NGN
- First Bank Plc– Market Value: 509.1 billionNGN
- Zenith Bank– Market Value: 786.5 billionNGN
- Guaranty Trust Bank Plc.– Market Value:852 billion NGN
- Nestle Plc.– Market Value: 911.6 billion NGN
- Nigerian Breweries– Market Value: 1,300.7billion NGN
- Dangote Cement – Market Value: 4,089.7billion NGN

The total numbers of the population are shown in table 9.2.

Table 9.2: Staff Strengths of the Selected Food and Beverages Companies

Companies	Staff Strengths	Source
Cadbury Nigeria Plc.	1,797	www.moneyhub.net, 2015
Nestle Food Plc.	2,294	www.nestle-cwa.com, 2015
Flour Mills Plc. (Honeywell Flour Mills)	880	www.honeywellflour.com/2013_annualreport/
Unilever Nigeria Plc	944	(www.unilevernigeria.com/aboutus/,2014)
Total	5,915	

Source: Pre-field Survey, 2015

9.3 Sample Size and Sampling Techniques

Since it is practically impossible to study the whole population, for the purpose of this study, three hundred and sixty one (361) respondents are selected for this study. The formula used to arrive at this figure is Krejcie and Morgan formula, given thus:

$$n = \frac{X^2NP (1 - P)}{d^2 (N - 1) + X^2P (1 - P)}$$

Where

n = sample size

X² = table value of Chi-Square @ d.f = 1 for 0.05 confidence level

X² = 3.84

N = population size which is 5,915

P = population proportion (assumed to be .50)

d = degree of accuracy (expressed as 5%)

$$n = \frac{(3.84) (5,915) (0.5) (1 - 0.5)}{(0.05)^2 (5,915 - 1) + (3.84)(0.5) (1 - 0.5)}$$

n = 360.64

n ≈ 361

The non-probability sampling technique was employed in this study and to be specific the purposive sampling techniques was the most appropriate for case study research. When developing a purposive sample, researchers use their special knowledge about some group to select participants who represent their population. The researcher selects samples from the groups in order to ensure that certain types of respondents give their opinion on the impact of intrapreneurship on the corporate goals achievement.

9.4 Methods of Data Collection

Data for this study were obtained through primary sources i.e. questionnaire administration. The questionnaire design is made of two (2) sections. The Section A is designed to collect the Personal Data (gender, age, marital status, educational qualification and department) of the respondents while Section B seeks to gather information to evaluate intrapreneurship and corporate goal achievement. The statements in the section B were framed using 5 Likert scale to show the degree of agreement or disagreement of respondents to questionnaire items as regard to intrapreneurship(i.e. respondents opinions on management support for intrapreneurship and factors that affect the practice of intrapreneurship in the organization and organizational performance (i.e. respondents' opinion on innovative performance and sustaining competitive advantage).

10. Result and Discussion

Regression analysis was conducted to determine the relationship between management support for intrapreneurship and corporate goal achievement. The regression analysis identifies the most contributory explanatory variables among the set of independent variables that best predict corporate goal achievement. The result is shown in the table below:

Table 10.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.885	.29310

a. Predictors: (Constant), innovation, risk-taking, pro-activeness
(Source: Author's Computation, 2015)

For the first hypothesis, the study observed that the value of r^2 is 0.893 (Table 5). This explains that corporate goal achievement amounted to 89.3%. It means that management support for intrapreneurship is actually contributing to corporate goal achievement. 361

Table 10.2: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	26.578	3	8.859	103.124	.000 ^b
Residual	3.179	357	.086		
Total	29.756	360			

a. Dependent Variable: corporate goal achievement

b. Predictors: (Constant), innovation, risk-taking, pro-activeness

(source: Author's Computation, 2015)

The ANOVA results as presented in table 6 shows that the value of F cal. is 103.124 with significant value of 0.000. Since the significant value is less than 0.05 or 5%, it means that management support for intrapreneurship has impact on the corporate goal achievement which can be seen as a high level of survival in the economy.

Table 10.3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	1 (Constant)	.610	.244		
Innovation	.186	.120	.253	2.246	.021
Risk-taking	.745	.119	.794	6.269	.000
Pro-activeness	.314	.163	.211	1.932	.061

a. Dependent Variable: corporate goal achievement

(source: Author's Computation, 2015)

The coefficient table was used to test whether the three independent variables contributed information to the predictor of the dependent variable 'corporate goal achievement'. The t value in this study was found to be significant at 0.05 levels. The three factors emerged to be significant (Sig. T <0.05) independent variables in the regression model.

The result of the coefficient table implies that for one additional unit of 'management support for Innovativeness', the gross performance, which is the proxy for corporate goal achievement, increased by 25.3%. This implies that fostering employee innovation in the organization helps to achieve corporate goals.

The result on “risk-taking” also shows a positive correlation between management support for risk-taking and corporate goal achievement. The magnitude of beta coefficient for risk-taking is statistically significant at 5% for the sampled food and beverages firms. The result shows that risk taking enhances business performance by 79.4% for the total sample.

It is also found that the result on “proactiveness” to be positively correlated with corporate goal achievement. The result revealed that an increase in pro-activeness will bring about 21.1% increases in corporate goals achievement. This is not statistically significant at 5%.

The result of this analysis empirically confirmed the study conducted by Morris et al (2004) that in achieving innovative performance, entrepreneurs function within a paradigm of three dimensions: innovativeness, risk-taking, and proactiveness (Morris et al., 2004).

This is supported by Holt, Rutherford and Clohessy (2007) findings that management support explained significant variations in fostering intrapreneurshipbehaviour.

H₀₂: There are no organizational factors for intrapreneurship affecting innovative performance of the selected food and beverages firms in Lagos state.

In order to analyze organizational factors for intrapreneurship affecting innovative performance of the selected food and beverages firms in Lagos state, multiple regressions analysis was conducted. The following tables show the results revealed from the regression analysis.

Table 10.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.545	.03732

a. Predictors: (Constant), Management support for innovation, Tolerance for risk taking, Performance-based reward system, Allocation of free time, Work discretion

(Source: Author’s computation, 2016)

From table 4.3.3.1, it has been seen that R value is 0.752. Therefore, R value (.752) for the overall organizational factors for intrapreneurship namely Management support for innovation, Tolerance for risk taking, Performance-based reward system, Allocation of free time and Work discretion suggested that there is a strong effect of these five independent variables on innovative performance of the selected food and beverages firms in Lagos state. From the table 4.4.4 it can also be observed that the coefficient of determination i.e. the R-square (R²) value is 0.566, which representing that 56.6% variation of the dependent variable (innovative performance) is due to the

independent variables (organizational factors for intrapreneurship), which in fact, is a strong explanatory power of regression.

Table 10.5: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	519.911	5	103.982	801.288	.000 ^b
	Residual	51.129	394	.130		
	Total	571.040	399			

a. Dependent Variable: innovative performance

b. Predictors: (Constant), Management support for innovation, Tolerance for risk taking,

Performance-based reward system, Allocation of free time, Work discretion

(Source: Author's computation, 2016)

From the table 4.3.3.2, it is identified that the value of F-stat is 801.288 and it is significant as the level of significance is less than 5% ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between organizational factors for intrapreneurship and innovative performance. Additionally, this also indicated that the **null hypothesis is rejected and alternative hypothesis is accepted**. Hence it can be concluded that organizational factors for intrapreneurship affect innovative performance of the selected food and beverages firms in Lagos state.

Table 10.6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	.622	.138			
1	MSI	.202	.038	.358	5.352	.000
	TRT	.075	.033	.149	2.246	.027
	PRS	.208	.036	.382	5.752	.000
	AFT	.178	.042	.284	4.226	.000
	WD	.184	.038	.329	4.835	.000

a. Dependent Variable: innovative performance

(Source: Author's computation, 2016)

In the table 4.3.3.3, Unstandardized coefficients indicated how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The beta coefficients indicated that how and to what extent

service quality factors such as Management support for innovation, Tolerance for risk taking, Performance-based reward system, Allocation of free time, Work discretion affect innovative performance. It has been found that, Management support for innovation (beta =.358, t=5.352, p<0.05), Tolerance for risk taking (beta=.149, t=2.246, p<0.05), Performance based reward system (beta =.382, t=5.752, p<0.05), Allocation of free time (beta=.284, t=4.226, p<0.05) and Work discretion (beta =.329, t=4.835, p<0.05), have significant impact on innovative performance of the selected food and beverages firms in Lagos state.

11. Conclusion and Recommendation

The claim that the success of leading intrapreneurial organizations is dependent on a portfolio has been substantiated by the wealth of academic research of different innovative strategies all catered to improving intrapreneurship within the firm. What's more important is the ability to adapt to changing trends. Firms fail not because they did not innovate, but because firms couldn't incorporate adaptive strategies fast enough to capture the market quickly. However, findings from this study indicate that management support for intrapreneurship contribute significantly to corporate goal achievement, and this contribution is captured under the paradigm of three dimensions: innovativeness, risk-taking, and pro-activeness. It is up to the top level managers to recognize these dimensions and ensure that the companies incorporate them effectively for corporate goal achievement. The study also shows that internal supportive environment especially management support for innovation, tolerance for risk taking, performance-based reward system, allocation of free time and work discretion to their intrapreneurs, have positive impact on innovative performance. The study therefore concludes that intrapreneurship has significant impact on corporate goal achievement.

Based on this, the following recommendations are given:

- (i) Top level management should be cognizant of the fact that they should concentrate more on empowerment, flexibility in drafting organizational policies, provide necessary support and act positively to the innovative activities by encouraging risk taking initiatives among the employees.
- (ii) The management should design appropriate reward system such as financial reward, recognition and appraisal on significant achievements.
- (iii) The organization should also ensure the availability of resources such as time, materials and funds in supporting new ideas.

In short, it can be summarized that the main focus is to structure intrapreneurship organizational architecture by taking into considerations the factors that could invigorate such behaviours. Forming an internal ecosystem that is conducive for the workforce to behave intrapreneurially within an organization is a wise step to foster innovativeness culture that could subsequently be translated into long term growth and sustainability of the respective organization.

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An Investigation of the Factor Structure of Business Environmental Factors in the Pharmaceutical Sector in Kano Metropolis, Nigeria.

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Abstract. This study was conceived to investigate the business environmental factors in Kano metropolis, North West Nigeria, and determine their structure within the business environment as it affects manufacturing pharmaceutical companies. Thirty two companies were selected for the study. The study adopted a descriptive correlational and survey designs, three hundred and twenty (320) researcher devised questionnaires were distributed to employees of the pharmaceutical companies. The paper established various levels of the nature of the components that made up the dimensions of the business environment in Kano Metropolis. The study established that factors in the legal, technological, existing and potential suppliers, and socio cultural factors constitutes 63.23% variation in the business environment. The study recommends that manufacturers of pharmaceutical products in Kano state should consider and pay close attention to these factors if they are to succeed in their operations and become competitive.

1. Introduction

The purpose of this study is to investigate the business environmental factors among pharmaceutical companies in Kano metropolis, Nigeria. Several studies and public pronouncements by senior government officials and stakeholders in the pharmaceutical sector, and academicians portray a persistent picture of challenges and hurdles faced by manufacturers in the entire manufacturing sector, which has been bedeviled by challenges seemingly from the business environment. For example, Obasanjo, (2014) asserted that capacity utilization of Nigeria's indigenous industries was at 50%, in the same vein Egbetokun, (2014), argued that manufacturing companies in south western Nigeria operate in a challenging environment characterized by high import dependency, inappropriate policies, lack of transparent governance and weak industrial capabilities. He also concluded that among others manufacturing companies in south west Nigeria generally, operate in an unfriendly environment as a result of many adverse environmental factors such as government laws and regulations, weak industrial capabilities etc.

2. Problem statement

Many countries face enormous challenges in providing qualitative healthcare for its citizens. Nigeria with a rapidly growing population; the biggest in Africa one hundred and forty million 140 Million people by Census, (2006) figures, is not an exception. On the other hand, many indicators point to a poor performance on the part of the domestic pharmaceutical companies who are an integral and important part in providing basic drugs and medicines. Nigeria is heavily dependent on importation of pharmaceutical products from China, India and Egypt (Gumel, 2014). In a related development Olarewaju and Folarin, (2012) observed that in contemporary Nigerian business environment, performance is predicted on such factors as low-sales, high cost of production, low capacity utilization, lack of foreign exchange to source the needed inputs, poor power supply, and low quality of finished goods and services among others. These issues have led to lack of proper integration of various corporate sub-systems in Nigerian organizations resulting in failure to achieve their stated goals and objectives.

In a related development the performance of the pharmaceutical manufacturing sector according to Soludo (2011) is nothing to write home about as Nigeria does not have comparative nor competitive advantage in the manufacture of pharmaceutical with the country heavily dependent on imported drugs and medicines. According to Borodo, (2008) cited in Onouha, (2013) between the year 2000 and 2008, about 820 manufacturing companies have closed down or suspended production, 60% of them are ailing, while only 10% of them mostly multinationals currently operate at sustainable level. This therefore, paints a gloomy picture of the Nigerian manufacturing companies. This study is an attempt to explore the business environment among the pharmaceutical manufacturing companies to examine and understand the structures making up the constituents and dimensions within such an environment.

3. Literature Review

3.1 Business environmental factors

The business environment according to Duncan (1972) consists of relevant physical and social factors outside the boundary of an organization that are taken into consideration during decision making. Bourgeois, (1980) cited in Daft et al (1988) stated that the environment can be conceptualized as having several sectors that exists in two layers. The closest layer to the organization is the task environment which includes sectors that have direct transactions with the organization. The task environment which influences day-to- day organizational operations and goal attainment includes sectors such as competitors, suppliers and customers. The outer layer is called the general environment and refers to sectors that affect the organizations indirectly. The general environment often includes social, demographic and economic sectors. For a specific business organization, the task versus the general environment depends on how the firm's domain is defined and how policy makers choose to navigate the domain. In the manufacturing industry,

customers, competitors, suppliers and technology may be part of the task environment.

Nordemeyer, (2013) postulates that business leaders can control aspects of the internal environment that can positively or negatively affect the company's operating and financial results. For example, leaders shape their company's culture, establish the company's organizational structure and create policies that guide employee behavior. However the greatest challenges to business success may be a consequence of the external environment which a company has little, if any control. To address these challenges, business leaders conduct environmental analysis and develop policies and processes that adapt company's operations and products to the environment. Successful businesses adapt their internal environment including human and financial resources, policies, technologies, and operations to the external environment. The company performs an environmental analysis to identify the potential influence of particular aspects the general operating environments on business operations. This analysis identifies the opportunities and threats in a business environment.

Daft, Sormunen, and parks (1988) observed that environment creates both problems and opportunities for organizations. Organizations depend on the environment for scarce resources and they often must cope with unstable, unpredictable external events. Similarly, the environment, often, more than any other factor, affects organizational structure, internal processes and managerial decision making (Pfeffer and Salancik, 1978). Despite the fact that quite a number of researches has been undertaken about environmental uncertainty, the question about environmental uncertainty, the question remains, how do senior managers learn about the environment? Environmental scanning is the means through which top managers perceive external events and trends, (Hambrick, 1980). Scanning represents a difficult organizational problem because the environment is vast and complex, and manager's experience bounded rationality-they cannot comprehensively understand the environment (Cyert and March, 1963).

3.2 Socio-Cultural Factors

Dess, et al (2010) are of the view that, socio cultural forces influence that values, beliefs, and lifestyles of a society. Examples includes a higher percentage of women in the workforce, dual income families, increases in the number of temporary workers, greater concern for healthy diets and physical fitness, greater interest in in the environment, and postponement of having children. Such forces enhance sales of products and services in many industries but depress sales in others. According to Akhtar, (1995) culture is one of the elusive phenomena that we all seem to recognize but find difficult to define. Scholars however, agree that culture is all encompassing it includes the entire heritage of a society and reflects a total way of life. Being a social activity, a social activity an activity like marketing involves interactions among people, products and institutions. These complex and subtle interactions are shaped by the cultural environment, buyer's interactions with sellers. According to Robinson, (1994) social factors that affect a firm involve the

beliefs, values, attitudes opinions and lifestyles of persons in the firm's external environment. Like other forces in the remote external environment, social forces are from the efforts of individuals to satisfy their desires and needs by controlling and adapting to environmental factors.

3.3 Political and Legal Environment

Governments play important roles in the regulation of businesses and marketing activities Akhtar, (1995), the agreement between the government and the firm that sets the stage for the firm's operations in the country seldom remains in effect for a long time. Overtime, the government may intervene and impose additional conditions on the firm's operations. Governmental interventions; that interfere with or prevent business transactions, or change the terms of agreements, or cause the confiscation of wholly or partly foreign owned business property are referred to as political risk. Robinson, (1994) stated that the direction and stability of political factors are major consideration for managers in formulating a company strategy. Political factors define the legal and regulatory parameters within which the firm operates. Political constraints are placed on firms through fair trade decisions, antitrust laws, tax programs, minimum wage legislation, pollution and pricing policies and many other actions aimed at protecting employees, consumers the general public and the environment. Laws and regulations are commonly restrictive they tend to reduce the potential profit of firms. However, some political actions are designed to protect firms. Such actions include patent right laws, government subsidies, and product research grants. Political factors may either limit or benefit the firm they influence.

Smith, Anold and Bizzel, (1998) postulates that government and political factors are exerting an increasing influence on how businesses operate, firms must comply with regulations dealing with hiring practices, taxes, consumer lending, safety, pricing, advertising, plant location and pollution. Government activity provides both opportunities and threats. Thus, some government programs (for example, tariffs on competing foreign goods and tax reductions) provide growth or survival opportunities. Conversely, increased taxes in certain industries could threaten profitability. Dess et al (2010) stated that political processes and legislation influences environmental regulations with which industries must comply. Government legislation can also have a significant impact on the governance of corporations.

3.4 Economic Environment

Economic factors according to Dess et al (2010) affects all industries, from suppliers of raw materials to manufacturers of finished goods and services, as well as all organizations in the service, wholesale, retail, government and nonprofit sectors. Key economic indicators include interest rates, unemployment, the consumer price index, the gross domestic product, net disposable income. In the same vein, Robinson, (1994) asserted that economic factors concern the nature and

the direction of the economy in which a firm operates. Because consumption patterns are affected by the relative affluence of various market segments, in its strategic planning each firm must consider economic trends in the segments that affects its industry on both the national and international level. It must consider the general availability of credit, the level of disposable income, and the propensity of people to spend. Prime interest rates, inflation rates, and the trends in the growth of the gross national product are other economic factors it must consider.

3.5 Technological factors

According to Robinson, (1994) to avoid obsolescence and remote innovation, a firm must be aware of technological change that might influence its industry. Creative technological adaption can suggest possibilities for new products, for improvements in existing products, or in manufacturing and marketing techniques.

A technological breakthrough can have a sudden and dramatic effect on a firm's environment. It may spawn sophisticated new markets and products or significantly shorten the anticipated life of a manufacturing facility. Thus, all firms, and most particularly, those in turbulent growth industries must strive for an understanding of both existing technological advances and the probable future advances that can affect their products and services. According to Smith, Arnold and Bizzel, (1998) there are very few companies in the United States of America for example that do not depend on an increasingly sophisticated technological base. The high probabilities for continued technological advances provide both opportunities and threats for entire industries and for specific firms. Firms must also be alert for new technologies that can directly or indirectly make their products obsolete.

Similarly, developments in technology, according to Dess et al (2010), lead to new products and services and improve how they are produced and delivered to the end users. Innovation can create entirely new industries and alter the boundaries of existing industries. Technological developments and trends include genetic engineering, internet technology, computer aided design/ computer aided manufacturing, research in artificial and exotic materials.

The effect of a trend or event in the general environment vary across industries, for example in the United States of America, government legislation (political/legal) to permit the importation of drugs from foreign countries is a very positive development for drug stores but very negative event for the U.S. drug manufacturers. (Dess et al 2010)

4. Hypothesis:

H1: Business environmental factors are a multi dimensional construct in the pharmaceutical industry in Nigeria.

5. Methodology

Survey design was adopted for this study. Both qualitative and quantitative approaches were also employed in the study. Three hundred and twenty (320)

questionnaires were distributed in thirty two (32) pharmaceutical companies within Kano metropolis, Nigeria. The respondents are employees selected using purposive sampling technique, managers, depot manager, distribution managers, sales representatives and pharmacists that have worked for their companies for a period of five years and above. A total of two hundred and fifty three questionnaires were retrieved representing 79% retrieval rate.

The questionnaire was validated; first to ensure face validity two experts in the academia were consulted to validate the instrument. Construct validity was done through the Kaiser Meyer Olkhein (K.M.O) test which yielded good and acceptable results for all the questionnaire items. Also, to ensure reliability of the study instrument, Chronbach Alpha was used and the scores revealed acceptable and good outcomes for all the constructs.

Table 5.1: Validity test (K.M.O)

Questionnaire items	Values	Rating
Legal environment	0.810	Good
Existing and potential suppliers	0.690	Acceptable
Technological factors	0.697	Acceptable
Socio cultural factors	0.784	Good

Source: Field Survey, 2015

Table 5.2: Reliability test (Chronbach Alpha)

Constructs	Chronbach's Alpha values	Ratings
Legal environment	0.658	Acceptable
Existing/potential suppliers	0.749	Good
Technological factors	0.646	Acceptable
Socio cultural factors	0.761	Good

Source: Field Survey, 2015

6. Results and findings

Table 6.1: Descriptive statistics of Business Environmental Factors

Questionnaire Items	Mean	Std. Deviation	Description
Assessment of the regulations governing the pharmaceutical sector	2.8814	0.64378	High
Level of legislations governing patent rights	2.7747	0.65513	High
Level of import restrictions	2.8419	0.60970	High
Level of import duties	2.8893	0.67525	High
Rate of restrictions on advertisements and promotional activities	2.7708	0.55171	High
Nature of laws governing the employment in the sector	2.8696	0.52211	High
Performance of company suppliers	3.0988	0.63786	High
Supplier's contribution to the success of the company	3.0949	0.64156	High

Rate of supplier turn over	2.4822	0.72695	Low
Policy changes affecting suppliers	2.8379	0.55762	High
Rate of supplier evaluation	3.1383	0.53511	High
Withdrawal of suppliers from the company	2.2569	0.76194	Low
Level of technological change in the pharmaceutical sector	2.9881	0.42241	High
The rate at which the company switch to new technology	2.7668	0.56779	High
Adoption of information technology by the company	2.9091	0.52292	High
Technological innovation by the company	2.5731	0.62328	High
How technology has helped break through in company's research	2.5455	0.71472	High
Major technological problems within the company	2.2253	0.73506	Low
Cultural influence on company operations	2.4783	0.58801	Low
Relationship between the company and the environment	2.9802	0.56660	High
Company participation in social activities	2.9289	0.69213	High
How gender issues affect the company	2.4545	0.73119	Low

Source: Field Survey, 2015

Table 6.1 above represents the descriptive analysis of the questionnaire items to measure the level of business environmental factors among pharmaceutical companies, the mean scores indicates some areas of particular concern from the factors within the environment. These includes the rate at which suppliers withdraw from doing business with the companies with a low mean score of (2.22569), major technological problems within the companies also low mean score of (2.2253).

Interpretation of the mean scores

Mean range	Description	Interpretation
3.26-4.00	Very high	Very good
2.51-3.25	High	Good
1.76-2.50	Low	Fair
1.00-1.75	Very low	Very poor

Source: Suleiman, (2006) and Field, (2005).

Table 6.2: Factor structure of Business Environmental Factors

Rotated factor matrix	Legal environment	Technological factors	Existing and potential suppliers	Socio cultural factors
Legal environment 1	0.842			
Legal environment 2	0.789			
Legal environment 3	0.722			
Legal environment 4	0.749			
Legal environment 5	0.628			

Technological factors 1		0.717		
Technological factors 2		0.627		
Technological factors 3		0.619		
Technological factors 4		0.672		
Technological factors 5		0.629		
Existing and potential suppliers 1			0.525	
Existing and potential suppliers 2			0.572	
Existing and potential suppliers 3			0.551	
Existing and potential suppliers 4			0.526	
Existing and potential suppliers 5			0.527	
Socio cultural factors 1				0.592
Socio cultural factors 2				0.572
Socio cultural factors 3				0.585
Socio cultural factors 4				0.571
Eigen value	2.142	2.143	1.078	1.041
Variance%	24.52	23.48	8.42	6.81
Cumulative%	24.52	48.00	56.42	63.23

KMO=0.72, $\chi^2=1321.50$, DF=105, sig=0.000, determinant= 0.012

Source: Field Survey, (2015)

Table 4 above shows the exploratory factor analysis results which shows the factor structure of business environmental factors, the results indicates that factors in the legal environment, technological, existing and potential suppliers, and socio cultural factors accounted for 63.23% variation in business environmental factors. The results further shows that legal factors (24.52%) was the most important factor in the business environment, followed by technological factors (23.48%), existing and potential suppliers (8.42%) and lastly socio cultural factors (6.81%). All the constructs have Eigen values of greater than (1), implying that they should all be accepted. The results further indicate that, all the items are significant as they all have a factor loading value of more than 0.5. The KMO value at 0.72 indicates the appropriateness or (worthy value of the components) and the sig. value is also significant at (0.00). The determinant is also significant at (0.012) which is greater than (0.00), (Field, 2005) and this further shows that, there is no multicollinearity or singularity between the study variables.

The results of the factor analysis indicates that technological, legal, suppliers and socio cultural factors are the factors that mostly explains the variation in business environmental factors in the pharmaceutical sector in Kano metropolis. Therefore, the pharmaceutical companies must understand the composition and interaction of these factors if they are to fully understand the business environment.

7. Test of hypothesis

Results of the exploratory factor analysis (Table 2) clearly indicate the multi dimensional nature of the business environment in the pharmaceutical sector in Kano metropolis, Nigeria: cumulative variance at (63.23%), sig. value at (0.00) are all statistically significant and particularly the determinant at (0.01) is significant enough. Therefore, the null hypothesis of non multi dimensionality of business environmental factors in the Nigerian pharmaceutical sector is rejected.

8. Conclusion

This study has successfully established the multi dimensionality of the factors within the business environment. Using exploratory factor analysis, the study establishes statistically significant results for the constructs under investigation, legal factors, technological factors, existing and potential suppliers and socio cultural factors. The study also established various levels for the questionnaire items (descriptive statistics) under business environmental factors and majority of the items were found to be high in value. In the final analysis, the study established that to understand the business environment in Kano metropolis, pharmaceutical companies, must fully understand the interactions of these factors ie legal factors, technological, existing and potential suppliers and socio cultural factors, if they are to understand what constitutes the environmental factors within that environment.

9. Recommendations

The following recommendations were put forward which all of came from the findings of the study:

- Pharmaceutical companies should fully understand their interaction with the factors within the environment more specifically, legal environmental factors (24.52%) technological factors (23.48%). These factors have a higher eigen values than other factors in the environment.
- The the state of the pharmaceutical companies should be great area of concern for the government, as they (pharmaceutical companies) contribute significantly to the provision of qualitative healthcare for the teeming population of Nigeria, therefore, government should come up with policies that would boast local production of pharmaceutical products in Nigeria like it was done for the banking sector for example.
- Similarly, the government should look at the environment with aview to remedy some of the challenges coming from there which are hampering manufacturers generally in their operations. These include legal and regulatory constraints, challenges of electricity, and multiple taxation.

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Impact of Marketing Information System on Product Performance in Nigerian Bottling Company Limited

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Abstract. Many organizations fail to realize that the survival of their products in the competitive market is a function of their commitment to building and maintaining reliable marketing information system that is encompassing and embracing. This is because many companies in developing countries are often successful for a short period of time as they launched a new attractive product or an appealing service, but find it difficult to sustain over a longer period of time due to failure to continually gather information about the changes in market situation. Thus, this study examined the impact of marketing information system on product performance in the marketing department. The population of the study is the staff in the marketing department of the firm's plant in kwara, Lagos and Oyo which consist of five hundred and twenty six (526) respondents. Data for the study were collected through administration of questionnaire to a randomly selected sample of 226 staff of Nigerian Bottling Company Plants. The data were analysed and hypotheses tested using regression analysis. The study revealed that marketing information system has significant effect on sales volume and that marketing information system has significant impact on product performance. The study concludes that company with effective and efficient marketing information system will develop competitive products that meet existing and potential buyers' expectation in the market than organisation that do not have well organized and good marketing information system. Therefore, the study recommends that the company should develop and maintain advanced marketing information systems that provide company management with rapid and incredible information about consumers' needs and wants, preferences and behaviour.

1. Introduction

The modern business world terrain is compelling organizations to constantly seek for better marketing options, in appealing to and attracting customers' attention, as a result of major changes in market and economic conditions, coupled with rapid

advancement in technologies. The changing economic conditions and technologies coupled with increased domestic and global competition, changing customer needs and the emergence of new markets require that organizations take logical and vital actions in competing for better share in the market. Organizations must first determine what its existing and potential customer's needs and desires are, and then builds the product that could possibly satisfy them at a profit. Changing consumer preferences also demand that organization that will compete favourably in a competitive market must ensure that its products have better quality and better packaging that could enhance the organization's market advantages.

A product is a set of benefits offered for exchange which can be tangible or intangible. It has been observed that effective product performance is cogently important in generating long-term firm success (Wheelwright & Clark, 1995). To carry out better product planning, implementation, managers need information. Information is not just an input for making better decisions, but also a marketing asset that gives competitive advantage of strategic importance. Perhaps, competitors may be able to copy another company's equipment, products or procedures, but they will find it very difficult to duplicate the company's information and intellectual capital (Kotler, 2010). This is because information is a powerful tool that could make or mar an organization's success strategy overnight.

Marketing information system focuses on the collection, processing and dissemination of information to enable organization to make better decisions. Marketing information includes all facts, estimates, opinions and other information used in marketing decisions, which affects the marketing of goods. The aim of marketing information system is to know and understand the customer so well that the product or services rendered will be key to marketing decisions (Kotler, 2007).

Organizations in Nigeria must continually adapt to an ever-changing business environment. In addition to the everyday aspects of running a business in Nigeria, a company now has to have adequate information of the effect of dollar value on materials, energy, labour and the market. The company must also consider effect of inflation, economic recessions, unemployment and technological changes on product performance.

Marketing information system is essentially a customer-oriented approach to information gathering and handling, because it provides a large amount of customer data and its advantage is in the techniques it uses to apply computer/communications technology to marketing analysis. It equally ensures that everyone in the organization is motivated to deliver high quality and superior value, leading to high levels of customer satisfaction. It also ensures that products are tailored toward particular needs and wants of existing and potential customers. MIS helps organizations to maximize profit by optimizing every stage of product's life from product development to product extensions and its declinement. It integrates product information from design and engineering with sourcing, compliance, suppliers, and supply chains to speed product development, enhance products performance by ensuring quality and mitigate risks. Furthermore, there is a widespread consensus in the marketing literature that using marketing information in decision making is a crucial factor significantly affecting product performance

(Moorman, 1995) and customer value (Malhotra, 2007). Marketing decisions are affected by many internal and external environmental variables, so the marketing decision maker needs a great deal of information related to these variables, to predict their directions and their expected effects on the internal activities of the organization and the market, in order to make the rational marketing decisions in an uncertainty environment facing the marketing administration. Organizations are now viewing information not only as an input for better marketing decisions but also it is considered as an important strategic asset and a marketing tool that could bring the competitive advantage which could be hard to preempt. This study examines the impact of marketing information system on product performance in the Nigerian Bottling Company.

2. Statement of the Problem

Good marketing information system provides accurate information on controllable and non-controllable factors and consumers, which enhances the effectiveness of decisions made by marketing managers. Unfortunately greater number of Nigerian companies which are struggling to survive in the rapidly changing turbulent global business environment at present, have not realized the value of Marketing Information Systems which provides the holistic view of business strategies.

Absence of relevant marketing information system could cause consumers' response to particular marketing programs difficult to predict accurately. Many organizations fail to realize that the survival of their products in the competitive market is a function of their commitment to building and maintaining reliable marketing information system that is all encompassing and all embracing. This is because many companies in developing countries are often successful for a short period of time as they launched a new attractive product or an appealing service, but find it difficult to remain successful over a longer period of time due to failure to continually gather information about the changes in market situation. Thus, this study examined the impact of marketing information system on product performance.

Despite the agreement that marketing research information is a key for business success, there have been few empirical studies that examine the link between marketing information system and product profitability (Ganeshasundaram & Henley, 2007). Thus, the current study examined whether or not adoption of MIS has significant impact on product performance in Nigerian Bottling Company PLC.

3. Research Questions

- (i) What is the effect of marketing information system on sales volume?
- (ii) What is the impact of usage of marketing information system on product performance?

4. Objectives of the Study

The specific objectives are to:

- (i.) determine the effect of marketing information system on sales volume;
- (ii.) examine the impact of usage of marketing information system on product performance.

5. Research Hypotheses

Ho₁: Marketing information system has no effect on sales volume

Ho₂: Usage of marketing information system has no impact on product performance.

6. Literature Review

6.1 Concept of Marketing

Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating, offering and exchanging products and services of value with others (Kotler & Armstrong, 2004). Marketing involves a diverse set of activities; it is not simply selling, advertising or any single activity, marketing process encompasses many activities necessary to ensure the success of a product. Marketing concept is sometimes referred to as marketing orientation or customer orientation (Kotler & Armstrong, 2010). The concept stated that in order for a firm to survive in the long run and make profit, it must ascertain the genuine needs and wants of specifically defined target markets and then produce products that satisfy customer's requirements. Pelton, Strutton & Lumpkin (2002) posited that marketing concept holds that achieving organizational goals depends on determining the needs and wants of target markets and delivering of desired satisfactions more effectively and efficiently than competitors do.

According to Yuan (2008), marketing concept view the customer as "king", thus, all the company's activities must focus on the customer, the company makes every effort to best understand the wants and needs of its target market and to create want-satisfying goods that best fulfill the needs of that target market and to do this better than the competition. Kotler & Armstrong (2010) stated that "the marketing concept takes an 'outside-in' perspective. This implies that the marketing concept starts with a well-defined market, focuses on customer needs, and integrates all the marketing activities that affect the customers. In turn, it yields profits by creating lasting relationship with the right customers based on customer value satisfaction.

Meyer & Green (2009) in their own contributions stated that there are three parts to the marketing concept. They are: (i) a customer focus: that marketing concept begins with the premise that the starting point for business decisions is the customer's needs and wants; and those needs and wants are carefully researched and thoroughly analyzed; then, goods and services are identified and/or developed to

satisfy them (ii) a profit goal: by this marketing concept dictates that goods and services made available by a business must be produced and sold at a profit. They claimed that profit objective is integral to the survival and growth of the business. Without it, it was said the business would not be available to serve the needs and wants of customers, and (iii) a total company effort: they gave effective implementation of the marketing concept as requiring involvement of employees from all departments at all levels of the business stressing that training must be provided and employees must be motivated to achieve the common goals of maximum customer satisfaction and profitability. This study view marketing concept as a process of identifying consumer needs, creation and distribution of products (goods and/or service) that can satisfy the needs more than competition. Marketing concept process starts with customers and ends with customers.

6.2 Concept of Marketing Information System

Brien (1997) defined marketing information system as “a structured, interacting complex of persons, machines and procedures designed to generate an orderly flow of pertinent information collected from both intra and extra-firm sources for use as the bases for decision making in specific responsibility areas of marketing management. This definition implies the independent activity associated with the collection of marketing information, both from internal and external sources. It also shows that such information is collected to facilitate decision making in different areas of marketing management.

Kotler & Armstrong (2003) defined marketing information system as “a continuing and interacting structure of people, equipment and procedures designed to gather, sort, analyze, evaluate and distribute pertinent, timely and accurate information for use by marketing decision makers to improve their marketing planning, execution and control”. Kotler & Armstrong (2003) suggest that the organization ‘should design the marketing information system in a way that reconciles what executives would like to have, what executives really need and what is economically feasible to offer, with the information being precisely related to the major decisions which marketing manager have to make-the decisions concerning the product, place, price and promotional aspects of market performance. They also proposed that the system design should be based on a survey of user needs, covering such issues as: types of decisions being taken; types of information needed to make the decisions; types of information presently being supplied regularly; types of information which would be liked but which are not yet supplied; types of special studies being periodically requested; types of information required daily, weekly, monthly, yearly; types of magazines, trade reports required regularly; types of special, topic on which information is thought useful; types of data analysis programs to be made available. Berenson (2001) states that marketing information system involves (i) determining the data needed; (ii) the generation of this information by means of marketing research; distribution cost, analysis, or some other tool and then (iii) processing of these data. A good marketing information system determines the

information needs of the organization and generate and process such information on a continuing basis. It should also provide for its storage, so that it can be used when required (Al-Allak, 2010).

This study views marketing information system as a functional, systematic and interactive structure of people, processes, procedures and plans to generate, measure, select, analyse and communicate continuous flow of information which is useful for marketing management process. It is process of generating and managing market information essential for the relevancy of organization in the market. Market information includes all facts, estimates, opinions and general information used in making marketing decisions, which affects the market position of the organization.

6.3 Components of Marketing Information System

According to Beri (2007), a good marketing information system should determine the information needs of the organization and generate and process such information on continuing bases storage so that it can be used when required. He said that an effective marketing information system have the following components;

- (i) Internal Accounting System
- (ii) Marketing Intelligence System
- (iii) Marketing Research System
- (iv) Marketing Management Science System

The Internal Accounting System maintains data pertaining to orders, sales, inventory levels receivables and payables. It should be able to fulfil the needs of marketing executive, sales representatives, production managers etc.

The marketing intelligence system collects current information on development the macro-environment and task environment its purpose is to keep executive abreast of the changing environment so that they can plan the marketing strategy to get optimum results. Marketing intelligence provides external information about the marketing environment.

Marketing research takes studies on specific marketing problems reports its finding to marketing management. The marketing information system is management science or operations research. It is concerned with building models for better understanding and the prediction and control of marketing processes. Marketing information sources include relevant books, newspapers and trade publications. In addition, marketing managers must talk to consumers, channel partners and suppliers.

6.4 Product Performance

Ulrich & Eppinger (1995) defined product performance based on how well a product is able to provide practical application of the final plan. According to

Osteras, Murthy & Rausand, (2006), product performance components are classified in three categories: i) features designed for products; ii) internal properties; iii) external properties. Measuring product performance is an important part of product evaluation. Successful product performance has three aspects of concept: financial measures, customer satisfaction, time-to-market or product life cycle (Osteras, *et. al.*, 2006). Mohammad et al, (2012) also say that product is the physical appearance of the product, packaging and labeling information, which can also influence whether consumers notice a product in-store, examine it and purchase it. Past researchers have clearly suggested that product influences have a significant impact on product performance (kazem & Heijden, 2006; Kempainen, Vepsalainen & Tinnila, 2008; Ogunmokun & Esther, 2004; Owomoyela, et al, 2013).

Selnes (1993) concluded that product performance affected brand reputation, image, customer satisfaction and loyalty effectively. Therefore, evaluating and understanding the impact of marketing information system on product performance can be an efficient marketing strategy.

7. Theoretical Framework: Theory of Market Orientation

Theory of market orientation reflects the firm's propensity towards adoption and practices of marketing concept (Baker & Sinkula, 2009). The theory of market orientation states that if a business is to achieve profitability and/or satisfy its objectives, the entire organization must be oriented towards satisfying consumer needs, wants, and aspirations (Kotler & Armstrong, 2008; Blankson & Cheng, 2005). Okpe (2013) argued that market orientation is derived from the application of the marketing concept. The market orientation constructs is widely used as the basis for the development of modern marketing concepts and are often used as subjects of marketing research (Grinstein, 2008). Market orientation describes a firm's orientation toward the promotion and support for the collection, dissemination, and responsiveness to market intelligence to serve customer needs (Kohli & Jaworski 1990). That explanation implies that the basic underlining concept of market orientation is to satisfy the customer needs and requirements for the improvement of business performance.

7.1 Knowledge Based View Theory of Firm

The Knowledge Based View (KBV) of a firm considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge base resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are major determinant of sustained competitive advantage and superior corporate performance. This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems and employee. Information technology plays an important role in the Knowledge

Based View of the firm, in that information systems can be used to synthesize, enhance and expedite large-scale intra- and inter-firm knowledge management (Alavi & Leidner 2001).

This current study adapt marketing orientation construct in explaining the links between marketing research and product performance. This is because market orientation focus marketing strategies on consumer satisfaction.

8. Empirical Framework

Sultan (2012) examined the role of marketing information system in marketing decision-making in Jordanian shareholding medicines production companies. Two types of data were adopted which include the data gleaned from books, net, studies and previous research, while the second was a field study included the design and distribution of a questionnaire to collect data from managers and staff concerned about the variables of the study. Questionnaires were distributed to (56) of marketing managers and marketing information system staff working in the companies, and (48) was recovered with a percentage of (86%). The unit of analysis was manager and staff. Data were collected from marketing managers and marketing information system staff working in each of the seventh companies. The results of the study show that there is a statistically significant relation between each of the following marketing information system components (internal records, marketing research, marketing intelligence) and decision-making.

Obasan, Ariyo & Soyebó (2012) studied the effect of aggressive marketing and product performance in Nigeria. The study made use of survey research were well structured questionnaires were employed. The obtained data were analyzed using simple percentage, descriptive statistics and regression model. The study revealed that marketing strategies has a significant on product performance with reference to Nigerian industries as most, if not all organizations adopt marketing strategies that affect customers patronage as well as the development of dynamic marketing strategies that reflect current state of customer preference.

Kayode (2010) focused on the nature, role and impact of marketing research as a tool for increased profitability in business enterprise. Primary data were collected through administration of questionnaire. Regression analysis was used to analyzed the data. The findings revealed that marketing research is a veritable tool for increasing the profitability in service organization as well as for increasing customer's satisfaction and customer's patronage of the organization's product. There appear to be a gap in knowledge with particular reference on studies on the impact that marketing information system have on product performance in the Nigerian beverage industry.

9. Methodology

The primary focus of this research as implied by the general objective is to find out the impact of marketing information system on product performance. The study

covers the operations of Nigerian Bottling Company Ltds in South West Region of Nigeria which comprises of six states: Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo. However, data were sourced from Ilorin, Oyo and Lagos Plants. The data used were limited to 2010 to 2015.

Survey method of research design was used in carrying out the study. The population of the study comprises of all the staff in the marketing department of Nigerian Bottling Company Ltd in the Nigerian South West region, but due to the fact that Nigerian Bottling Company Ltd has plant in three out of the six states in the South west region, the researcher makes use of staff from the firm's plants in Kwara, Lagos and Oyo States, with a total of five hundred and twenty (520). Simple random sampling was used in selecting the respondents from the selected region. A sample size of two hundred and twenty six (226) was derived using Taro Yamen's formula. Primary data were sourced through questionnaire administration. The questionnaire was structured to focus on questions related to impact of MIS on product performance. A total of two hundred and twenty six (226) copies of questionnaires were administered to the respondents. Likert rating scale of five points which range from strongly agreed to strongly disagree was constructed to enable the respondents give their opinions to items in the questionnaire. Regression analysis was used as a tool to test the hypotheses formulated for the study.

Model Specifications

$$SAVL = \beta_0 + \beta_1 MKIS + e$$

$$PDPR = \beta_0 + \beta_1 MKIS + e$$

Where:

SAVL= Sales Volume (Dependent variable)

PDPR= Product Performance (Dependent variable)

MKIS= Marketing Information System (Independent variable)

β_0 = Intercept of the model.

β_1 = Estimate of the parameter of the independent variables in the model.

e= Error term.

10. Data Analysis and Discussion of Results

Two hundred and twenty six (226) copies of questionnaires were administered to the respondents, Two hundred and eleven (211) copies representing 93.4% were returned, while 15 copies representing 6.6% of the questionnaires were not returned or not fit for the study (Appendix 2). This implies that majority of the respondents positively responded to the questionnaire making it relevant for the study. The hypotheses were tested using regression analysis.

Test of Hypothesis One

H₀₁: Marketing information system has no effect on sales volume

Regression analysis was used to test whether or not marketing information system has effect on sales volume.

Table 10. 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.601	.782

a. Predictors: (Constant), Marketing Information System

Source: Author’s computation, 2016

From the result in Table 1 above, the co-efficient of the correlation (r) is given as 0.778 (77.8%). This figure indicates that there is a high positive relationship between the identified marketing information system variables and product performance. The R² value is 0.605 (60.5%) which indicates that the variability changes in sales volume of the organization could be accounted for by 60.5% marketing information system being used by the company. The adjusted R² value of 0.601 (60.1%) shows that actual variation in sales volume of the organisation are attributable to changes in marketing information system as practiced by the organization (independents variables). Thus, the 60.1% is good enough in determining the goodness of fit for the model (regression equation), while the remaining 39.9% is explained by other factors which are not included in the model. The regression equation (model formulated) proved to be very useful for making predictions since the value of R² is close to 1.

Table 10.2: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	771.841	1	771.841	320.931	.000 ^a
Residual	502.747	209	2.405		
Total	1274.588	210			

a. Predictors: (Constant), Marketing Information System

b. Dependent Variable: Sales Volume

Source: Author’s computation, 2016

The ANOVA table indicates that the calculated P-value is 0.000 (positive) and is less than the tabulated value of 0.05 at 95% level of confidence. This indicates that there is significant relationship between marketing information system and sales

volume as indicated in the regression model. Therefore the, null hypothesis should be rejected while alternative hypothesis should be rejected while the alternative hypothesis which says marketing information system has effect on sales volume should be accepted.

Table 10.3: Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.315	.204		6.436	.000
Marketing Information System	1.080	.096	.778	11.283	.037

a. Dependent Variable: Sales Volume

Source: Author’s computation, 2016

Table 10.3 provides information on the effect of independent variables on the dependent variable. The analysis indicates that the calculated p-value is less than the critical value of 0.05, thus, the Null hypothesis (H_0) is rejected while the Alternative hypothesis (H_1) which established that marketing information system has effect on sales volume is accepted.

Test of Hypothesis Two

H₀₂: Usage of marketing information system has no impact on product performance

The regression analysis to test whether or not usage of marketing information system has impact on product performance is presented below:

Table 10.4: Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 ^a	.832	.830	.451

a. Predictors: (Constant), Usage of Marketing Information System

Source: Author’s computation, 2016

The table depicts the model summary which shows that the coefficient of correlation (r) is 0.912 (91.2%). This figure indicates that there is a high positive relationship between the usages of marketing information system and product performance. The large value of R indicates that the predicted value (marketing information system) has a strong effect on the observed value (product performance). It as well indicates that any movement or increment in the identified variables also brings about movement in the same direction in product performance.

The R^2 value is 0.832 (83.2%) which indicates that the variability changes in product performance could be accounted for by 83.2% marketing information system being used by the company. The adjusted R^2 value of 0.830 (83.0%) indicates that actual variation in product performance is attributable to changes in marketing information system (independents variable). This is good enough in determining the goodness of fit for the model (regression equation), while the remaining 17.0% is explained by other factors which are not included in the model. The regression equation (model formulated) proved to be very useful for making predictions since the value of R^2 is close to 1.

Table 10.5: ANOVA

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.522	1	83.522	104.012	.000 ^a
	Residual	167.902	209	.803		
	Total	251.424	210			

a. Predictors: (Constant), Usage of Marketing Information System

b. Dependent Variable: Product Performance

Source: Author’s computation, 2016

Table 10.5 revealed that the calculated P-value is 0.000 (positive) and is less than the tabulated value of 0.05 at 95% level of confidence. This indicates that there is significant relationship between product performance and marketing information system as indicated in the model. Therefore, the Null hypothesis which states that usage of marketing information system has no impact on product performance is rejected. This called for adoption of alternative hypothesis which establishes that usage of marketing information system has impact on product performance

Table 10.6: Coefficients

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.229	.114		2.004	.048
Usage of Marketing Information System	.965	.048	.912	20.252	.013

a. Dependent Variable: Product Performance

Source: Author's computation, 2016

The table provides information on the effect of independent variable on the dependent variable. The table depicts that the coefficient of independents variable exert significant effects on the dependent variable. The analysis equally indicates that the calculated p-values is less than the critical/tabulated p-values of 0.05, thus, the Null hypothesis (H_0) is rejected while the Alternative hypothesis (H_1) is accepted which states that usage of marketing information system has no impact on product performance.

11. Discussion of Findings

The intensity of global and local competition coupled with the rapidly changing business environment necessitates that companies are more market sensitive in response to ever changing consumers' demands. This study examines the impact of marketing information system on product performance with the objectives of seeking to determine effect that marketing information system has on sales volume and on product performance. The result of the analysis shows that marketing information system is an essential mechanism for sales performance in the organization. This is obvious as the study established that marketing information system has significant effect on sales volume. This implies that the use of a marketing information system could potentially enhance the quality of and demand for the organizations' products, which could further influence product advantage as a mediating mechanism for product performance (Kotler & Keller, 2006).

The study equally found that marketing information system has significant impact on product performance. The analysis indicated that 83.0% of actual variation in product performance of the organization is attributable to changes in marketing information system as being practiced in the organization. This implies that marketing information system is significantly essential to product performance.

This is because marketing information system provides a store of historical customer data, which help to ensure better internal efficiency due to better organized data, thus ultimately leading to more effective strategic improvements in the course of product performance analysis.

12. Conclusion

In the light of the findings generated through statistical analysis, the study inferred that marketing information system have significant effects on product sales and performance. Management may not be able to change customer needs and wants, new competitor initiatives, changing market trends and so on, but it can develop and manage a better information system that can enhance its competitive edge in the target market. Also, the study shows that company with effective and efficient marketing information system will tend to develop competitive products that will meet existing and potential buyers' expectation in the market than organisation that do not have well organized and good marketing information system. This implies that the company should further strengthen their marketing information system so as to improve the chances of better product performance.

13. Recommendations

Relying on the findings, the study proffered the following recommendations for better performance.

The company should develop/ maintain advanced marketing information systems that provide company management with rapid and incredible information about consumers' needs and wants, preferences and behaviour. This will provide the company with a good market advantage over its competitors. This is because effective marketing information system will enable the company to effectively survey the market and to obtain the information it requires to carefully evaluate its opportunities and choose its target markets to maximize profit. Moreover, the marketing information programs must communicate more internally to employees and externally with the customers so that the company can reach the market with a consistent, strong voice projecting the qualities and benefits of its products. This will ensure rapid improvement in sales volume of the company. This because companies that incorporate effective business-to-customers components into their MIS plans stand a better chance of making their products to remaining successful in future years.

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The Effects of Money Supply on Foreign Exchange Rates in Nigeria

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Abstract. This study investigated the effect of money supply on foreign exchange rates in Nigeria. The study was guided by the objective of finding out relationships between money supply and foreign exchange rates in Nigeria from 2000-2014. Dick Fuller Test was considered most appropriate model for this study. This study used secondary data from Central Bank of Nigeria statistical bulletin and annual reports (CBN 2000-2014). The study also explored co-integration, Vector Error Correction Mechanism (VECM) method and regression coefficient to establish the influence of money supply on foreign exchange rates. The study established a positive and significant correlation between money supply and foreign exchange rates. The study concluded that a simple monetary policy could be effective in emerging market economies in Nigeria if CBN commits to the rule-prescribe growth target levels. The study further recommended that to avoid inflationary impacts, government should control excessive expansion in broad money supply and should take appropriate steps to coordinate and harmonize monetary policies in Nigeria in order to facilitate financial integration process.

1. Introduction

The history of exchange rate systems in Nigeria dates back to early 1960s. Before the establishment of the Central Bank of Nigeria in 1958 and the enactment of the Exchange Control Act of 1962, foreign exchange was earned by private sector and held in balances abroad by commercial banks that acted as agents for local exporters. The oil boom experienced in the 1970s made it necessary to manage foreign exchange rate in order to avoid shortage. However, shortages in the late 1970s and the early 1980's compelled the government to introduce some ad hoc measures to control excessive demand for foreign exchange. However, it was not until 1982 that a comprehensive exchange controls were applied. Then a fixed exchange rate system was in practice. The increasing demand for foreign exchange and the inability of the exchange control system to evolve an appropriate mechanism for foreign exchange allocation in consonance with the goal of internal balance made it to be discarded in 1986 while a new mechanism was evolved under

the Structural Adjustment Programmes (SAP). The main objectives of exchange rate policy under the Structural Adjustment Programmes were to preserve the value of the domestic currency, maintain a favourable external balance and the overall goal of macroeconomic stability and to determine a realistic exchange rate for the Naira (Umeora, 2010).

Nigeria since then has adopted two main exchange rate regimes for the purpose of gaining internal and external balance. The arguments and conditions for and against each of the regime is clearly given that they are all aimed at maintaining stability in exchange rates. Direct administrative control exchange rate policy was used to manage Nigeria's foreign exchange from independence in 1960. The country changed to a market regulated regime in 1986 for obvious reasons (Owolabi, 2014). Nigeria operates various organized market arrangement for selling and buying the foreign exchange. The country has and is still experimenting with various market arrangements, first in 1986, it chose to operate the Second Tier Foreign Exchange Market (SFEM) on an auction basis. More than two decade now after the introduction of the flexible exchange regime, Nigeria has operated several variants of the auction system (Auction system, Dutch Auction system, Wholesale Dutch Auction System) towards determining the exchange rate of naira to US dollar (Owolabi, 2014).

2. Problems Statement

Nigeria has continued to be confronted with a number of economic maladies with the exchange rate reforms. Among these problems are low level of savings and investment, high rate of inflation, high level of unemployment and poverty. This situation has caused a lot of concern to the researchers who have described the reform as woes rather than a blessing. Rather than for the economy to adjust into recovery, it continues to deteriorate to the background. The continuous depreciation in the value of naira, the disequilibrium in the foreign exchange market, the external imbalances and the high incidence of capital flight that resulted from the reform is all the more worrisome. Naira is now being undervalued in terms of its comparism with foreign prices (CBN, 2014). The quantities of goods that a naira can buy in Nigeria is far above greater than what it can now buy elsewhere in the world. This phenomenon is quite embarrassing and demoralizing. Conclusively the proliferation of exchange rate systems, especially in Nigeria which restricted the forces for long, suggest that further attention be given to the degree to which these regimes influence the behaviour of economic fundamentals, including the flow of money supply. It was the objective of this study to therefore examine the impact of money supply on foreign exchange rates in Nigeria.

3. Objective of the Study

To find out the relationship between money supply and foreign exchange rates in Nigeria between 2000 and 2014.

4. Hypothesis

There is no significant relationship between money supply and foreign exchange rates in Nigeria between 2000 and 2014.

5. Literature Review

5.1 Money Supply

Schwartz (2008) defined money supply as the total amount of monetary assets available in an economy at a specific time. White (2008) defined money supply as the entire stock of currency and other liquid instruments in a country's economy as of a particular time. Money supply in this study was measured using currency circulation, demand deposits and quasi money.

Money supply is considered an important instrument for controlling inflation. Economists believe that growth in Money Supply will lead to inflation if demand for money is stable so that increase in Money Supply is not met by equal increase in demand. Changes in Money can be inflationary or deflationary. When the Central Bank expands Money Supply, inflation occurs and when it reduces money supply deflation occurs. Central Bank's expansionary and contractionary policy is carried out through the Fractional Reserve Banking which enables Commercial Banks to create money by credit expansion (Umeora, 2010).

For the central bank of Nigeria, the primary objective in its conduct of monetary policy is to maintain a stable price level that supports sustainable economic growth and employment. While other central banks adopted numerical inflation or nominal GDP targets as guides for monetary policy since the 1980's and 1990's because financial market innovation and deregulation rendered monetary aggregates less reliable policy guides, the CBN did not deviate from the conventional monetary aggregate as the appropriate intermediate target. An implicit assumption with respect to this choice is that the intermediate target chosen is measurable, controllable and predictable in addition, it is assumed that the money demand function is stable in the conduct and implementation of monetary policy. This is very important because the money supply is a way of manipulating the interest rate and reserve money for the purpose of controlling the total liquidity in the economy and for controlling inflation rate (CBN, 2014).

5.2 Foreign Exchange Rates

Nzotta (2004) defined foreign exchange as the value of foreign nation's currency in terms of the home nation currency. This study measured exchange rates (i.e. real exchange rates) using annual exchange rates of Nigeria using the data from the central bank of Nigeria.

The exchange rate is one of the intermediate policy variables through which monetary policy is transmitted to the larger economy through its impact on the

value of domestic currency, domestic inflation (the pass-through effect), the external sector, macroeconomic credibility, capital flows, and financial stability. Thus, changes in the exchange rate might induce changes in the relative prices of goods and services, and the level of spending by individuals and firms, especially if significant levels of their wealth are held in foreign currencies (Adedeji, 2001). An appreciation in the value of the exchange rate rise makes imported goods and services relatively cheap, while depreciation makes exports become cheaper to foreign buyers, thereby inducing higher competition in export markets at home. On the other hand, with depreciation, imports become more expensive and so less competitive against goods produced by domestic producers. Changes in the exchange rate therefore, have implications for individual spending and investments behavior of firms, all of which can affect aggregate demand (an important determinant of economic growth, price stability and full employment in the macro economy). However, there is a growing debate among monetary economists; whether in the current medium-term orientation of monetary policy, the exchange rate is still significant as a relevant transmission channel for monetary policy (Aliyu 2008; Ezirim 2009).

Given the openness of most contemporary economies, money demand functions should include the effect of external monetary and financial factors approximated by movements in foreign rate and exchange rate. An increase in (expected) foreign interest rates would induce domestic residents to increase their holdings of foreign assets which would be financed by drawing down domestic money holdings. Also a change in exchange rate would affect portfolio decisions between domestic assets and foreign assets. So, if, for example, domestic currency is expected to depreciate, domestic portfolio holders would adjust their portfolio in favor of foreign assets and vice versa. It can be postulated from such effect of external factors that foreign interest rate and exchange rate expectations may have a negative effect on the demand for money (Bassey, *et al.*, 2012).

6. Theoretical Perspective

This study was guided by monetary theory of Cencimi (1995) and it was extended by Dawson (2006). The monetary theory states that, the depreciation of nominal exchange rate is proportional to increases in the domestic currency (money supply). This theory is based on three building blocks: demand for money, purchasing power parity and aggregate supply curve is vertical (price is perfectly flexible). Therefore, this is the result: increase in money supply leads to increase in exchange rate, increase in foreign price leads to decrease in exchange rate and increase in real income leads to decrease in exchange rates. Under fixed or manage exchange regime monetary theory states that, monetary authority buy and sell domestic currency in order to keep rate at fixed level. This they do by manipulating demand and supply of domestic currency at a fixed exchange rate. In the case of Nigeria, oil prices determine the stock of foreign reserves. The higher the oil price the higher the stock of foreign reserves. Via the sales of foreign currency, the monetary

authority intervened in foreign exchange markets by using the foreign reserves. This action prevents the home currency from depreciating.

7. Methodology

This study used both historical design and correlation. Historical research design involves synthesizing data from many different sources such as the Central Bank of Nigeria and the National Bureau of Statistics for a period of 15 years, that is: 2000-2014. Correlational design was used to establish the relationship between money supply and foreign exchange rates in Nigeria. This study used Dick Fuller Test. Dickey and Fuller (1979) developed a procedure for testing whether a variable has a unit root or, equivalently, that the variable follows a random walk. The model of the Augmented Dickey Fuller (ADF) with the constant term and trend is as follows:

$$\Delta y_t = \alpha + \beta y_t - 1 + \delta t + \sum_{j=1}^K \Delta y_{t-j} + e_t$$

Where

The null hypothesis ($H_0: \beta = 0$) of the ADF test indicates that the series is not stationary and the alternative hypothesis ($H_1 = \beta < 0$) indicates that the series is stationary. If the absolute value of calculated ADF statistic (τ) is higher than the absolute value of the critical values, we reject the hypothesis which states that the series is stationary.

This study used secondary data from the Central Bank of Nigeria statistical bulletin and annual reports (CBN 2000-2014) and National Bureau of Statistics (NBS, 2000-2014). The study used cointegration test to test whether the variables have long term relationship or are stable overtime, as a result of their different order of integration. The Augmented Dickey-Fuller (ADF) (Using the residuals) test was used to confirm whether long-run relationship exists. The study also tested for autocorrelation to test whether the errors corresponding to different observations were uncorrelated.

8. Data Presentation and Analysis

Table 8.2: Stationarity Test for Cointegration of Exchange Rates and Money Supply Using Durbin Watson Test

	β	T	p-value	d-value	R^2
constant	113.054	23.647	0.000	1.752	0.682
Money supply	7.894E-6	5.281	0.000		

$$H_0: d = 0(\text{nonstationarity})$$

H_a : Stationarity(conintegration)

If $d_c < d_\alpha$, the null hypothesis of non-stationarity is rejected, otherwise accepted $d_c = 1.752$ and $F_\alpha = 0.386$, since the d-value exceeds the d-critical, we reject the null hypothesis; there is co-integration between exchange rates and money supply.

Table 8.3: Stationarity Test for the Error Term Using ADF

	β	t	p-value
constant	1.045	0.402	0.695
Lags 1	-0.953	-3.629	0.003

The $\tau_c = -3.629$ and $\tau_\alpha = -3.33$, in absolute terms, since the tau-value exceeds the tau-critical, we reject the null hypothesis and the conclusion is that the error term is stationary or trended.

The error correction model should therefore include the error term that could be responsible for the short term disequilibrium on the relationship between money supply and exchange rates.

The model to be fitted should therefore be;

$$\Delta Y_t = \alpha_0 + \alpha_1 X_t + \alpha_2 u_{t-1} + \varepsilon_t$$

$$\Delta \hat{Y}_t = 3.087 + 0.00000247X_t - 0.616u_{t-1}$$

Table 8.3: The Regression Results of Exchange Rates and Money Supply for Error Correction Model

	β	t	p-value	R^2
Constant	3.087	1.423	0.182	0.379
Difference(money supply)	0.00000247	1.317	0.215	
Lags of error term	-0.616	-2.588	0.025	

The regression coefficients shows that changes in exchange rates is explained by about 38% changes in the money supply in the Nigerian economy though insignificant at 95% confidence level. The equation states that exchange rates depend on money supply and also error term. Since the error term coefficient is non-zero and the model is out of equilibrium. The coefficient α_2 is negative to restores the equilibrium, so if exchange rate is above equilibrium , it will start falling in the next period to correct the equilibrium error hence the error correction model(ECM).

Table 8.4: The Regression Results of First Difference of Exchange Rates and First Difference of Composition of Money Supply

	β	t	p-value	R^2
constant		-0.668	0.521	1.000
Difference(currency in circulation)	0.358	2180.664	0.000	
Difference(deposits)	1.080	4625.603	0.000	
Difference(quasi)	0.140	850.818	0.000	
Difference(error term)	1.513	6247.070	0.000	

The results in the table above shows that currency in circulation, deposits and quasi money are statistically significant in explaining exchange rates ($p < 0.05$) and the coefficient of determination also indicates that 100% changes in exchange rates is explained by changes in all the components of money supply after controlling for stationarity and cointegration.

The fitted multiple linear regression model is given by; $\hat{y} = 0.358x_1 + 1.0808x_2 + 0.140x_3$

Where y =exchange rates,

x_1 =Currency in circulation in Naira

x_2 =Demand deposits in Naira

x_3 =Quasi money in Naira

9. Discussion of findings

The results of this study revealed that there is a co-integration between Money Supply and foreign exchange rates in Nigeria. This implies that money supply has been influencing foreign exchange rates for the last 15 years. This study is in line with the study of Holod (2010) who found that exchange rate shocks significantly influence price level behaviour. Further, the study also found that money supply responds to positive shocks in price level. Furthermore, the showed that regression coefficients shows that changes in exchange rates is explained by about 38% changes in the money supply in the Nigerian economy though insignificant at 95% confidence level. This implies that money supply in terms of currency in circulation, demand deposits and quasi money affects foreign exchange rates by only 38%. It confirms the influence of money supply on the liquidity level in the country. Increases in the liquidity volume in the economy raises the real money balances of the people which induces aggregate demand. The sluggishness of supply to respond to the short run and unexpected increase in demand put pressure on the price to rise and hence generates inflationary tendency in the short run.

10. Conclusion

Using the Regression analysis on historical data from the period of 2000 to 2014, the results from this study shows that there is a varying relationship between money and foreign exchange rates. The growth in money supply was attributed to credits extended by the deposit money banks to the private sector. It is important to note that the existence of currency substitution introduces a different monetary policy dynamics because it exposes the Nigeria economy to external and internal shocks. This is due to the fact that currency substitution exerts tremendous pressure on the foreign exchange rates and this may hinder the CBN'S ability to assert control over money supply.

11. Recommendations

Based on the findings made in the course of this study, the following recommendations are hereby suggested.

Government should pursue a conservative fiscal policy by reducing substantially the fiscal deficit, it should be noted that fiscal deficits when financed through the financial system as currently done in Nigeria not only increase aggregates but impinge directly on the money supply.

The Nigerian financial system should be made more effective in its monetary management by making all financial markets organized so as to accentuate the effects of monetary policy variables like Broad money supply and Real Exchange Rate. This promotes real GDP in Nigeria.

It is also prudent that in seeking to promote economic growth, Nigeria Banks should be committed to the mission of price stability as well as improving the regulatory and supervisory frameworks to secure a strong financial sector for efficient intermediation.

In order to avoid the inflationary impacts the government should control the excessive expansion in broad money supply in Nigeria.

Government should take appropriate steps to coordinate and harmonize monetary policies in Nigeria in order to facilitate the financial integration process.

The Nigerian financial system should be made more effective in its monetary management by making all financial markets organized so as to accentuate the effects of monetary policy variables like Broad money supply and Real Exchange Rate. This promotes real GDP in Nigeria.

The government should also put more efforts in diversification of the economy so as to reduce over dependence on the oil sector whose market value in the international market has been dwindling over the last few years.

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The Impact of Corporate Social Responsibility on Corporate Profitability – Evidence from MTN, Nigeria.

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Abstract. This study investigated the impact of corporate social responsibility on corporate profitability with particular emphasis on MTN, Nigeria. Secondary data were extracted from the MTN Nigeria and MTN Foundation Annual reports and accounts respectively. Pearson Product Moment Correlation Coefficient was used to test the hypotheses and show the relationship between CSR expenditure and financial performance. Findings revealed that CSR expenditure is significantly correlated to profitability at 0.05 level of significance. The study concluded that significant relationship exist between CSR expenditure and financial performance. Based on the findings, there is need for all organizations to engage in CSR because businesses cannot successful operate in a community which they ignore. This implies that to help make the society a better place to work in, business should engage in activities beneficial to the society in general as this would even provide positive net benefits i.e. better image, subscriber patronage and loyalty on the part of stakeholders who see themselves as part of the business.

Keywords: Corporate Social Responsibility, Stakeholder, Profitability, Sustainable Development

1. Introduction

The discourse of Corporate Social Responsibility (CSR) has assumed great importance globally and Nigeria with no exception. CSR has over the decades greatly evolved both in concept and practice mostly due to the ever changing

society. In this period, the relationship between business and society has changed radically. Key drivers of this change have been globalization of trade, increased size and influence of corporate organizations, the repositioning of government and the rise in the strategic importance of stakeholder's relationships, knowledge, and brand reputation. Advocacy has increased in the mass media for corporate organization to take a greater responsibility for the development of society by adopting best practices in the CSR initiative.

The increasing global interest and discourse on CSR has led to several changes in the way corporate organizations do business in the global market. Varieties of strategies are now employed for dealing with the interaction of societal needs, the natural environment and corresponding business imperatives. While many organizations are adopting a range of voluntary initiatives associated with improvement in working conditions, environmental performances and company relations with workers, consumers, local community, and other stakeholders, others continue to wrestle with the challenges of integrating economic, social and environmental expectations of their stakeholders into the overall business operations.

In the last few years, there has been increased awareness of corporate organizations about economic, social and environment expectation to the stakeholders. Proponents of CSR have argued that business should be held accountable not only for their economic responsibilities to shareholders, but also for the non-economic consequences of their activities on the society and the natural environments. Thus, organizations are now being called upon to take responsibility for the ways their operations impact societies and the natural environment. They are also being asked to demonstrate the social and environmental concerns in business operations in their interaction with stakeholders.

2. Statement of the Problem

There has been recent escalation of corporate social responsibility disclosure by corporations worldwide because of stakeholder's continuous consciousness and increased demand; this signals the significance of CSR. Inclusion of CSR in mission statements and dedication of a section of annual report to CSR is common among successful and competitive organizations because it holds special appeal to stakeholders. Despite this important place of CSR and increasing awareness and recognition accorded to CSR by corporations, there are notions that it has adverse effect on financial performance because it involves huge financial expenditures which may constitute a drain on profitability even as empirical research has indicated positive, neutral and negative impacts of CSR on financial performance

3. Objectives of the Study

- (i) To determine the impact of CSR expenditures on financial performance (profitability).

- (ii) To examine the specific areas of engagement of MTN, Nigeria Corporate social responsibility programmes

4. Research Hypothesis

H₀: There is no significant relationship between CSR expenditure and profitability in MTN, Nigeria

H₁: There is significant relationship between CSR expenditure and profitability in MTN, Nigeria

5. Literature Review

5.1 Theoretical Framework-Stakeholder Theory

An approach in defining and developing CSR is provided by the stakeholder theory (Post, 2003), which has indeed become one of the most important and frequently cited theories in the literature. It is upon this theory that this present study hinges. Stakeholder theory suggests that organizational survival and success is contingent on satisfying both its economic (e.g., profit maximization) and non-economic (e.g., corporate social performance) objectives by meeting the needs of the company's various stakeholders (Pirsch, Gupta, and Grau, 2007). Widely acclaimed as one of the first to define stakeholder theory, Freeman (1984) stated that stakeholders are “*groups and individuals who can affect or are affected by, the achievement of an organization's mission*”. Stakeholder theory suggests that firms are motivated to broaden their objectives to include other goals in addition to profit maximization.

Stakeholder theory implies that it can be beneficial for the firm to engage in certain CSR activities that non-financial stakeholders perceive to be important, otherwise, these groups might withdraw their support. Thus, firms engage in CSR to secure their 'license to operate' (legitimacy), whereby the firms are required to meet the interest and demand of the multiple stakeholder groups and honor both the explicit and implicit contracts with various constituents. As a result of honoring contracts, a company develops a reputation, which in turn secures a competitive advantage in the market and ultimately gains long-term profitability and viability.

5.2 Empirical Framework

The relationship between corporate social responsibility (CSR) and financial performance (FP) has been a hot debate for scholars for a half century (Waddock and Graves, McWilliams and Siegel 2000, Preston and O'Bannon 1997). Investments in CSR have a big return in terms of image and overall financial results; the related benefits are bigger than the related cost. Lawal and Brimah (2012) opined that there is a positive relationship between corporate social responsibility expenses and gross earnings as well as profits of the bank. Amole,

Adebiyi and Awolaja (2012) concluded in their study that corporate social responsibility spending in the long run provides better returns on the next marginal naira, thus every Banks in Nigeria should integrate it into their spending culture. The study also concludes that there is positive relationship between CSR expenditure and banks profitability thus suggesting causal relationship between the CSR and profitability of banks. This was easily inferred due the fact that cost/expenditure on the CSR will further reduce tax paid by the banks.

The support lend to the society through banks CSR will thereby make the business environment more friendly and habitable for organization survival. Spicer (1978), Porter and Van Der Lande (1995) and Roberts and Dowling (2002) posit that CSR initiatives can lead to reputation advantage as improvements in invested trust, new market opportunities and positive reactions of capital market would enhance organization financial performance because when a company increases its investment corporate social responsibility, such company will enjoy competitive advantage which will enhance company reputation. Thus in the long run, corporate financial performance can be improved by sacrificing short term financial performance. Aurpperle (1985) posits that it is impossible to define the sign of the existing relationship between CSR and Financial Performance both in short term on the basis of abnormal return measure and market actions in the long term. Preston and O'Bannon (1997) points out that manager can reduce investments in CSR in order to increase shorter profitability (Personal Compensation). Waddock (1997) assumes that companies with responsible behavior may have a competitive disadvantage since they have unnecessary cost. These cost fall directly on the botton line and would necessary reduce shareholders profit and wealth,

6. Conceptual Clarifications

6.1 Corporate Social Responsibility (CSR)

CSR has been conceptualized in various ways by different writers, thus, there are a myriad of definition of CSR. The majority of these definitions have attempted to integrate the three dimensions to the concept; economic, environmental and social dimensions. Caroll (1979) asserts that corporate social responsibility (CSR) encompasses philanthropy and community contributions but also reflects the way in which the firm interacts with the physical, environment and its ethical stance towards consumers and other stakeholder.

Organization for Economic Cooperation Development (OECD, 2001) posits that CSR is very similar to the concept of corporate sustainability which remarks the integration of economic and social issues to business managements, and in that way a sustainable strategy is developed in the long term. Wood (1991) defines CSR "as a business organizations configuration of principles of social responsibility, processes observable outcomes as they relate to the firms societal relationship". In Nigeria, the Federal Executive council (FEC) on Wednesday, May 14th 2008

approved the development of a CSR policy for the country, to instill ethical behavior in Nigeria businesses. The Minister of National Planning Commission, Dr, Sanusi Daggash, who gave details of the memorandum, said it refers to the adoption of responsible business practice by organizations, to improve the society at large. He said the policy would include “beyond law commitment” and activities that would necessitate an expectation to ‘give back’ to the society. Jones and George (2003) defines “CSR as manager’s duty or obligation to make decisions that nurture, protect, enhance, and promote the welfare and well-being of stakeholder and society as a whole”. Luttans and Hodget (1976) noted that CSR is the obligation of the businessmen to pursue policies and make decisions that are desirable in terms of objectives and values of the society. According to Hill (2006), he explained that CSR is a set of practices that form a part of good management or business practices; much of it is about transparency and disclosure.

All the above definitions shows that CSR is the concept that emphasizes on the organizations need to consider the impact of their operations and business practices on not just the shareholders but also its customers, suppliers, employees, members of the community it operates in, and even the environment. It is a way of saying thank you and expressing appreciation to all stakeholders in the business. It is a conscious effort to give back to the society the company has benefitted immensely from

7. Overview of MTN, Nigeria CSR Programmes and Experience

MTN Nigeria is a leading telephony company in Nigeria. According to information available on the company’s website, MTN’s over-riding mission is to be a catalyst for Nigeria’s economic growth and development, helping to unleash Nigeria’s strong developmental potential not only through the provision of world class communications but also through innovative and sustainable corporate social responsibility initiatives.

The arm of the company that formulates its CSR policies is called the MTN Nigeria Foundation limited by guarantee (MTNF Ltd/Gte). This CSR arm of MTN was established in July 2004 for the purpose of focusing MTN Nigeria’s efforts in terms of its Corporate Social Responsibility initiatives to help reduce poverty and foster sustainable development. In September 2004, MTN Nigeria Communications Limited consulted with wide group of stakeholders across the country to ascertain the needs of the Nigerian people. The findings of this rich consultative process enabled the development of a more focused strategy under the three portfolio areas, Education, Health and Economic Empowerment. Their mission statement is to improve the quality of life in these three areas on a sustainable basis. Their objectives are:

1. To alleviate the health challenges currently facing the country through feasible and sustainable projects geared towards improving life in various communities across Nigeria.

2. To provide access to educational opportunities
3. To provide for and facilitate the economic empowerment of Nigerian citizens by providing affordable capital, appropriate technology, and capacity building resources that can lift Nigerians out of poverty and providing opportunities through various microfinance based projects to help them reap the rewards of their own labour.

Table 7.1: Summary of MTN Nigeria CSR Portfolio and programmes

S/N	CSR PORTFOLIO	Programmes
1	Health Empowerment Portfolio	<ul style="list-style-type: none"> • MTNF Partners Against Aids In The Community • The MTNF Children’s Development Centre (CDC) “Disability and U Road Show and Seminar” • MTNF Project C.L.E.A.N. (Cleaning the Local Environment around Nigeria) • MTNF Sickle Cell Project Nigeria
2	Educational Empowerment Portfolio	<ul style="list-style-type: none"> • MTNF Universities Connect project • MTN Foundation Schools Connect • MTN Foundation/UNICEF Child Friendly School Initiative • The MTN Foundation-Muson Music Scholars Programme • MTNF – Junior Achievement Nigeria “Company Program” • MTNF Learning Support Materials Initiative. • MTNF Science and Technology Scholarship Scheme • MTNF Schools Connect Lab Call Center • MTNF Learning Facility Supply project • MTNF Youth skill development project.
3	Economic Empowerment Portfolio	<ul style="list-style-type: none"> • The MTNF Rural Telephone Project (RTP) • MTNF Call Centre “How to set up your own handbook” • MTNF Lady Mechanics Initiative (LMI) • MTNF Milk F.L.O.W (Fulanis Living Optimally Willingly)

8. Methodology

The population of the study constitutes all the firms in Nigerian telecommunication industry in MTN, Nigeria communications Limited. The choice of MTN, Nigeria is

because it is the market leader in the industry with the most expansive network (Nigerian Communication Commission, 2013). Secondary source of data was also used to obtain information from MTN Nigeria annual report and annual CSR report. Data relating to cost, investment or expenditure CSR and profit after tax were used. Pearson product moment correlation coefficient analysis through the correlation coefficients was used to establish if there is a correlation between CSR expenditure and profit after tax.

9. Results and Discussion

Table 9.1: Sample Descriptive Statistics of CSR Expenditure Profile and Profitability

Variable	Mean	Std dev	Min	Max
Health	3.74e+08	2.84e+08	2.00e+08	7.99e+08
Eco	1.97e+08	1.17e+08	5.30e+07	3.02e+08
Edu	2.35e+08	1.94e+08	4.58e+07	4.08e+08
Others	6.82e+07	6.82e+07	0	1.62e+08
Mgt	4.23e+07	4.04e+07	1.71e+07	1.03e+08
PAT	1.19e+11	6.89e+10	2.98e+10	1.80e+11

Source: Authors' Computation, 2015.

Table 9.1 above indicates that on the average, during the period of study, the profit after tax is about 1% while the expenditure on its CSR portfolio indicates that health, economic and education portfolio have a mean of 4%, 2% and 2% respectively. Similarly, other activities which includes community development and sponsorship has a mean of 7% and the management of the CSR arm of MTN Nigeria saddled with the responsibility of implementing its CSR activities has a mean of 4%.

Table 9.2: Correlation Matrix showing relationship between CSR expenditure and PAT

	PAT	MGT	OTHERS	EDU	ECO	HEALTH
PAT	1.0000					
MGT	0.6442	1.0000				
OTHERS	0.5260	0.2309	1.0000			
EDU	0.6138	0.6110	0.7174	1.0000		
ECO	0.6830	0.6176	0.9002	0.8967	1.0000	
HEALTH	0.5725	0.9859	0.1693	0.4849	0.5449	1.0000

Source: Authors' Computation, 2015.

Table 9.2 above shows the correlation matrix which is an indication of how the individual variables are related. It shows that CSR expenditure which entails spending on the economic portfolio (68%), health portfolio (57%), education portfolio (61%), others (sponsorships) (52%) and management of MTN foundation (64%) is significantly correlated to profitability. This implies that CSR is contributing positively to the profitability of MTN. the association between them is positive and significant. The null hypothesis is rejected and the alternative hypothesis is accepted which states that there is significant relationship between CSR expenditure and Profitability in MTN, Nigeria. This is consistently in line with the findings of Lawal and Brimah (2012), Amole, Adebisi and Awolaja (2012), Waddock and Graves, who concluded that high performance CSR system, has an economically and statistically positive effect on company financial performance. The implication of these results is that the higher the level of corporate social responsibility the higher the performance of an organization.

10. Conclusion and Recommendations

Based on the findings of the research, the study concludes that both empirical and statistical evidence shows that indeed there is a positive and highly significant relationship between CSR expenditure and profitability. The result shows that adoption of CSR contributes to profitability of MTN. This findings support stakeholder theory which states that organization's success is contingent on satisfaction of economic and non-economic objectives and instrumental stakeholder theory which purports that CSR generates some positive net benefits.

It is therefore recommended that all organisations must enshrine the CSR philosophy in order to achieve a sustainable development that the 21st century demands. Also, the current tempo of CSR initiatives by MTN should be maintained, sustained and improved. The company can do better in terms of increased funding of its CSR arm (MTN Foundation) as investments in CSR in the long run provide positive net benefits i.e. better image, subscriber patronage and loyalty on the part of stakeholders who see themselves as part of the business. Finally the government should create enabling environment that will ensure speedy fastrack of the proposed CSR bill. The bill is for an Act to provide standards, reporting mechanisms and the extent to which the firms should be responsible.

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The Effect of Agricultural Credit on Agricultural Productivity in Bichi Local Government Area, Kano State, Nigeria

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Abstract. This study was set out to investigate the impact of agricultural credit on farm productivity in Bichi Local Government, Kano State, Nigeria. The major objective of the study was to establish the effect of access to credit on agricultural productivity in Bichi, Kano State, Nigeria. The study used a sample size of 359 respondents. OLS regression was used to determine the effect of agricultural credit on farm productivity. The study revealed that credit access had a significant effect on agricultural productivity. The study concluded that credit access improves production however accessibility to credit is limited by high interest rates and lack of collateral security. The study recommended the need for the government to increase access to agricultural credit by farmers who do not have collateral security to present to commercial banks. This would be achieved by the government providing commercial banks with venture capital which allows farmers to borrow at subsidized rates. Furthermore, the government should encourage farmers to form cooperative unions so that they can be able to access credit from financial institutions without necessarily providing collateral security.

1. Introduction

Agricultural growth in Nigeria is increasingly recognized to be central to sustainable economic development. The sector plays a very significant role in addressing food security, poverty alleviation and human development challenges. However, in more recent years, there has been a marked deterioration in the productivity of Nigeria's agriculture (Amaza and Maurice, 2005). Many reasons have been advanced for the declining agricultural productivity in Nigeria. One of the fact is attributed to the declining productivity in the sector due to farmers' limited access to credit facilities (Nwaru, 2004). According to Alfred (2005), acquisition and utilization of credit for agricultural purposes promote productivity and consequently improved food security status of a community. Increase productivity depends on adoption and technical efficiency of improved farming technologies (Obwona, 2002). In an effort to increase production rate among farmer, their purchasing power to acquire modern agricultural technologies should be improved. Most of the Nigerian farmers are small holders trapped in vicious

cycle of poverty. It has been argued that when agricultural credits are made accessible to farmers it will go a long way in breaking this cycle of poverty and liberating the farmers to improve their production by adopting modern farming technologies which could enhance their productivity and farmers' income.

2. Conceptual Perspective

Carter (2012) defined credit as obtaining control over the use of money at the present time in exchange for a promise to repay it at some future time. According to Sriram (2007), credit is a device for facilitating the temporary transfer of purchasing power from those who have surpluses of it to those who are in need of it. Nosiru (2010) defined agricultural credit as the amount of investment funds made available for agricultural production from resources outside the farm sector. According to Abbas (2003) agricultural credit is any of several credit vehicles used to finance agricultural transactions, including loans, notes, bills of exchange and banker's acceptances. These types of financing are adapted to the specific financial needs of farmers, which are determined by planting, harvesting and marketing cycles. In this study agricultural credit shall refer to the money farmers borrow from financial institutions intended to improve their agricultural production. This study measured agricultural credit using ability to access credit, purpose of credit, amount received, collateral security, and repayment period

Agricultural productivity refers to the output produced by a given level of input(s) in the agricultural sector of a given economy (Fulginiti and Perrin, 2011). According to Olayide and Heady (2012) agricultural productivity is the ratio of the value of total farm outputs to the value of total inputs used in farm production. In this study, agricultural productivity was measured using Area/ha; output/ha; tons of exported crops; and market price.

3. Contextual Perspective

Despite the important role played by credit, the farmers in Bichi local government suffer from lack of access to formal credit, which has significantly limited the ability of rural poor farmers to increase productivity (Akinbile, 2014). Most farmers in Bichi local government are in rural areas and their only source of income is farming, this makes their income seasonal since most of them do not farm all year round, this instability in income makes it difficult for banks and microfinance institutions (MFIs) to give out loans to them.

One of the reasons for the failure of credit scheme in Bichi local government is their supply-leading approach or their non-adaptation to the demand for the service by the rural households. Many of these farmers cannot farm on a large scale because they mostly use family labour for farming, so if the family size is small, farming a large piece of land would be very difficult. So the only other possibility would be to get paid labour for a larger farm which entails money to pay this extra labour. Banks and microfinance institutions always ask for collateral security before giving out loans, and these farmers have only their farm lands as collateral, but the principal problem is that most of these farm lands have no land title, which

makes them invalid to be used as collateral security making it difficult for them to have a loan (Oyeyinka, 2014).

Many efforts have been made by the Bichi local government to make funds available to farmers so as to increase agricultural output in Bichi, but one problem remains, the modalities to fulfill to obtain these loans. For this strategy to be efficient the modalities to be fulfilled by farmers has to be reviewed, these loans should be designed such that the peasant farmers in the rural areas that represent a large proportion of the agricultural sector with no assets or collateral can have access to them. This research investigated the impact of credit on farm production in Bichi local government, Kano State, Nigeria.

4. Review of Related Literature

Credit is the trust which allow one party to provide money or resources to another party where that second party does not reimburse the first party immediately (there by generating a debt), but instead arranges either to repay or return those resources or other materials of equal value at a later date. (Nwaru et al. 2006). Nwaigbo (2014) noted that credit implies a promise by one party to pay another for money borrowed or goods and services received. Credit cannot be divorced from the banking sector as banks serve as a conduit for funds to be received in form of deposits from the surplus units of the economy and passed on to the deficit units who need funds for productive purposes. Banks are therefore debtors to the depositors of funds and creditors to the borrowers of funds. Bank credit is the borrowing capacity provided to an individual, government, firm or organization by the banking system in the form of loans.

According to CBN (2015), the amount of loans and advances given by the banking sector to economic agents constitute bank credit. Bank credit is often accompanied with some collateral that helps to ensure the repayment of the loan in the event of default. Credit channels savings into productive investment thereby encouraging economic growth. Thus, the availability of credit allows the role of intermediation to be carried out, which is important for the growth of the economy. The total domestic bank credit can be divided in to two: credit to the private sector and credit to the public sector. Thus, for this paper, we adopt the definition of credit given by CBN (2015), which is defined above.

Adebayo and Adeola (2008) observed that agricultural credit enhances productivity and promotes standard of living by breaking vicious cycle of poverty of the resource poor farmers. Similarly, Nwaru et al. (2006) observed that credit facilitates adoption of innovations leading to increased farm productivity and income, encourages capital formation and improves marketing efficiency.

Nasir (2007) found that credit plays a pivotal role in development. It helps farmers to undertake new investments and adopt new technologies to increase agricultural yield. Lack of access of the rural poor to institutional loan has negative impact for rural growth and well-being. Institutional loans are normally used for production and investment purposes while informal loans are squandered away on consumption. Being short- term, informal loans do not contribute to rural development, as these cannot be channeled to long-run productive activities.

5. Methodology

5.1 Analytical Framework

Ability to access credit can help farmers to increase their productivity in terms of output while using the credit for its intended purpose can help farmers to acquire more land hence increasing their productivity. The amount received coupled with using it for its intended purpose can also determine the output/ha which will determine how many tons to be exported. In addition to that, the availability of collateral security can enable the farmer to access credit and use it to promote production in terms of tons of exported crops if more land is bought.

5.2 Model specification

To investigate the impact of credit availability on farm productivity, the study used the following model specification:

$Q=f(\text{Credit, Sex, Age, Education, Land, Years of farming experience, Export, Whether owner hires labor, Number of paid workers})$

Variable definition and measurement;

Q=productivity=output/ha,

Crđ=credit; (1 if got credit; 0= otherwise),

Sex=gender of the farm owner; (1=male, 0=female),

Age=age of farm owner (0=below 20; 1=20-29; 2=30-39; 3=40-49; 4=above 50),

Educ=educational level of farm owners (0=not educated, 1=primary, 2=secondary, 3=higher institutions),

Land=land ownership (0=own land, 1=otherwise),

Yrs=No of years of farming experience (0=less than 5 yrs, 1=5-10 yrs; 2=more than 10 yrs).

Export=if owner exports the produce (1=Yes, 0=No),

NOL=whether owner hires labor (1=Yes, 0=No),

Lbr=No of paid workers.

5.3 Research Design

A cross-sectional survey design was used in this study using both quantitative and qualitative approaches. According to Amin (2005) a cross-sectional survey design is flexible in both questionnaires and interviews. Quantitative approach was used to describe the statistics of the scores using indices that describe the current situation and investigate the relationships between the study variables using information gained from the questionnaires. Interviews and group discussions was aimed at expanding data obtained from quantitative data.

5.4 Research Instruments

5.4.1 Questionnaires

The researcher used closed ended questionnaires to collect primary data from the farmers regarding access to agricultural credit and their level of production. The researcher preferred questionnaires because they are easy to collect data with, since it takes short period of time and covers a larger population compared to other data collection tools.

5.4.2 Interviews

The study used interview guides to collect data from the selected key informants. This involved a face to face interview with 20 farmers. The researcher preferred to use face to face interviews because people tend to share a lot more information when someone is asking the questions in person and because it is much easier to ask a follow-up question and get examples to support what people are saying. The interview questions were in the lines of agricultural credit access and the level of production for export in terms of area (ha), output, exported and market price of the crops in the seasons of 2014 and 2015.

To quantitatively understand the effects of agriculture credit on productivity, researcher used a simple OLS regression. The quantitative data collected was from cross-sectional survey and the data analysis was done using SPSS 22.0. The table below gives the summary of the findings.

Variable	Coefficient	P-Value
Constant	2.223	0.021
Crd	0.04	0.001
Sex	0.068	0.023
Age	0.002	0.968
Educ	0.58	0.71
Land ownership	0.171	0.001
Yrs of experience	0.12	0.098
Export	0.341	0.003
Farm size	0.144	0.62
Lbr	0.167	0.008
prob > F = 0.0027		
R-square = 0.09417		

Source: *Primary Data, 2015*

From the table above, we confirm that the model is fit since the p-value is 0.0027 which is less than 0.05. This implies that all variables comfortably fit in the model. The R - Square value is 0.90417 which implies that all the explanatory variables account for 0.94 percent variation in output.

Linearly our model becomes:

$$Q = 2.233 + 0.04Crd + 0.068Sex + 0.02 Age + 0.58Educ + 0.171Land + 0.120Yrs + 0.341Export + 0.144 farm size + 0.167Lbr$$

6. Discussion of Findings

The results presented in Table revealed that agricultural credit had a positive coefficient of 0.04 and is significant at 5 percent level. This implies that those who get extra agricultural credit will increase their output by 0.04 units compared to those who did not get access to agricultural credit keeping other factors constant. Access to agricultural credit can help a farmer to acquire so many agricultural inputs such as farm tools, land, improved seed, hire more workers, use modern methods of farming, use chemicals to spray the crops hence protecting them from pests and diseases. The ability to use the agricultural credit for agricultural purposes can help a farmer to improve on his or her output. For example, when a farmer buys improved seeds, he or she will be able to get better yields compared to those farmers who use local seeds. Not only that, improved seeds have the ability to weather resistance while others are both pest and disease resistant. The problem is that some improved seeds are too expensive for the local farmers hence agricultural credit come in handy. It can therefore be conclusively argued that agricultural credit when used for its rightful purpose can increase productivity when other factors of production are constant. This therefore implies that the farmers of Bichi local government should strive to make sure that they take the advantage of agricultural credit whenever possible for them to realize high level of productivity in their farms.

Furthermore, the table revealed that gender had a positive coefficient of 0.068 and a significant P-Value of 0.23 implying that keeping other factors constant; a male person increases output by 0.068 units compared to a female person. The results above imply that the male are more competent in agricultural activities compared to their female counterparts. This is because the men can do the farming, do the harvest, look for the market and means of transportation and use good level of bargaining power which the women do not have. Actually it is very difficult for a woman to do what men do in farming. These include cutting down heavy logs when clearing the farm land, carrying heavy sacks of manure and chasing after wild animals which are destructive to the crops, doing agricultural machinery repairs and maintenance, and supervising farm workers. The women can manage simple work such as weeding, winnowing, tilling land or harvesting. Naturally the strength of a man is far much beyond a woman's. Agricultural activities need manual labor, which the men have. This therefore makes the men to have a high chance of being more productive in the agricultural activities than the women. This is the reason why in this study, there is a significant impact of the male on agricultural output. This therefore implies that, the more the male, the more productive they will be since they cause 0.068 (6.8%) of agricultural output.

Similarly, the study revealed that Land has a coefficient of 0.171 and a significant P-value of 0.041 implying that owning land increases output by 0.171 units compared to not owning land other factors held constant. Land in Bichi is mostly inherited, however those who want to do farming and they cannot afford land often hire. The problem here is that hired land is expensive compared to the output that a farmer will reap out of the agricultural activity when he finally harvests the crop. This is the reason why farmers who use their land will not face such costs since the

land belongs to them. Whatever losses they might incur as a result of poor weather (that is drought or heavy rains), pests and diseases, may not have a greater impact on their expenses compared to the farmer who hires land and must pay the owner whether he has made a bumper harvest or not. For example, in a season when there is a drop in the prices at the market, the farmer who hired land will suffer more compared to the one who owns his or her land. Similarly, one may hire land whose production might have been too low because of overuse hence affecting the final output. In order to increase the productivity of such land, a farmer might decide to use manure which also ends up being too costly to maintain hence affecting the final out. It is therefore true to suggest that land ownership guarantees increase in output unit because all the expenses that a farmer who hired land goes through, a farmer who owns his own land does not incur such costs or drawbacks in their farming. This therefore means that it is better for farmers who hire land to just buy the land so that they can be able to enjoy the benefits of land ownership which comes with increase in output unit.

Not only that, table revealed that export had a coefficient of 0.341 with P- Value of 0.003 implying that if the owner exports produce, output will increase by 0.341 units compared to not exporting when other factors are held constant. Farmers who produce for export mostly use modern farming methods, farm in large chunks of land, use improved seeds, use irrigation technology during drought and have access to agricultural credit. The abilities mentioned above guarantees increase in the units of output for such a farmer. However, a subsistence farmer may only grow for consumption, since he or she farms in a small piece of land, and does not have access to improved seeds since it is beyond his 'league'. Often times such farmers cannot access agricultural credit since they are considered high 'risk' by commercial banks. This therefore implies that farmers who produce for export have better competitive advantage compared to their subsistence counterparts. The fact that they produce for export implies that they also make use of value addition which eventually is too profitable when sold at the international market compared to the local subsistence farmers who grow crops for home consumption and sell the remains in the local markets. Therefore, producing for export helps farmers to improve their farming methods which will eventually provide an assured increase in output unit. It is only unfortunate that not many farmers in Bichi are export farmers. Majority are instead subsistence farmers due to poverty and lack capacity to acquire modern farming tools.

Furthermore, the study revealed that Labour had a positive coefficient of 0.167 and a significant P-Value of 0.008 implying that hiring an extra unit of labour increases output by 0.167 units as compared to not hiring labour, other factors held constant. This implies that farmers who have the capacity to hire labor are well established farmers who can afford to pay labor on a daily, weekly or even monthly basis. Hiring labor in Bichi ranges from between 2,000 naira to 2,500 naira per day. This implies that it is very expensive for subsistence farmers. This is the reason why subsistence farmers use family members to till a small piece of land. Therefore, hiring labor implies that a farmer will clear a big piece of land and be able to produce high level of output intended for export.

In conclusion therefore, the following factors significantly influenced agricultural output: credit, sex, landownership, export and labour. However, the use of agricultural credit and land ownership influenced the greatest units of output. This therefore implies that more emphasis by farmers should be put on using credit and owning land in order to improve and increase their agricultural output units even further.

However, other variables like Age, Education, Years of experience and farm size could not be interpreted because of their insignificance at 5 percent level of significance

7. Conclusion

The study established that agricultural credit improves production for exports. This is because the farmers who borrow loans used it specifically for their farm intended purposes such as buying more land, using modern farming methods, buying improved seeds, employing more workers, buying fertilizers and buying pesticides. However, access to the credit has often not being easy given the fact that a lot of collateral security is required, the lengthy bureaucracy, the short term loan repayment period and the high interest rate. Furthermore, sex, land, export, and labor had significant influence on the output units. This is because, it was found that the male had higher chances of producing high units of output compared to their female counterparts while farmers that owned land were asserted to exert production of high output units compared to those that hired land. Similarly, farmers that produced for export could produce high volume of output units compared to those who produced for home consumption only. Not only that, farmers who used hired labor were found to likely produce high output unit compared to those that did not use hired labor.

8. Recommendations

There is need for the government to increase access to agricultural credit by farmers who do not have collateral security to present to commercial banks. This can be achieved by the government providing commercial banks with venture capital which allows farmers to borrow at subsidized rates.

In addition to that, the government should encourage farmers to form cooperative unions so that they can be able to access credit from financial institutions without necessarily providing collateral security.

The government should also provide grants to local farmers who have the potential of growing. For example, farmers who are producing for export but have limited financial capacity to expand could readily benefit such gestures.

Similarly, there is need for banks to open up branches in rural areas and avoid unnecessary stringent credit conditionalities that will discourage farmers from borrowing. This implies that the specialized banks should endeavour to create credit instruments and services that are tailored to the risks and cash flow patterns in the agricultural sector.

Not only that, there is need for commercial banks in Bichi local government to recognize the importance and value of increasing their agricultural loan portfolios and be committed to developing innovative financial instruments that will effectively deploy much needed capital to the local farmers who produce for export.

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Part Seven

Educational Administration



Privatization of Education and Performance of Universities in Mogadishu, Somalia

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Abstract. The study investigated the role of privatization of education and performance of universities in Mogadishu-Somalia. This study used both secondary and primary data collection methods. It was established that there has been a significant growth in the higher education sector across Mogadishu. Although there are many positive aspects to this rapid growth given the initial conditions and recent history of the country, it raises serious concerns about the quality of education provided. It was suggested that there is need for a collaborative existence of educational associations and umbrella organizations to establish a cohesive national higher education policy aimed at streamlining standards, improving quality, and addressing fundamental deficiencies. The paper also opined that there is need for targeted incentives to universities to improve their research and publication capacity and output.

1. Introduction

Massive enrollment growth in higher education and limited resources in developing countries have resulted in poor organizational quality and sub-par student performance outcomes, even in countries' 'flag-ship' institutions (Bunting and Cloete, 2012). Thus, in regions with limited resources like in Mogadishu, Somalia where increased access has become a strategy for educational development at various levels (primary, secondary, etc.), quality of education is often neglected (ADB, 2011; Chapman and Miric, 2009; Materu, 2007; (Collins 2010).

The contrast created by the center-periphery image defines the 'haves' and 'have-nots' in global higher education that is an increasingly competitive and internationalized system. Where the 'center' of the academic profession has received much attention in international research, Altbach (2011) has asserted, "there are an estimated 3,500,000 full-time academics in developing and middle-income countries, with perhaps an equal number of part-time teachers. Yet little is known about the professionals responsible for teaching and research in these universities". This raises many questions for dramatically increasing student populations in areas with limited access to internationally recognized higher

education institutions. How will these academic professionals respond to growing student demand for access and the quality of their academic work?

2. Research Objectives

- (i) To identify the factors that contributed to privatization of universities in Mogadishu Somalia.
- (ii) To investigate the effect of privatization on the performance of universities in Mogadishu Somalia.
- (iii) To establish the challenges affecting performance of universities in Mogadishu Somalia.

3. Research Questions

- (i) What are the factors that contribute to privatization of universities in Mogadishu Somalia?
- (ii) What is the effect of privatization of education on performance of universities in Mogadishu Somalia?
- (iii) What are the challenges affecting performance of universities in Mogadishu Somalia?

4. Literature Review

4.1 Theoretical Review

For non-Western contexts, massification theory has been applied to higher education studies by scholars such as Altbach (2012) and Schofer and Meyer (2005). In a recent interview, Altbach argued, “If you had to generalize, there are three or four [major trends in higher education] and they all emanate from one word: massification” (IP World, 2012, p. 10). According to Schofer and Meyer’s (2005) analysis of world-wide educational data from UNESCO, massification is the result of a complex mix of factors including: increased secondary enrollments, decreased state control over education, interconnectedness with world society and its structure, expansion of human rights, rise of educational planning, the acceptance of a more open-system, and an “unlimited progress” attitude toward higher education.

Schofer and Meyer (2005) suggest in their research, “the global trends are so strong that developing countries now have higher enrollment rates than European countries did only a few decades ago, and currently about one-fifth of the world cohort is now enrolled in higher education” (p. 898). Thus, based on Schofer and Meyer’s data showing a 20% enrollment of the eligible cohort and Trow’s 15% threshold, globally speaking, the world has moved into an era of mass-higher education, albeit not equally distributed.

These transitions within communities, from educating ‘elites’ to educating the ‘masses,’ have not been well studied in SSA. Especially in HOA, where institutions

formed since the late 1990s through the 2000s have not developed from a tradition of training an ‘elite’ class for ruling their communities like in traditional European or American campuses. Therefore, one cannot be sure that the social foundations of democracy, liberalization, and egalitarianism will define expansion. Perhaps institutions of SSA, having been founded on ‘newer’ principals more closely connected to the marketplace than colonial institutions of previous generations will need to be modeled differently as they continue to expand.

Li (2012), Huang (2012), and Amano (2010) have ad to adapt Trow’s three stage evolution of higher education for their studies of the educational transitions in China and Japan. Trow (2000) himself has admitted, While American higher education shows its origins in European models, it developed under different circumstances, in response to quite different historical, social, political, cultural and economic forces. There are lessons in that experience, but they are limited, and there is a danger of learning the wrong lessons and drawing inappropriate conclusions from the American experience.

Thus, with the expectation that his theory will need careful application in a SSA context, Trow’s theory of educational growth serves as a starting place for analyzing the transitions that are beginning to take place in African higher education. For studying how academic staff view quality in peripheral higher education institutions in SSA, Trow’s theory helps us frame the attitudes of faculty depending on the social conception of higher education in their system. Even though these academic professionals only educate a small minority of their population (<5%), it is possible that the attitudes of faculty may be more indicative of ‘mass’ or ‘universal’ education than that of ‘elite’ because of the external forces that have initiated the peripheral universities in question.

Seven of these aspects relate to attitudes inherent to the work of the academic profession, these include: the functions of higher education, curriculum and forms of instruction, institutional characteristics, locus of power and decision making, academic standards, forms of academic administration, and internal governance. SSA as a region has not passed over Trow’s threshold defining the movement from elite to mass education, however if current growth trends continue, the time of ‘elite’ higher education in SSA is over for some countries and the rest are heading in that direction.

4.2 Conceptual Review

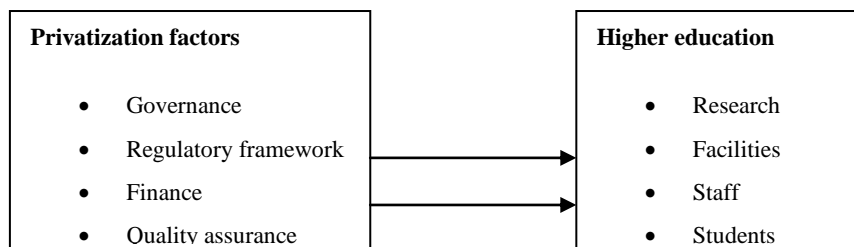


Figure 4.2: Model of a world class university (Salmi, 2015)

The conceptual framework summarizes the necessities of a world class university in any country. The amount of resources a university uses to pay its staff, run its facilities and laboratories, and perform research is an important indicator of its status in the world market of higher education. As suggested by Pilay (2010) and Johnstone (2008), universities are being encouraged to think about how to diversify their funding base as government resources are limited. Albach and Salmi's (2011) model of a WCU includes five categories of funding: 1) government financing; 2) tuition and fees; 3) endowment income, donations, lottery, and corporate support; 4) competitive research funding; and, 5) consultancies, training, and contract research. Jongbloed (2004) theorizes that the type of higher education funding is related primarily to two dimensions: 1) the degree of centralization in funding and, 2) the degree of focus on student versus program outcomes. The method, or blend, in state and private funding for institutions is diverse and highly ranked institutions may have a majority of private or public funding.

No matter the strategy of funding higher education, Johnstone (2011) finds that the issue of funding internationally comes down to three trends: "(1) the tendency of unit, or per student, costs to increase in excess of a country's prevailing rate of rising prices...; (2) the worldwide pressure of increasing enrollments...; and (3) the inability of governmental revenues...to keep pace with these surging revenue requirements" (p. 53).

5. Research Methodology

5.1 Research Design

The study applied a cross sectional survey design; the study used a quantitative approach. The quantitative approach was based on variables measured with numbers and analyzed with statistical procedures (Creswell, 2014; Amin, 2005). The study used a survey in that it involved a large number of respondents and cross-sectional in so far as pertinent data was collected from all respondents once and for all to reduce on time and costs involved (Amin, 2005).

5.2 Study Population

The target population in the study was 210. It consisted of 30 teaching staff from the institution, 10 administrative staff and 120 undergraduate final year students and 50 diploma final year students. The researcher ensured that key respondents are involved in the study population and ensure that their response is validated and crucial to the research.

5.3 Sample size

Of the target population of 30 teaching staff, 10 administrative staff, and 170 final year students (undergraduate and diploma), Krejcie and Morgan (1971) s Table of Sample Size Determination, suggested minimum sample sizes of 135.

Table 5.3: Sample size of the respondents

Category	Population	Sample
Lecturers	30	25
Administration	10	8
Students	170	102
Total	210	135

Source: Records from Academic Registrars' Offices of the four institutions.

5.4 Sampling Strategies

In order to ensure representative of the samples, randomization was a suitable approach. To attain the respective sample sizes from the said targets, the researcher will use two sampling strategies, i.e. stratified-cum-cluster (Margaret, 1995) whereby in the first place, faculties and departments in the two universities and two colleges in the study will be stratified into two: Sciences and Vocational which was most inclined to ICT; then humanities (e.g. Social Sciences and Arts) which will least be inclined to ICT.

In the second place each University in a given stratum constituted a cluster, which was presumably to be homogeneous as far as handling ICT is concerned. Then the two clusters were randomly selected from the respective strata. Cluster sampling will dictate the selected member in a cluster as a respondent (Amin, 2005; Bakkabulindi, 2008).

Stratification uses knowledge of the population to increase the representatives of a sample of a given size or to get an equivalent amount of information for a small sample (Margaret, 1995).

6. Data Analysis

The researcher employed both qualitative and quantitative techniques of data analysis to analyze data that were collected from the field. Qualitative techniques of data analysis was employed by writing down the data, and editing it on each day of carrying out the research from there, the data was quantified by renaming it using numerical figure, and summarizing it into meaningful pattern. On the other hand, quantitative techniques of data analysis involved the following use of descriptive statistics. This enabled the researcher to derive meaningful description of scores or measures using descriptive indices or statistics.

Frequency distribution tables, pie charts, and bar graphs were also used to analyze the data, there were used so as to add meaning to the data, and also for easy interpretation. The bar graphs and pie charts will be created using Microsoft Excel. Microsoft Excel will be used to create the bar graphs and pie charts because it will be readily available, and also easy to use.

6.2 Factors that contributed to privatization of universities in Mogadishu

Somalia

This section identified the various factors that contribute to privatization of universities in Mogadishu-Somalia and the findings are presented in the table below:

Table 6.4: Factors Contributing to Privatization of Universities in Somalia

	Mean	Std. Deviation
There is little or no governance of higher education	3.4667	1.26845
The government neglects to provide proper guidelines to the universities	3.9481	1.13505
Private universities perform better than public universities	3.5778	1.51346
The legislation on higher education is poor/lacking	2.7333	1.43100
Quality of education is hindered by the lack of legislation	2.8815	1.56478
The government neglects to pass policies for improving higher education	3.2000	1.28597
There is no policy implementation in public universities	3.8889	1.06971
There is need for quality assurance in the education sector	2.8370	1.73294
Donor intervention in the education sector is needed	3.0741	1.64194
Valid N (listwise)		

Source: Field Data, 2016

The table presents the findings that were provided to the respondents indicating the various factors contributing to privatization of universities that included governance and regulations strongly defended by 3.4667 of the total respondents and quality assurance that was defended by 3.8889 in total then facilitation and finance were represented by 2.8370 and 3.0741 respectively.

Institutions were asked to describe key facilities available for students and lecturers such as libraries (including the number of books), computer laboratories with printing facilities, and science laboratories. The findings suggest that many of the surveyed institutions are operating without adequate libraries; of the surveyed 44 institutions only 28 confirmed they had a library with the number of books ranging from 300 to 50,000. In addition, two institutions reported to have e-libraries and one institution reported to have online subscriptions to academic journals. 32 of 44 universities reported to have at least one computer laboratory with printing facilities.

This finding was cross-checked with institutions that reported to deliver computer-related faculties and found that of the 30 institutions offering computer-related subjects, 24 have computer laboratories. This finding raises questions concerning the quality of such courses. Similarly, of the 10 institutions offering variants of engineering courses, only four have science laboratories. Of the 14 universities

offering medicine and other medical sciences degrees, only eight have science laboratories on their campus. However, it is worth noting that some universities offering medical courses have affiliations with local hospitals and thus use the hospital laboratories for student practical sessions.

The findings are in line with Altbach's (2012) study on higher education globalization that indicated that universities are governed by education associations or umbrella organizations. Nine institutions stated they are entirely independent, seven institutions reported that they are governed by either the federal or the local government and one institution reported to be governed by both the federal government and education associations and umbrella organizations. Data for the remaining five universities was missing. Of the 22 institutions surveyed in South-Central, 14 reported depending fully on student fees for their funding. The remaining eight funded part of their operations through external aid (international NGOs, the diaspora, and Islamic NGOs).

No institutions in South-Central reported to be receiving government subsidies. The situation is similar to that of Somaliland where six of the nine surveyed institutions receive government subsidies ranging from 5% to 70% of their operational budget.

6.3 Effects of Privatization on the Performance of Universities in Mogadishu

Somalia.

This section presents the various effects of privatization on the performance of universities in Mogadishu Somalia, the effects were supported by several attributes that include research, facilitations, quality assurance and staff performance.

Table 6.5: Effects of privatization on the performance of universities in Mogadishu Somali

	Mean	Std. Deviation
Research is relevant in improving higher education in Mogadishu	3.2889	1.54951
Research also helps in public sector management	4.2296	.92188
Research provides several challenges that have been neglected over the past years	2.8741	1.41120
The public universities have proper facilities	2.7185	1.41765
There is no mandatory review of university facilities annually	2.9556	1.29791
Privatized universities are well catered for in terms of facilitation	2.6519	1.37851
The university staff is consistent	2.1111	.87815
The university staffs are well trained	1.9259	1.05540
The university staffs are effective and efficient	3.0667	1.03808
Valid N (listwise)		

Source: Field Data, 2016

The table presents the effects of privatization on the performance of universities in Mogadishu-Somalia and several attributes were utilized to enable in the findings of the research, these included the current trend and performance of students in the research activities that were strongly defended by 4.2296 of the total sampled

population followed by staffs commitment with 3.0667 and facilitations with 2.9556. The research and publication capacity of universities across Somalia is unsurprisingly low. 15 of the 44 universities suggested that they contribute to at least one academic publication with the majority of the reported publications are in social science related fields. No university reported being engaged in research activities.

As publication and research are often considered a key indicator of institutional and academic capacity, it was checked whether there is an association between the number of academics holding PhDs in the institutions and the reported research and publication capacity. The data suggests that there is no apparent correlation. For example, Benadir University, one of the universities in the sample with highest number of academics holding PhDs (45) has one academic publication, whilst Gollis University, with only 8 academics with PhDs has five academic publications. Mogadishu University with 46 academics with PhDs has no academic publications. Altbach (2012) still concurs with the significant growth of the higher education sector occurred between 2004 and 2012. Of the 44 institutions surveyed, 34 were established during this period. However, the growth period varied across the three regions. In South-Central, the pace of growth slowed down between 2006 and 2009 reflecting increased insecurities following the Ethiopian invasion and the fall of the Union of Islamic Courts. Over 50,000 students are currently enrolled at HEIs across the country. 49% of these students are enrolled at universities in South-Central, 35% in Somaliland, and 16% in Mogadishu. 56% of all students are enrolled at 8 of the 44 surveyed institutions. The top three universities with the highest number of students are Mogadishu University (10.2%), the University of Hargeisa (7.8%), and the University of Somalia (7.6%).

Johnston (2011) indicates that majority of students are enrolled in information technology (IT) and business administration courses. Although HEIs across the country are offering a wide range of courses, approximately 44% of students are enrolled in variants of information technology (IT), business administration, and social science courses. A large number of HEIs operate without a library, IT facilities, or a science laboratory. Hence only 28 of the surveyed 44 institutions reported having a library. 32 institutions reported having a computer laboratory with printing facilities. Less than half of the institutions offering variants of engineering courses reported having a science laboratory.

6.4 Challenges affecting privatization in universities of Mogadishu-Somalia

Table 6.6: Challenges to the privatization of universities

	Mean	Std. Deviation
Cost of education	3.5926	4.90856
Foreign policy and foreign influence	3.2741	1.32951
Cultural norms of the community	2.6963	1.39976
Facilitation inadequacy	2.7556	1.26058
Valid N (listwise)		

Source: Field Data, 2016

HEIs across Somalia face great challenges, ranging from insecurity, institutional weakness, poor capacity of staff and infrastructure, limited resources, and a lack of teaching materials. Perhaps the greatest challenge is the quality of their education. That nearly 50 higher education institutions operate in a country the size of Somalia is a matter of serious concern for the education community. The majority of the surveyed institutions face similar difficulties. All 44 surveyed institutions reported the lack of sufficient financial resources as one of their The Heritage Institute for Policy Studies 12 key challenges.

Almost all sampled universities (96%) reported the shortage of teaching and learning materials to be another constraint, followed by insufficient basic infrastructure (89%), shortage of teaching and learning equipment (89%), shortage of qualified academic staff (89%), limited capacity of the administrative staff (86%), and the lack of university owned buildings (73%). The lack of curricula development capacity was also reported by 18% of the institutions surveyed. Some of the reported challenges were region-specific.

For example, institutions in Somaliland reported a lack of legal capacity due to Somaliland’s lack of international recognition, which has constrained their ability to form meaningful relations with international partners. On the other hand, institutions located in South-Central reported that security concerns ranked high in the list of the obstacles they face.

6.5 Person Relationship between privatization and performance of universities

Table 6.7: Relationship between privatization and performance of universities

		Privatization	Higher education
Privatization	Pearson Correlation	1	-.121
	Sig. (2-tailed)		.162
	N	135	135
Higher education	Pearson Correlation	-.121	1
	Sig. (2-tailed)	.162	
	N	135	135

Source: Field Data, 2016

Institutions were asked whether they maintain relations with private institutions in the region or those outside the region. Thirty-six of the 44 universities reported having links with other institutions in the region or beyond. Interestingly, the majority of these institutions reported that the relationships were based on research exchanges. This finding raises questions about the practical benefits of these relationships as no institution reported being engaged in any research activities.

7. Discussion of the findings

Factors contributing to privatization of universities

The findings of Altbach (2012) and those of this study both agree that the low rate at which universities had been previously reported to any authority, not only attest to the need for an enhanced surveillance system for attacks on education in Mogadishu, but also demonstrate the feasibility, reliability, and affordability of a system based partially on key informant interviews. It is clear that actors in the city's education and child protection sectors had a wealth of knowledge about attacks on education that was not being used effectively, resulting in the probable underestimation of the risk faced by Somali children and their educators every day.

The World Bank Report of 2014 also emphasizes that much of the weakness in detecting disruptions of education by armed groups seemed to be related to the lack of legislation, policy, protocols, and training around the protection of children in Mogadishu, which in turn was related to the absence of a centralized, stable, independent, and cohesive government. When asked what could be done to strengthen the protection of schools in the city, most informants inside and outside government responded that no progress could be made without first strengthening the cohesion of the central government. Several parties within the government were committed to improving child protection systems. The Ministry of Women and Human Rights, for example, was drafting a 5-year action plan on children's protection at the time of the interview, while others, such as the MoE, explored ways of improving evidence-based programming. However, between the government's tenuous and fragmentary military hold of the country, and the internal disputes among the president, different prime ministers, and parliament which leave the ministries highly volatile key informants felt that these initiatives were unlikely to progress quickly.

Challenges affecting privatization of higher education

Several reports and authors including Johnston (2011) and Scott (2007) attest to the violent disruptions of schools, just like violence in general, is a normalized phenomenon in Mogadishu. When asked about "disruption of teaching and learning by armed groups" and given examples, most informants did not consider the murder of a university director, which was widely covered in the media, a large enough event to report. Many explained that to them only incidents with mass casualties qualified as anything exceptional. Single murders, much less death threats, arbitrary detention, and looting, were unremarkable, and thus, left unspoken.

"Attacks on education" can be defined in a number of ways, and the definition used in this study (any disruption of teaching and learning by armed groups) was much more expansive than others, such as that used by the MRM. As such, many informants did not consider certain attacks on school personnel to be related to education, despite those attacks unquestionably affecting the delivery of educational services. In the case of the murder of a university director, for example,

some informants related this to political motivations, and thus did not consider it an attack.

All but four key informants were aware of the Working Group on Children and Armed Conflict, and two of them were members of the Working Group who claimed that the monitoring and reporting process was not publicized among the NGOs or the government because the Working Group's members feared reprisals. The third informant who was aware of the Working Group was the director of an NGO that had stopped completing MRM forms because he no longer received support from UNICEF, suggesting that monitoring by local groups may be contingent on the priorities of the international community. The last was a member of the INGO contracted by the Country Taskforce to manage local monitors, who claimed to not be involved in the MRM system at all.

8. Conclusions

According to the findings, it has been concluded that there has been a significant growth in the higher education sector across Mogadishu. Although there are many positive aspects to this rapid growth given the initial conditions and recent history of the country, it raises serious concerns about the quality of education provided. This concern warrants an urgent intervention given the magnitude of challenges facing HEIs, coupled with the limited involvement and oversight of governing authorities.

The concentration of a large number of students in computer-related, business administration and social sciences courses raises crucial questions about the relevance of courses being offered and their alignment with the human resource needs of the economy and the country's development needs in general. Given the findings of this study, the following recommendations are directed to the main stakeholders of the higher education sector in Somalia: the Somali Federal Government (SFG), the regional governments, international donors, and the HEIs.

Further still, despite of the several challenges that are posed by the country's involvement in an ongoing conflict and the terror attacks, Johnston and the World Bank findings also indicate that the rate at which higher education is growing. There is a much higher chance of achieving quality and standard education in the next 5 years.

9. Recommendations

There is need for a collaborative existence of educational associations and umbrella organizations to establish a cohesive national higher education policy aimed at streamlining standards, improving quality, and addressing fundamental deficiencies.

More support is needed for HEIs throughout the country including Somaliland to gain access to resources and links to foreign universities.

There is also need for targeted incentives to universities to improve their research and publication capacity and output.

Collaborate with existing educational associations and umbrella organizations to develop policies consistent with national policies.

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Teaching Personnel's Perception of Private Primary Schools' Contribution to Educational Growth in Ijebu-North Local Government Area, Ogun State, Nigeria.

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Abstract. This study investigated the perception of teachers of private and public primary schools on the contribution of private primary schools to educational development in Ijebu-North Local Government Area, Ogun State. A research question was drawn and two null hypotheses were formulated. The descriptive survey research design was adopted for the study. Twenty-four (24) approved private primary schools, having twenty-four (24) head teachers and three hundred and eighty-five (385) teachers; and one hundred and one (101) public primary schools with 101 head teachers and one thousand, one hundred (1,100) teachers made up the population. The sample was selected using stratified random sampling technique. It comprised twenty-four (24) (100%) approved private primary schools and their 24 (100%) head teachers and three hundred and ten (310) (i.e. 80.5%) teachers; as well as fifty (50) (i.e. 49.5%) public primary schools and their 45 (i.e. 44.6%) head teachers and five hundred and fifty (550) (i.e. 50%) teachers. A questionnaire, entitled: 'Private Primary Schools' Contribution to Educational Development Questionnaire (PPSCEDQ)' was used in collecting information. The analysis of data revealed, among others, that private primary schools were contributing significantly to educational development in the local government area. The performance could, however, be further enhanced if they are adequately monitored and supervised by the government.

Keywords: Educational development; Private primary schools

1. Introduction and Overview

Education is an instrument per excellence for effecting national growth and development. The aims and objectives of Nigerian education system include: the inculcation of national consciousness and unity, inculcation of the right type of values and attitude for the survival of the individual and the Nigerian society; the training of the mind in the understanding of the world around and the acquisition of

the appropriate skills, abilities and competence, both mental and physical, for the individual to live and contribute to the development of the society. (Federal Republic of Nigeria, 2004) Clearly, the success of any nation is greatly dependent on the effectiveness and efficiency of her educational system.

Primary education in Nigeria, as in other countries of the world, is regarded as the foundation of the formal education structure. The main objectives of this level, as contained in the *National Policy on Education*, are: inculcation of permanent literacy and numeracy and ability to communicate effectively; the laying of sound basis for scientific and reflective thinking; citizenship education as a basis for effective participation in and contribution to the life of the society; character and moral training and development of sound attitudes; developing in the child the ability to adapt to his changing environment; giving the child the opportunities for developing manipulative skills that will enable him to function effectively in the society within the limits of his capacity and providing basic tool for further educational advancement including preparation for trades and crafts of the locality. (Federal Republic of Nigeria, 2004) Primary education is the bedrock upon which the rest of the education system is built. It stands to reason, therefore, that if the foundation is weak, the superstructure, i.e. secondary education, post-secondary education and tertiary education, will be badly affected.

The development of private primary schools in Nigeria dates back to the introduction of western education by the Christian missionaries. (Nwagwu, 1998) The first institution of learning, named: 'Nursery of the Infant Church,' was founded by Mr. and Mrs. William de Graft at Badagry in 1843. It could be conveniently agreed that what has grown to be the Nigerian education system began as private venture, funded and managed by people from outside the country. For about four decades i.e. 1843 – 1882, the colonial government in Nigeria paid no attention to the educational needs of the people and the field was left entirely to the missions. (Fafunwa, 1991) This period can, therefore, be justifiably termed the era of exclusive missionary education in Southern Nigeria.

As at 1912, government had established fifty-one (51) public primary schools. The mission schools receiving grants, or financial aid, from government were ninety-one (91). Between 1950 and 1960, there was a sudden growth in the establishment of private nursery schools even by the indigenes. After independence, there was further indigenous participation in private educational enterprise as a result of social pressure and demand for knowledge. Irondi (2000) noted that many of these schools were not structured to follow strict government regulations regarding the running of educational institution and standard became questionable.

As a result of doubtful educational standard and quality, government decided to restrict the establishment of private schools. After the end of civil war in 1970, there were closure and/or take-over of private and/or mission schools by the government. East Central State was in the forefront followed by other states.

Directives were given as to the process of establishment and management of schools.

Second Republic, 1979 – 1983, witnessed a renewed wave in private participation in educational enterprise. The re-emergence of private schools was the aftermath of the public worries over the level of corruption and indiscipline that pervaded all sectors of the Nigerian society including the education sector. In a military *coup d'état* on 31st December, 1983, the civilian government was sacked. Just as some sanity was being brought into government and public activities, there was another *coup d'état* on 27th August, 1985. (Nwagwu, 1998) It was during this period that Nigerian education system suffered unprecedented collapse. In the spirit of free enterprise under the 'Structural Adjustment Programme' and the public yearnings for qualitative education, private individuals were allowed to establish and operate private schools.

Adeniji (2005) observed that the initial zeal toward private primary school was to seek for a change necessitated by the failure of public primary schools. The areas of failure in public primary schools are: politicization of the entire educational system with successive government using education as a veritable weapon to catch votes from the electorate; instability in school calendar occasioned by incessant strike action embarked upon by teachers; and inadequacy of funding, classrooms, infrastructures and facilities and staff training programmes.

Public schools were regarded to have performed below expectation. This study was conducted to find out the perception of teachers in the primary education system as to the extent they agreed that the private schools are a better alternative.

2. Statement of the Problem

In every city or town in Nigeria, one noticeable trend is the proliferation of private primary schools. In 1980's there were only two (02) private primary schools in the whole of Ijebu-North Local Government Area of Ogun State. Presently, the local government has twenty-four (24) registered private primary schools in addition to others that are yet to be approved which are much more than those given approval. Given the high rate of increase in the number of private primary schools, can one conclude that these schools are making significant contribution to the educational development? Or is their existence or increase counterproductive? These important questions would be given consideration in this study.

The teachers' perception of the private primary schools' contribution to educational development was the main focus. The study was meant to sensitize the government about the trend at primary school level so as to take proactive steps in improving academic standards.

3. Statement of Research Question and Research Hypotheses

3.1 Research Question

Have private primary schools any significant contribution to educational development?

3.2 Research Hypotheses

Ho1: There will be no significant difference between the perception of teachers of private and public primary schools on the private primary schools' contribution to educational development.

Ho2: There will be no significant difference between the perception of head teachers of private and public primary schools on the private schools' contribution to educational development.

4. Methodology

The descriptive study employed ex-post facto survey design. Twenty-four (24) approved private primary schools, having twenty-four (24) head teachers and three hundred and eighty-five (385) teachers; and one hundred and one (101) public primary schools, having one hundred and one (101) head teachers and one thousand, one hundred (1,100) teachers made up the population.

The sample, using stratified random sampling technique, comprised twenty four (24) (or 100%) head teachers and three hundred and ten (310) (or 80.5%) teachers in the approved private primary schools; and fifty (50) (or 49.5%) head teachers and five hundred and fifty (550) (or 50%) teachers in the public primary schools. A research question was stated and two null hypotheses were formulated. A questionnaire entitled: 'Private Primary Schools' Contribution to Educational Development Questionnaire (PPSCEDQ),' was constructed and validated to gather information. In addition, the demographic data inventory was designed to collect necessary information on personal characteristics of each respondent.

The face and content validity of the questionnaire were ensured by giving it to colleagues for their suggestions and modification. Two (02) private primary schools with two (02) head teachers and twenty-four (24) teachers in the Obafemi-Owode Local Government Area, Ogun State, were used for the pilot study. A test-retest reliability of two weeks interval on the questionnaire yielded a correlation-coefficient of 0.73. The data collected were analyzed using frequency, percentages and student t-test.

5. Results

RESEARCH QUESTION: Have private primary schools any significant contribution to educational development?

Table 5.1:
Frequency, Percentages and Descriptive Statistics of the Responses of Teachers to the Items of the Questionnaire on the Comparison Between Private and Public Schools

Responses	Private teachers (n = 310)			Public teachers (n = 550)		
	Agree F (%)	Disagree F (%)	Mean	Agree F (%)	Disagree F (%)	Mean
If not for the private primary schools, primary school level would have collapsed	291 (93.9%)	19 (6.1%)	1.9387	262 (47.6%)	288 (52.4%)	1.4764
Pupils' academic performance of private primary schools is better than that of public primary schools	285 (91.9%)	25 (8.1%)	1.9194	353 (64.0%)	198 (36.0%)	1.6400
Sending my child/ward to public primary schools is an avenue to wasting resources	154 (49.7%)	156 (50.3%)	1.4968	233 (42.4%)	317 (57.6%)	1.4236
Private primary schools have adequate infrastructures	227 (73.2%)	83 (26.8%)	1.7323	399 (72.5%)	151 (27.5%)	1.7255
Supervision of teachers by the head teacher is more thorough in private primary schools than in the public primary schools	218 (70.3%)	92 (29.7%)	1.7032	427 (77.6%)	123 (22.4%)	1.7764
Private primary school teachers are more qualified than their counterparts in the public primary schools	113 (36.5%)	197 (63.5%)	1.3645	206 (37.5%)	344 (62.5%)	1.3745
The attention given by private primary school teachers to their pupils is more than that of public primary school teachers to their pupils	252 (81.3%)	58 (18.7%)	1.8129	459 (83.5%)	91 (16.5%)	1.8345
The emergence of private primary schools brought decency to teaching/learning activities	244 (78.7%)	66 (21.3%)	1.7871	339 (61.6%)	211 (38.4%)	1.6164
The level of commitment to work by public primary school teachers is low	255 (72.6%)	85 (27.4%)	1.7258	244 (44.4%)	306 (55.6%)	1.4436
The emergence of private primary schools had made the government to be more responsible to their duties	205 (66.1%)	105 (33.9%)	1.6613	264 (48.0%)	286 (52.0%)	1.4800
Private primary school pupils usually perform better than their counterparts in public primary schools during academic competition	239 (77.1%)	71 (22.9%)	1.7710	360 (65.5%)	190 (34.5%)	1.6545
Individuals should be encouraged to establish private primary schools	210 (67.7%)	100 (32.3%)	1.6774	332 (60.4%)	218 (39.6%)	1.6036

The result in Table 5. 1 above revealed that a greater percentage of private primary school teachers (93.9%) agreed that if not for the private schools, the primary school level of education system would have collapsed while the greater percentage (52%) of public school teachers disagreed. Both the public school teachers (91.9%) and private school teachers (64.0%) agreed that academic performance of private primary schools is much better than that of their public primary school counterparts. The better performance of private primary school pupils could also be as a result of better supervision being exercised by the private primary school head teachers as revealed in item 5.

The better performance of the pupils of private primary schools could also be attributed to the care of the class teachers to their pupils. The responses of teachers are similar. 81.3% of teachers in private schools and 83.5% of teachers in public schools agreed that the attention being given by private primary school teachers to their pupils is more than that of public primary school teachers to their pupils. About 66.1% of private school teachers agreed that the emergence of private primary schools had made the government to be more responsive to her duties whereas only 48.0% of the public primary school teachers agreed. Both the public school teachers (60.4%) and private school teachers (67.7%) agreed that individuals should be encouraged to establish more private primary schools.

Table 5.2:
Frequency, Percentages and Descriptive Statistics of the Responses of Head Teachers to the Items of the Questionnaire on the Comparison Between Private and Public Schools

Responses	Private head teachers (n = 24)			Public head teachers (n = 50)		
	Agree F (%)	Disagree F (%)	Mean	Agree F (%)	Disagree F (%)	Mean
If not for the private primary schools, primary school level would have collapsed	24 (100.0%)	-	2.00000	50 (100.0%)	-	1.0000
Pupils' academic performance of private primary schools is better than that of public primary schools	24 (100.0%)	-	2.00000	50 (100.0%)	-	1.0000
Sending my child/ward to public primary schools is an avenue to wasting resources	16 (66.7%)	8 (33.3%)	1.66670	30 (60.0%)	20 (40.0%)	2.0000
Private primary schools have adequate infrastructures	21 (88.3%)	3 (11.7%)	1.88330	16 (32.0%)	34 (68.0%)	1.3200
Supervision of teachers by the head teacher is more thorough in private primary schools than in the public primary schools	16 (65.6%)	8 (34.4%)	1.65000	50(100.0%)	-	1.0000
Private primary school teachers are more qualified than their counterparts in the public primary schools	13 (55.0%)	11 (45.0%)	1.55000	-	50 (100.0%)	1.0000
The attention given by private primary school teachers to their pupils is more than that of public primary school teachers to their	16 (65.0%)	8 (35.0%)	1.65000	33 (66.0%)	17 (34.0%)	1.6600

pupils						
The emergence of private primary schools brought decency to teaching/learning Activities	24 (100.0%)	-	2.00000	33 (66.0%)	17 (34.0%)	1.6600
The level of commitment to work by public primary school teachers is low	22 (91.66%)	2 (8.33%)	1.90000	34 (68.0%)	16 (32.0%)	1.6800
The emergence of private primary schools had made the government to be more responsible to their duties	16 (65.0%)	8 (35.0%)	1.65000	16 (32.0%)	34 (68.0%)	1.3200
Private primary school pupils usually perform better than their counterparts in public primary schools during academic Competition	19 (78.3%)	5 (21.7%)	1.78330	33 (66.0%)	17 (34.0%)	1.6600
Individuals should be encouraged to establish private primary schools	16 (65.0%)	8 (35.0%)	1.65000	33 (66.0%)	17 (34.0%)	1.6600

The results in Table 5.2 indicated that the total number of head teachers in both private and public primary schools agreed that if not for the private primary schools, primary school level would have collapsed. Similar responses of private school pupils being better than the public school pupils in academic performance were also recorded. Almost the same responses: private (65%), public (66%), were recorded in item 7 which states that attention given by private primary school teachers to their pupils is more than that of public primary school teachers to their pupils. All the head teachers (100%) in private primary schools agreed that emergence of private primary schools brought decency to teaching/learning activities while 33 (66%) of the public school head teachers agreed. Both the public primary school head teachers (66%) and private primary school head teachers (65%) agreed that individuals should be encouraged to establish private primary school.

6. Testing of the Hypotheses

Ho1: There will be no significant difference between the perception of teachers of private and public primary schools on the private primary schools' contribution to educational development.

Table 6.1:
Perceived Contribution of Private Primary Schools Between Teachers of Private and Public Primary Schools

Status	No.	Mean	SD	Mean Difference	df	t _{cal}	t _{cri}	p-value
Teachers (private)	310	35.3288	3.87555					
Teachers (public)	550	32.8102	4.23490	2.51861	858	7.9209	1.960	< .05

The results in Table 6.1 above revealed that there is a significant difference in teachers' perception of the contribution of private primary schools to educational development. The calculated value of 7.9209 was found to be significantly higher than the critical value of 1.960 at 0.05 level of significance. Hypothesis 1 was, therefore, rejected.

Ho2: There will be no significant difference between the perception of head teachers of private and public primary schools on the private schools' contribution to educational development.

Table 6.2:
Perceived Contribution of Private Primary Schools Between Head Teachers of Private and Public Primary Schools

Status	No.	Mean	SD	Mean Difference	df	t _{cal}	t _{cri}	p-value
Head Teachers (private)	24	36.2833	3.53717					
Head Teachers (public)	50	29.9200	2.94743	6.36333	72	10.123	1.960	< .05

The results in Table 6.2 indicated that there is a significant difference between head teachers of private primary schools and their counterparts in public primary schools as regards their perception of the contribution of private primary schools to educational development. The calculated t-value of 10.123 was found to be higher than the table value of 1.960 at 0.05 level of significance. Hypothesis 2 was, therefore, rejected.

7. Discussion

The findings of this study revealed that the private primary schools are contributing significantly to educational development. Item 1, Tables 1 and 2 refer. 553 (64.3%) out of 860 respondents agreed that if not for the private primary schools, primary education system would have collapsed. Similarly, 637 (74.1%) agreed that academic performance of private schools is much better than that of public primary schools. That private schools have an edge over public primary schools could be attributed to the incessant strike actions usually embarked upon by the public primary school teachers. Strike action by staff is completely strange to private primary schools.

The finding is complementary to that of Afolabi (2005). His study revealed that students who attended private primary schools performed better in Mathematics and English language (at the junior secondary school) than those who attended public primary schools. He went further to conclude that his findings seemed to discredit the standard of education in public primary schools, since their products could not compete favorably with the products of the private primary schools. Babayomi

(1999) and Adeogun (2001) in their separate studies explained that better academic performance by pupils in private schools was as a result of availability and usage of instructional materials by the private primary schools teachers.

Also, this study revealed that the better performance of the private school pupils was not as a result of more qualified teachers in the private schools as reflected in item 6 in Table 1 but as a result of better supervision from the school heads. Adequate and thorough supervision cannot be compromised in any privately-owned organization. In Nigeria, a private primary school is not only an educational or social venture but, in addition, it is a profit-making venture. Understandably, the head teacher pays serious attention at supervision.

Results of this study equally showed that the null hypothesis which stated that there will be no significant difference between the perception of teachers of private and public primary schools on the private primary schools' contribution to educational development was rejected. This implied that private school teachers perceived the contribution of private schools to educational development differently from their public schools' colleagues. The private school teachers perceived that private primary schools contribute to educational development higher than how the public school teachers perceived it. Similar perception was recorded for the head teachers of private and public primary schools. This study has clearly showed that private primary schools are contributing significantly to educational development in Nigeria as perceived by the school teachers and head teachers.

8. Conclusion

Private schools have been playing prominent role in the development of the Nigerian education industry. As a result, they should be protected by law so that no government will decide in future to seize privately-owned schools as it happened in the early 1970's. Irondi (2000) observed that European countries have similar educational environment that protects private and independent schools. In France, the state provides financial aid to many private schools. Also in places like United Kingdom, Belgium, Cyprus, Germany, Ireland, Spain and Denmark, private schools are in partnership with public schools to achieve collective objective of engineering economic, political and social growth.

9. Recommendations

Admittedly, every private enterprise aims at making profit, financial gain should not be the ultimate goal of education industry. This is because education is a public good that has to be enjoyed by every citizen in a nation. There is the need, therefore, for closer monitoring and supervision by the governmental agencies. The Federal Ministry of Education as well as the State Ministry of Education should have a separate department for private education in order to monitor these private institutions. The department should be saddled with the responsibilities such as

registration/certification of those that comply with the laid-down regulations for the establishment of schools; maintenance of minimum standard, pupil-teacher ratio and average class size and payment of minimum wages, allowances, etc.

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Teams and the Dynamics of Collaboration: An Antidote for Educational Organization Efficiency

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Abstract. Like other organization managing educational organization is based on participation of participants' assumptions and expectations be they implicit or explicit, about organizational events and behaviours, it is on this that all management decisions and actions are based. For effective roll out of schools programmes and activities, there is need for interactive relationship which helps in exploring the organizational content, exploring alternative views and providing the bases for changes in practice. Practitioners and academics interested in the management of educational institutions, and indeed the public sector more widely, increasingly recognize the necessity for shared power to resolve particular difficult problems within the system. . Effective management of teams within any given organization determined the success of the organization. It reinforce the teams, get them more dedicated and commitment thus making them to function as a cohesive, coordinated, integrated unit in handling organizational issues. Based on this premise this paper examines practical guides to leading teams with expertise, covering subjects such as defining the skills required by both teams members and their leader and maximizing the performance of the team through effective collaboration. The paper further analyzed team's development, its stages which call for dynamics of collaborative practices within the education system. A framework for effective use of collaboration for educational efficiency within the education sector was also discussed. The paper concludes that individual acting alone within the system never get clue to issues a times therefore teamwork and effective collaborative needs to be cherished and adored by any educational organization because it is the foundation of all successful management

Keywords: Teams, Education.

1. Introduction:

Education has been seen as a bastion for economic and socio- cultural and political development of nations and individuals (Obanyan, 2006). Like all every other

organizations, education sector strives in dealing with efficiency issues, handling change and innovation for high turnout productivity and thus making the system serve as a cutting edge for other organizations hence many bought into the idea of shared power to resolve organizational issues and proffer a way forward (Stewart, 1996). As a result there has been a growth in joint working arrangement of various types, such as collaborations, partnership, federation and outsourcing (Michael, 2006).

Managing educational organization effectively need to be based on participation of participants' assumptions, and expectations be they implicit or explicit, about the organizational events and behaviours, it is on this that all management decisions and actions are based. The need for interactive relationship within educational organization helps in exploring the organizational content, exploring alternative views and providing the bases for changes in practice. The complexity and rapid change of our work within the educational system today requires collective learning, in solving problem together and experiencing optimum success and goal achievement. Therefore, for any organization to succeed in recent time, the idea of teamwork which relies solely on effective group collaboration needs to be cherished and adored, because it is the foundation of all successful management.

Managers within the education system must have better understanding of teams, team's development, be well equipped with necessary tips on dynamics of collaboration for effective teamwork within the system. Effective management of teams within any given organization determined the success of the organization. It reinforces the teams, get them more dedicated and commitment thus making them to function as a cohesive, coordinated, integrated unit in handling organizational issues (Kooiman, 1993).

2. Teams and Teamwork within the Educational Setting

Teams within the education setting are two or more people who must coordinate their activities with close coordination among the team members to accomplish a common goal within the system. Team performance includes both the outputs produced by the group or team as a whole, as well as the contribution of individual team members to the success of the team (Keith, 1980). He stressed further that a group is able to work as a team only after all the persons in the group know the roles of all the others with whom they will be interacting.

According to (Robert and Hindle, 1998) a true team is a living constantly changing, dynamic force in which a number of people come together to work. Team members discuss their objectives, assess ideas, make decisions, and work towards their targets together.

Professional practice in schools and colleges is widely acknowledged to be a collaborative activity. Ideas which are currently informing continuing professional development in schools; such as School Based Management Committee (SBMC) in Nigeria of recent, which connote communities involvement in the development of

school. This requires group learning for staff and students professional development which are rooted under the concept of collaborative activity. This was confirmed by Connolly and James, (2000) that professional work in schools can never be only individual but must be organizational.

3. Types of Teams within the school setting

Teams are not all alike when it comes to their design or their demands on team members. To make things a bit more complicated, not every “team” is really a team and some groups that are called by other names occasionally do phenomenal teamwork (Harvard Business School, 2002).

There are numerous types of team within an educational setting. Each suited to fulfilling particular tasks. Educational managers and team leaders need to understand each characteristics of each type which will assist them in the expected relationships among group members, likewise assist them in matching the objectives and goals of all the various teams to the most appropriate style of team.

4. Formal Teams

Formal teams are fundamental to an organization. They are often permanent, carry out repetitive work, and have a defined remit. Subsumed under this are the following:

Task/functional teams;

These are teams brought together for the purpose of transforming certain inputs (raw – materials, ideas, objects) into a distinguishable output within the school settings. e.g the teaching force in the school. These group members usually interact with one another on a daily basis, and they are often organized into departments or work teams to facilitate accomplishment of organizational objectives.

Like other organizations, educational organizations have some activities requiring group cooperation across functional lines. (e.g. an inter departmental planning committee). After the completion of project, team members return to their routine work activities or go to another temporary project group. Examples of project teams within the school setting are the Examination Committee, Building Committee Disciplinary Committee and so on.

5. Informal Teams

This implies casual groupings of people within the school system so as to work on informal basis. Informal teams can be formed on an adhoc basis to deal with many needs. This type of team arises spontaneously as people associate with one another. An example of informal teams within the school setting is the Task force teams (e.g., punctuality committee. Time – tabling committee and so on); they come together to solve a particular problem or explore a particular opportunity.

6. Features of an effective work team

Robert and Hindle (1998) stated that all successful teams demonstrate the same fundamental features:

A) Strong and effective leadership;

With strong and effective leader within the team, supportive environment is built and this help the group take the first necessary steps towards teamwork, and these steps become the basis for further steps towards cooperation, trust, and compatibility (Keith, 1980). Studies show that the greater the trust and compatibility in a team, the greater their effectiveness tends to be; there the need for a strong and effective leader to manage the team effectively. A team leader needs to be both facilitator and inspirer; he must be able to provide teams' member with all necessary support for goal attainment.

B) The establishment of precise objectives.

For teams to be productive there is need to established precise objectives of their coming together as a group. Education managers need to educate members of the team to have a better understanding of why they are in the group, and why others are not. They need to know how they can contribute to the work of the team, and they need to believe that the team can accomplish something worthwhile.

C) Making informal decisions.

This is when decisions taking within the group do not take the formal way. Every members of the team collaborate, deliberate on issues before agreeing on what next line of action should be. This promotes sense of belonging which further reinforce team's commitment and dedication.

D) Communicating freely.

Strong communication links are vital to the well-being of a team. Communicating freely is the key to keep a team productive and functioning smoothly. You can get the best out of a team if there is an established routine of dialogue, welcoming open discussion of ideas among team members and if an idea needs to be discounted, this has to be done with tact, and always give valid reasons for the rejection.

E) Mastering the requisite skills and techniques to fulfill the project in hand;

As the assigned project or task proceeds, the range of skills needed within the team can change. For example, some specialist skills that were vital at the onset of a team's life may be superfluous as the project develops. To maintain the right balance of complementary skills, a team leader must be able to recognize any changes in project or team needs and act accordingly. This ability is as important in team leaders as their ability to evaluate the technical and analytical skills of potential team members.

F) Providing clear targets for the team to work towards;

All team members need to agree on a precise definition of what they are working towards. Goals should not be set until all possible approaches to the task have been discussed. An initial series of meetings in which members can get to know each other and work towards a consensus about the goals of the team is necessary. In addition the task the team has been assigned and the issues it will address should be fully understood by everyone, and all options available in going about the task must

be assessed before deciding how the team will be organized. Finally discuss and decide on achievable deadlines for all the elements of the project.

G) Finding the right balance of people prepared to work together for the common good.

This implies looking for team members who possess one of the three major types of skills that are vital for the success of the team's task. These are: Technical expertise in disciplines; Problem – solving skills and the ability to make clear, informed decisions; Team working skills and an ability to cope well with interpersonal relationships.

H) Understanding Team's developmental stages

In effective management of the team and as part of the features of an effective work teams is for all teams members and the educational managers to understand the developmental stages of teams in which is part of what makes team productive. These stages have been described as having five stages: (Judith et al, 1990); they are as follows:

Orientation (Forming)

Redefinition (Storming)

Coordination (norming)

Formalisation (Performing)

Separation

Orientation (Forming) – occurs when teams first come together and views the task and determine acceptable interpersonal behaviors (process). The objectives of the team are not clear at this stage; team members may be suspicious, uneasy and unsure about their task and each other. Some people may be enthusiastic but others will be cautious, hence discovery of acceptable behaviours.

Redefinition (Storming) - occurs when teams starts to get to work and redefining the task. Members try to agree on its objectives and strategy, and develop group structure. At this stage conflict may result because disunity may set in, in attempting to identify methods, time to be devoted to the task, the priority they are to assign in accomplishing the task. The sharper these differences, the greater the intragroup conflict that results.

Coordination (Norming)-During coordination stage, the group collects information and interprets it in order to facilitate the accomplishment of group goals. The performance of the team is questioned and its goals are more clearly defined, procedures and leadership are discussed, ways of working together are established based on discussion about the nature of the task, different emotional responses to it, alternatives , and possible action then occur. Members resolve their differences after an open exchange of relevant interpretations and opinions and begin to act as group. Often groups do not reach this stage, and such group get disintegrates.

Formalization (Performing) - occur when the team becomes more effective because final choice of task activities and their implementation occur. Goals and roles become clear, strengths are built upon and weaknesses are resolved, commitment and involvement increase. The team becomes really effective. Results are achieved in a flexible and open atmosphere, boundaries are managed and acceptable risk – taking is encouraged. There is evidence of pride, excitement, learning and achievement.

Separation (Mourning) – occurs when team decided to break away after the successful completion of their task. Fear (1991) found that preparing for and handling the reality of the group's dearth was an important issue for people committed to the group. The attainment of successes within the team makes this stage not welcome by team's members because they find it difficult to break away.

7. Dynamics of Collaboration

Collaboration is defined as a fluid process through which a group of diverse and autonomous actors undertakes a joint initiative, addresses showed concerns or otherwise achieve common goals (Rosenthal, 1998 and Stephen, 2003). This calls for high consideration of factors that can actually reinforce effective collaboration within teams for a better productive team.

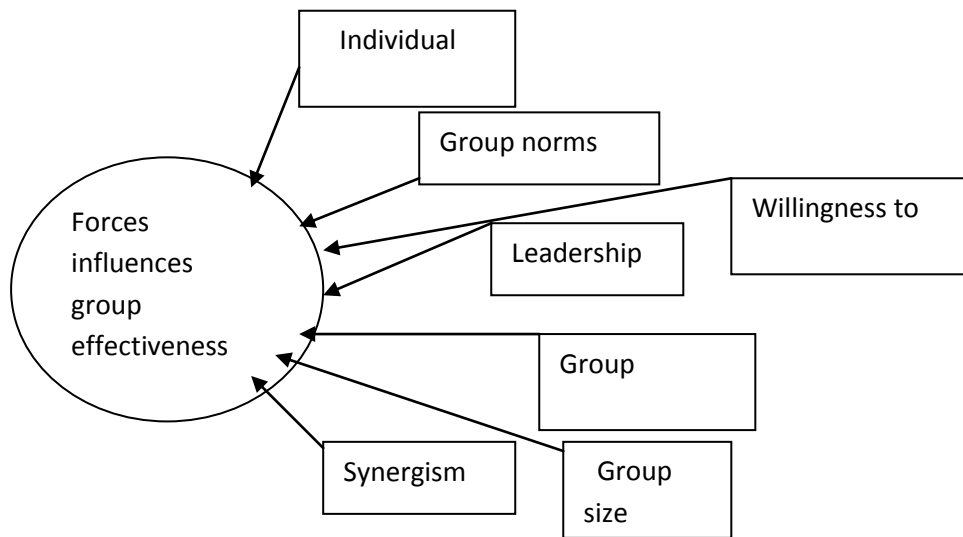
Movement through each of the identified stages of team development requires better understanding of collaboration dynamics. This gives educational managers ample opportunity to influencing the speed with which group or teams move through each stages. Some groups remain at one stage and they fail to resolve the issue associated with it. In a normal functioning groups, the orientation stage is the shortest, followed in length by the redefinition and formalization stages; the coordination stage becomes a sensitive stage because group experiencing difficulties tend to have an elongated formation state at this stage (Bridges and Husbands, 1996). Failure to move beyond any identified stage signals group's lack of conflict – resolution mechanism; depicting their inability to collaborate.

A range of factors lead to successful collaborative working of teams and it is clear that successful collaboration is thus neither simple nor straight forward. Mattessieh and Mansey (1992) identify sit key factors the environment, within which a history of collaboration and a favourable political and/or social climate are key dimensions; membership characteristics; process and structural issues; communication; purpose; and resources. They consider that members of the collaborating group should have mutual respect and trust and be able to compromise while seeing collaboration as being in their aim interest. Members should share both in the way the group works and the results of its worker. In addition, every level within each organizations that is part of the collaborative group, needs to participate in decision-making. The collaborative group should be clear about roles, but be flexible and adoptable.

There should be open and fluent communication, which should operate formally and informally.

Educational Manager needs to be aware of forces that reinforce group effectiveness before making acceptable progress in team building within the school setting. Effective collaboration of group members can therefore be sub score under Fig 1. Illustrated below:

Figure 1:



7.1 Individual Roles:

In achieving group effectiveness, there is need for role classification of all group members; this describes the actual behaviours of all members. In the collaborative process, pattern of roles exchange from each group member, this need to be diagnosed and this serve as a form of evaluation of group functioning and effectiveness. The above implies the need to diagnose individual or self parented roles from task roles and group – building roles. By so doing a collaborative effort of the team will be sustained (Hudson, Henwood & Wistrow, 1999).

7.2 Group Norms:-

Norms are unwritten expectations develop through interaction of group members. It is a standard of behaviour expected of informal group members. (Akinsolu, 2002). Generally these expectations are in line with group goals, which in turn are helpful in accomplishing organizational goals. Group members may act to encourage certain behaviours for example by reinforcing a specific level of production. Members may also discourage certain behaviours by responding negatively to their occurrence.

7.3 Leadership

An individual filling a particular management position within a team is designated a leader. In reinforcing effective collaboration of team members, team leader need strong personality traits to assert influence and function.

A team leader needs to be both facilitator and inspirer – organizational team depends upon its leader to provide it with the facility to make decisions and the support to grow. School Managers need to perform the following leadership function to ensure that team goals are achieved in schools.

Planning roles to be filled and selecting appropriate individuals;

Leading the team in meetings, starting with a discussion of team objectives and values;

Ensuring that targets are met and that values – above all, the values of working collectively – are observed by the team;

Analyzing and correcting failures swiftly and surely but always remembering to celebrate the successes just as enthusiastically

Carrying the responsibility of representing the team loyally to others, both inside and outside the organization.

7.4 Group Cohesiveness:-

The degree of attraction that the group has for each of its members is referred to as cohesiveness. Group cohesiveness is a vital force that reinforces effective collaboration among team members. It is identified by attitudes such as loyalty to the group, friendliness, and congeniality, a feeling of responsibility for group effort and defense against outside attack. Group cohesiveness enables team members in assisting the organization in increasing productivity (Gobor,1986, and Anne Dunellen,1996).

According to them some factors that affect the degree of cohesiveness of group members must not be handled with levity. Factors such as, degree of threat (to physical or emotional security); frequency of contact; degree of heterogeneity; satisfaction of members' need and the size of the group. All these factors determine the extent of collaboration among team members within the educational setting.

7.5 Team size:

This is another factor that accounts for variations in team's collaborative process. Educational managers need to be aware of the appropriate team size require in making teams within the system productive. (Weisbord, 1987) suggested the following team's size;

When quality of a complete group decision is important the use of seven to twelve members under a formal leader is most appropriate.

When consensus in a conflict situation is important, the use of three to five members with no formal leader will ensure that each member's view will be discussed.

When both quality and consensus are important, five to seven members seems most appropriate.

Harvard Business School (2002) listed some tips for establishing team size. According to them, Managers need to use a small team (five to nine members) when tasks are complete and require specific skills. They opined that for large teams; members should not exceed 25 people and using large teams should be when the tasks to be accomplished are fairly simple and straight forward.

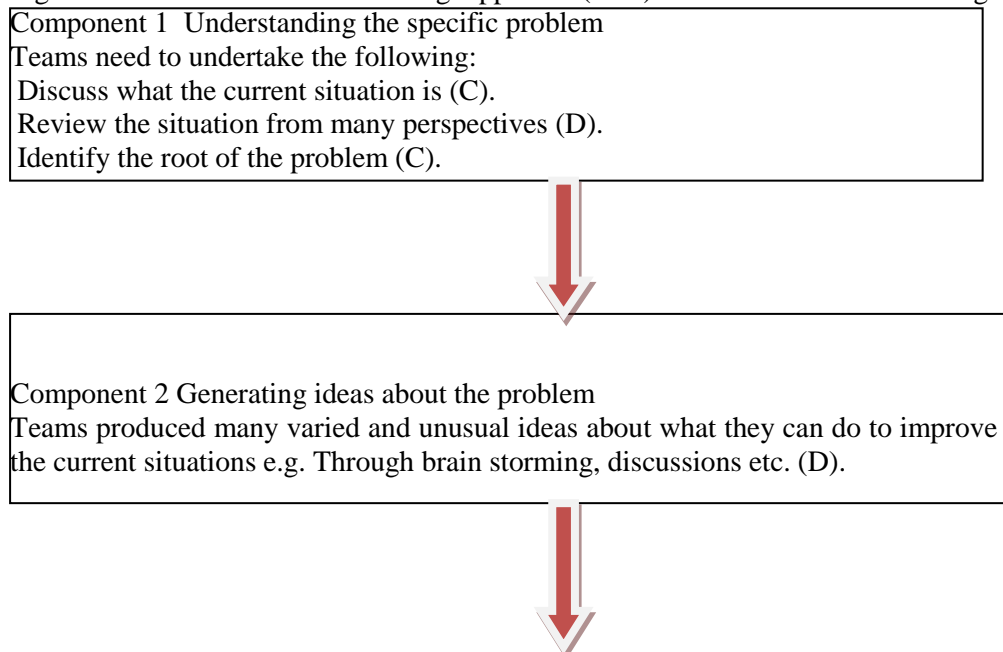
7.6 Synergism:

This is the cooperative action of people working together to accomplish more than they could working separately. This is brought about when Managers integrates multi skilled, highly skilled, highly motivated employees and computer driven technology to work as a team. This implies acquiring the right mix of experience in a team, this actually reinforce effective collaboration and thus makes team to be effective.

8. Framework for effective collaboration in handling school problems by Team's members

The setting up of committees, teams within the school system helps a lot in improving pupil achievement and school performance. Schools and teachers independently of government policies have sought to collaborate for a variety of reasons. The competitive nature exhibited within the education sector calls for school to collaborate in improving efficiency. A framework for effective use of collaboration in addressing specific educational problem in making schools more efficient thereby minimizing educational wastage is illustrated below:

Fig 2. Collaborative Problem Solving Approach (CPS) for effective Team Building



Component 3 Agreeing solutions and planning Action.
 Develop criteria for selecting the most promising possibilities from ideas generated (D).
 Apply the agreed criteria and choose the most promising solution (C).
 Form a plan of action to implement the situation (C).

Adapted from Leading the Learning School, MOE, Botswana

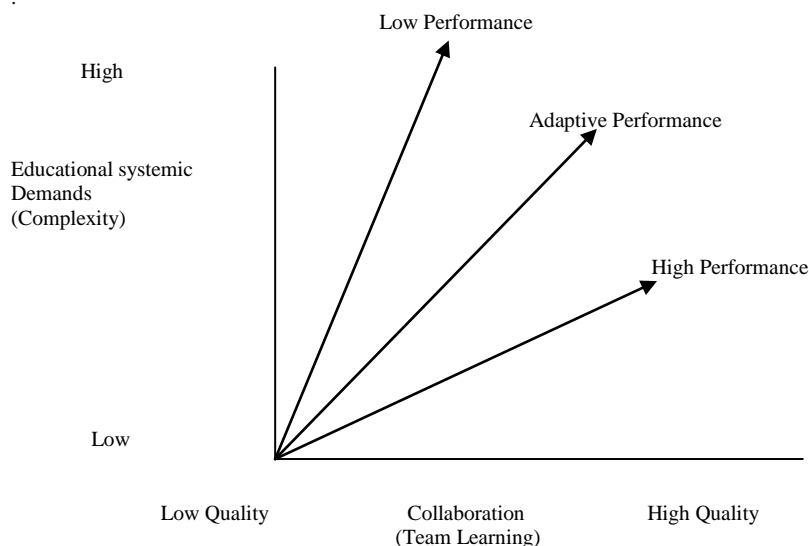
From this figure 2, each of the components has a number of stages during collaboration. We have the divergent (D) and Convergent (C) thinking. The combination of these imaginative insights resulting from the divergent thinking with the critical evaluation of options and rational decision – making of convergent thinking of group members makes problem – solving within the educational setting becomes potentially more effective.

This collaborative approach helps in handling some institutional problems in schools such as, truancy, examination mal- practices, sexual harassment, pilfering, and cultism and so on. This helps the educational system to become more efficient and thereby minimizing educational wastage.

Relatedness of the Educational Systemic Demands on School Teams Collaboration

Brett Richards (2003), asserted that the teams can be viewed as a sub system of a much wider organizational network, which is in turn, affected by even broader systemic levels beyond the borders of the organization. In his model, he explained how the systemic demands dictate the dynamics of collaboration of team’s members. Based on this he concluded that team dynamics often represent a microcosm of similar dynamics at play within the larger organization. This implies that the educational system dictates the pace by which school teams can collaborate and work effectively.

Fig. 3



Adapted from Brett, 2003. In [http://www.danielpenn.com/articles/article-intelligent teams](http://www.danielpenn.com/articles/article-intelligent%20teams).

Low performance: – indicates that the rate of change and complexity of the educational system is accelerating at a faster rate than the schools' team's ability (or willingness) to learn and collaborate. Under such conditions, the team becomes unable to sustain the necessary levels of performance to achieve desired results. In organizations, the pressure is usually increased due to externally imposed time compression, where the team is forced to respond with equal or higher levels of quality and results in less time. The cognitive and emotional pressure on individual team members becomes too great and the team's collaborative dynamic breaks down.

Adaptive performance: – indicates a circumstance where the team's rate of learning is keeping pace with the current rate of change in the educational environment. The watch out at this level of learning and collaboration is that if a crisis emerges or there is an unanticipated onslaught of change, it could throw the school team into chaos, moving it back towards low performance.

High Performance: Indicates an optimal rate of team learning and collaborative ability. The systemic demand is low while the team learning is accelerating faster. This is so because educational leaders anticipate potentially threatening circumstances and make great efforts to provide appropriate information, knowledge, tools and skills to ensure sustained high performance.

9. Summary and Conclusion:

Working with teams, whether as leader of a single team or manager of several, is an essential part of a manager's remit. Team working is rapidly becoming the preferred practice within the educational organizations because the success of educational organization in recent times rest solely on team building. Working as a team facilitates better understanding of the mission and objectives of the school system therefore helps greatly in achieving excellence hence it is seen as an antidote for organizational efficiency with its benefits outweighing the traditional corporate hierarchies' way of managing organizations.

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Building Sustainable Development Through Entrepreneurship Education in Nigeria

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Abstract. In the developed nations, entrepreneurship education has been, and would continue to be a great economic stimulator. Entrepreneurship benefits cannot be overemphasized in any society that desires sustainable development, because it creates new technologies, production and services, encouraging improved productivity and rapid economic growth. Economic growth will invariably have positive influences on the health, thereby leading to sound body systems, increase in life span, improvement in social status and standard (condition) of living. Embracing and judicious application of entrepreneurship education principles will in no small measure propel Nigeria to the much desired enviable development level which she is currently yearning for. The focus of this paper is to discuss entrepreneurship education with particular attention to its concept, nature, objectives and development approaches.

1. Introduction

It is obvious to all and sundry that unemployment has become a serious socio-economic problem in Nigeria. Equally obvious is that the country's educational system had only succeeded in producing a junk of unemployable youths. The inherited colonial educational policy and subsequent reforms after independence had not been able to equip most of our school products to become self-employed or employable.

Daini (2006) referring to Ndu (1999: 252), while advocating for education reforms in the country asserted that: "a lot of what we have taken as Nigerian system of education is still bookish, examination ridden and somewhat of a mismatch with the social and economic situation of today. A lot of changes have come into society but the education system has not kept pace with it. The abstract and highly bookish curriculum needs to be modified to include other things that are needed in the world of work that are not yet presently focused on"

Entrepreneurship education has been identified as a major means of assisting our youths and even adults to acquire desired skills and capacities to be self-reliant or self-employed, particularly to prepare them to be able to set up their own ventures and manage them profitably. Entrepreneurial role has been recognized since the day of industrial revolution. There is a continuous migration of people from rural to urban in search of almost non-existing job opportunities. In a study by Anyanwu (1991), he found out that migration from rural environment to urban areas in Nigeria was 53%, while to rural stood at 2.6%.

Entrepreneurship is a form of education, a move towards self-reliance, a reasonable channel that will greatly assist in curbing the employment problems. This is because its emphasis is on the acquisition of skills and capacities to be self-employed. Entrepreneurship activity being a dynamic process of creating incremental wealth, wealth created by individuals who assume the major risks in terms of equity, time and/or career commitment or provide value for some product or service (Hisrich & Peters, 2002). The socio-economic rationale for the drive to pursue careers in entrepreneurship are:

- stimulating of creativity in all spheres of socio-economic life;
- employment generation;
- creation of wealth;
- democratization of socio-political development, particularly from public-control to private control; and
- dispersal of business activities

2. What is development?

Development in its simplest term is synonymous with growth: in the context of society, it is the sustained elevation of an entire society and social system toward a “better” or “more humane” life. Ikwuako (2001) referring to Smelser (1966) stated that when the term “development” is employed, four distinct but interrelated processes are usually borne in mind, namely:

- a developing society is changing from simple and traditional technique towards the application of scientific knowledge as the realm of technology;
- the developing society evolves from subsistence farming towards commercial production of agricultural goods;
- the developing society undergoes a transition from the use of human and animal power to industrialization; and
- the developing society moves from the farm and village towards urban concentrations.

In the words of Pearson (1970), “development is a process whereby a country achieves reasonable self-sustaining growth, process which facilitates and enhances industrial and technological process in the interest of its people”. Todaro and Smith (2006) quoting Seers (1969) on basic questions about the meaning of development stated that:

“The questions to ask about a country’s development are-what has been happening to poverty? What has been happening to unemployment? What has been happening to inequality? If all these have declined from high levels, then beyond doubt, this has been a period of development for the country concerned. If all one or two or these central problems have been growing worse, especially if three have, it would be strange to call the result “development” even if per capita income doubled”. Pp 11.

The World Bank, which during the 1980s championed economic growth as the goal of development, joined the chorus of observers taking a broader perspective when in its 1991 World Development Report, it asserted:

“the challenge of development... is to improve the quality of life. Especially in the world’s poor countries, a better quality of life generally calls for higher incomes-but it involves more. It encompasses as ends in themselves, better education, higher standards of health and nutrition, less poverty, a cleaner environment, more equality of opportunity, greater individual freedom, and richer cultural life”. Pp4

3. Concept of Entrepreneurship

The Consortium of Entrepreneurship Education (CEE, USA) defined entrepreneurship education as a form of education that is out to seek for the preparation of people, especially youths, to be responsible, enterprising individuals who will contribute to economic development and sustainable communities. Salleh and Gibbs (1990) conceptualized entrepreneur as someone who exhibits a distinctive set of enterprising attributes. According to Salleh and Gibbs, these attributes embrace a number of skills, personality traits, acquire experience and attitude. The enterprising attributes; therefore include creativity, initiative taking, analytical ability, high autonomy and achievement motivation.

A USAID-funded research by McBer and Co. and Management Systems International identified fourteen (14) personal entrepreneurial characteristics which appeared to be common behaviours of a successful entrepreneur as itemized by Manu and Brown (1987):

- Take initiative;

- Sees and acts on opportunities;
- Is persistent;
- Personally seeks information;
- Is concerned for high quality;
- Is committed to fulfilling contracts;
- Is orientated to efficiency;
- Plans systematically;
- Solve problem in original ways;
- Demonstrates self-confidence;
- Takes calculated risks;
- Is assertive
- Is persuasive; and
- Use influence strategies.

The concept of entrepreneurship in the words of Uder (1999) cited by Dairo (2013), is linked with activities such as:

- generation of business ideas.
- identification of investment opportunities.
- making decisions towards exploiting such opportunities.
- formulating organizational objectives.
- conducting market research and survey.
- putting together scarce resources (human, financial and physical).
- establishing an enterprise.
- distributing and promoting an organization's products/ services.
- bearing risks and uncertainties.
- innovation and diversifications.

Nsowah (2004) referring to Nsowah (1996) identified three important components of entrepreneurship.

- (i) Entrepreneurship consists of basic personality characteristics which mix together value, abilities and motivation. These include: creativity, assertiveness, which are somehow innate to the individual.
- (ii) Entrepreneurship is viewed in terms of enterprise attributes like planning systematically, seeking and acting on opportunities etc.
- (iii) Entrepreneurship goes beyond individual attributes to the performance of an economic or social role like managing a small business, ranging from wayside workshop to a high technology company.

Entrepreneur refers to a person as a leader, planner, programmer, motivator, risk-taker, creator, innovator, technocrat, while entrepreneurship refers to a process of leadership, planning, motivation, risk-taking, innovation, and decision-making.

To economist, an entrepreneur is one who brings resources, labour, materials, and other assets into combinations that make their value greater than before, and also one who introduces change, innovations and a new order. To a psychologist, such a person is typically driven by certain forces-the need to obtain or attain something,

to experiment, to accomplish, or perhaps to escape the authority of others (Hisrich & Peters. 2002).

Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risks and receiving the resulting rewards of monetary and personal satisfaction and independence. (Nelson, 1996).

Basic Aspects of an Entrepreneur

Regardless of the field, there are four basic aspects of being an entrepreneur:

- (i) Entrepreneurship involves creation process, creating something new in terms of value; value to the entrepreneur and value to the audience for which it is developed. The audience could be the market of buyers in the case of business innovations; prospective students in the case of new course, or the constituency for a new service provided by a non-profit agency.
- (ii) Entrepreneurship requires the devotion of the necessary time and effort.
- (iii) Assuming the necessary risks in entrepreneurship, with particular reference to financial, psychological and social areas.
- (iv) Rewards of being an entrepreneur, with regards to independence, personal satisfaction and monetary rewards.

Entrepreneurship education has the inherent ability to create a change in the mental orientation from the “take-job-syndrome” to the “make-job-syndrome” mentality because it is a carefully organized process that leads to the acquisition of entrepreneurial competences through the teaching of entrepreneurship courses, training and giving certificates for education, economic developers, business counselors and prospective entrepreneurs. The knowledge so gained will enhance the ability to set up a gainfully productive business for self-employment as against being employed. It is about willingness and ability of individual to find out investment opportunities ready to bear attendant risks in order to have successful enterprises. Entrepreneurship education should be fashioned in such a way to encourage everybody generally and youths in particular by equipping them with entrepreneurial approaches.

Valued Assumptions in Entrepreneurship Education

The following basic foundation assumptions as identified by Alebiosu and Akintayo (2006) are important for entrepreneurship education:

- Entrepreneurs are not “born”... they “become” through the experiences of their lives.
- Entrepreneurs have a great diversity of personal characteristics, the common one being willing to take a risk in turn for a profit.
- Anyone can be an entrepreneur at anything of one’s life.

- Although there is no educational degree requirement to become entrepreneur, it is helpful to have developed good support skills including communications, interpersonal activities, economic understanding, digital skills, marketing management and mathematics.
- Entrepreneurial ventures are the major sources of new jobs in the economy... for the owner and for new employees.
- Entrepreneurship is NOT learned by reading a textbook and then taking a test to prove that you are one.
- Young people can build confidence in their abilities to become entrepreneurs in their future as a result of a variety of entrepreneurial activities provided throughout education.
- Entrepreneurship education activities are a real-life vehicle for developing academic skills.
- Entrepreneurship education enables employees to be more successful as a result of understanding the operations of a small business and the problems of their boss.
- Entrepreneurs are found in every occupation or career cluster.
- Entrepreneurship education opportunities are important at all levels of education, from experiences for elementary school children, through skill development for existing entrepreneurs.

The definition of entrepreneurship success varies with reaching the goods of the individual, from part-time income to fast growing corporate structure.

4. Entrepreneurship Training and Development

Entrepreneurship training is meant to sensitize both the literate and illiterate so as to change mental orientation of “job-seeking” to “job-giving”; also to modernize and inject new ideas and technologies to enhance national socio-economic development. Today many approaches abound to entrepreneurship development programmes, such as:

- (i) Training programme for start-up/would-be entrepreneurs
- (ii) Junior achievement programme
- (iii) Business advertising centres
- (iv) Entrepreneurship Development Institute.
- (v) Start Your Business and Improve your Business Training packages

The training programme for start-up/ would-be entrepreneurship would be discussed in this paper.

This should be offered at two levels (i) the Pre-Start-Up or Awareness Stage and (ii) The Start-Up Stage (Asante Frimpong (1994). Nsowah (2004) explained that at the pre-start stage, training or stimulatory activities to inspire attitude towards business ownership are to be emphasized. Specifically, trainees are made to assess their capabilities in starting or setting up business and are also introduced to

business opportunities available. Such programmes are organized through what is referred to as “Awareness Seminar” with duration of one to three days.

In addition, the Entrepreneurship Development, which are made up of special courses, “specially designed for potential entrepreneurs, who may be unemployed at a time, or working for an employer as distinct from working for themselves” (Nsawah 2004). The target populations therefore, are unemployed or retrenched workers, civil and public servants.

The content should incorporate four components in which the:

- Potential entrepreneurs are identified and selected. This should involve the use of psychological tests.
- Trainees are to be taught some rudimentary techniques of business management; apart from marketing and book-keeping, emphasis to be on sources of finance, project preparation and other aspects of starting a new business.
- Achievement Motivation Training (AMT) as a central concept with the design of training the clients to think and act in an entrepreneurial way.
- Trainees to do a feasibility study of their business idea and prepare a business plan for sourcing financial assistance.

5. The trainer and training methods

It is very important to have trainers with entrepreneurial credibility. In the words of Manu and Brown (1987), quoted by Nsawah (2004), “it is not enough for the trainer merely to know the subject, he or she also needs to have credibility with the trainees in respect of entrepreneurial attributes”. Trainers with formal academic qualifications in management subjects are not necessarily the best people to run programmes for start-up or existing small scale/medium business owners or managers. The trainers therefore should be professionals in business community, experts from government departments, technical consultancy organizations. The coordinators too should be specially trained.

With regards to the choice and use of methods for the training, they should apply case studies, role playing, simulation exercise, field-trips and market research. The professional (trainers) are to produce hand-outs or write-ups on special areas/topics supposed to be handled by each of them. The reading materials are to support what is learnt in the lecture room.

The International Labour Organization (ILO) has developed basic management training packages for business start-ups and owners/managers of small business. Two of these are the Start Your Business (SYB) and Improve Your Business (IYB) manuals. These packages would be of a great assistance in the training of would-be entrepreneurs. The SYB and IYB originated from a programme developed in Sweden and adopted by the ILO to meet the needs of people running small scale business in developing countries. The SYB is for start-ups and IYB is for existing entrepreneurs.

Awori (1995) commenting on these packages contends that the challenge in assembling relevant teaching materials for small business entrepreneurs, particularly women, with low levels of literacy, is that of simplicity. The SYB and IYB constitute separate sets of manual each one providing information and exercises around a topic. The manuals use active, problem-centred learning approach to small business management through short cases and cartoons. A Trainer's Guide accompanies each manual.

Entrepreneur training and development should be pragmatically handled in Nigeria. Some developing countries such as Ghana and India have accorded entrepreneurship a respectable "status". This is necessary because "unless entrepreneurship or working in a small business is perceived as a respectable and serious career option, efforts at youth entrepreneurship will be in futility" (Salleh & Gibb (1990). Based on these principles, Abaka (1995) identified the following six objectives to promote entrepreneurial activities:

- Develop students personal qualities (creativity, risk-taking, self-confidence, initiative, networking, opportunity seeking) for future roles as entrepreneurs and employees;
- Develop in students an appreciation of the role of entrepreneurial activities in economic development;
- Help young people to make better informed decisions about careers and further education;
- Provide experiential learning opportunities for young people in the operation of a business;
- Develop student's skills in planning, starting and managing a small business;
- Create a partnership between the business community and the education community for the training of young people.

6. Conclusion

Man is created with certain potentialities. The main objective of development is to create an environment in which all can expand their capabilities, and opportunities can be enlarged for both present and future generations. Without sustained and continuous economic progress at the individual as well as societal levels, the realization of human potential would be a mirage.

We are in the era of entrepreneurial development. Realizing the inadequacy in our educational system, the Nigerian Universities Commission (NUC) recommended that "Entrepreneurship Studies" be made compulsory at the tertiary level: same should be extended to other levels of our education.

Economic growth is a function of individual activities in a society. Gupta (1990), asserted that the need for achievement can be developed and reinforced, growth can be accelerated by influencing the behaviour and supply of a country's

entrepreneurs, hence, entrepreneurship training and development programmes to enhance socio-economic growth should be vigorously pursued.

The private sector could be described as the “engine” of growth, because it plays very prominent role in the overall national development. A vibrant, buoyant, responsive and well-developed private sector will enhance and accelerate the much desired development of the Nigerian economy.

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Fostering Quality Entrepreneurship Education for Sustainable Development in Nigeria

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Abstract. It is now widely accepted that entrepreneurship education has an important role in national development. This paper focuses on the importance of entrepreneurship education towards enhancing sustainable development in Nigeria. The strategies that can enhance sustainable entrepreneurship education are also discussed. Lastly, The paper recommended that educational programmes at all levels of education should be designed to provide the needed entrepreneurial skills for Nigerian Youth.

Keywords: Entrepreneurship, Education, Sustainable, Development, and Quality

1. Introduction

The state of unemployment in Nigerian economy is a big challenge both to the government and the masses. Gone are the days that university education guarantees one for any type of job. This calls for the introduction of entrepreneurship education in order to alleviate the problem and to encourage Nigerian graduate to become job creators instead of job seekers. This calls for the adoption of entrepreneurship studies as a general course for all university students so as to encourage educational institutions to develop entrepreneurial intention and to address the issue of graduate unemployment (Fungai Roseline, Rumbidzai, Njanike, Silas and Fungai, 2011). The importance of entrepreneurship in a Nations' development gave birth to the introduction of entrepreneurial education programme throughout the world. This programme is designed to promote preference for self-employment as a sustainable career option (Low & MacMillan, 1988; Henry, Hill, & Leitch, 2005; Souitaris, Zerbinati, & Al-Laham, 2007 in Banjo, Rhowenna and Rowenna (2008). The goal for introducing entrepreneurial education in schools

especially in tertiary institutions in Nigeria was to train individuals to acquire the necessary knowledge and skills that will propel them to establish their own business. Despite the introduction of this programme in Nigerian school, the issue of 710,000 applicants, who applied for a 3,000 job vacancy in the Nigerian Immigration Service (NIS) at various centres across the federation calls for quick intervention in the kind of entrepreneurship education programme given in our schools (The Punch Newspaper – 16th March, 2014).

2. Concept of Entrepreneurship and Entrepreneurship Education

Entrepreneurship has been seen as a force in any country's economic development. According to Gree and Thurnik (2003) entrepreneurship has been recognized as one of the tools that drive the economy of a country while Turker and Selcuk (2009) describes it as an incubator of technological innovation and a provider of employment opportunities.

Kirzner's (1979) definition of entrepreneurship as behaviours that '*drive the market process*' distinguishes the role of entrepreneurship in society based on outcomes, while in the scholarly domain behaviours related to decision making and action are of interest irrespective of whether they produce outcomes or not. According to Fatoki (2010) Entrepreneurship is the capacity and willingness to undertake conception, organisation, and management of a productive venture with all attendant risks, while seeking profit as a reward. Entrepreneurship involves innovative individuals and the presence of profitable opportunities in a dynamic market.

According to Jack and Anderson (1999) as cited by Oghojafor, Kuye, Sulaimon and Okonji (2009), governments expect entrepreneurial education to contribute to job creation, economic growth, skill enhancement and the development of an entrepreneurial culture; business expects entrepreneurship education to create an understanding of basic business issues, creative work attitude and an entrepreneurial approach among learners; and learners expect entrepreneurship education to assist them in their quest to start their own businesses and to develop skills that will enable them find work in large firms as well. Entrepreneurial education is expected to focus on delivering the skills and knowledge imperative for business entry (Gartner, Shaver, Gatewood & Katz, 1994 in Oghojafor, Kuye, Sulaimon and Okonji (2009).

Entrepreneurial programmes and modules offer students the tools to think creatively, be an effective problem solver, analyse a business idea objectively, and communicate, network, lead, and evaluate any given project. Students feel more confident about setting up their own business as they can now test their own business ideas in an educational, supportive environment. However, the benefits of entrepreneurship education are not limited to boosting start-ups, innovative ventures and new jobs. Entrepreneurship is a competence for all, helping young people to be more creative and self-confident in whatever they undertake (European Commission, 2008).

In the words of Wu, Chang and Chen (2008), Entrepreneurial knowledge is seen as a major manifestation of human capital necessary for entrepreneurial success and sustainability. Jack and Anderson (1999) even describes entrepreneurship education as “the concepts, skills, and mentality which entrepreneurs use or should use”.

3. Concept of Sustainable National Development

According to the world commission on environment and development (WCED) (1987), sustainable development is the ability to meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development of a nation denote ability to maintain certain level of development especially in the areas of social, economic, political, educational, cultural and technological development (Akintayo, 2006). However, sustainability of such all embracing and all encompassing development at the national, state and local levels of economy require industrial growth and fostered development which can only be achieved through effective entrepreneurship education training;

According to Adisa (2006) there is a growing consensus that sustainable development means achieving a quality, that can be maintained for many generations because it is socially desirable- fulfilling peoples cultural, material and spiritual needs in equitable ways, economically viable-pays for itself, with costs not exceeding income and economically sustainable-maintaining the long-term viability of supporting ecosystems.

Sustenance of socio-economic development of a nation is a function of economic viability of entrepreneurial development and practice (Alebiosu and Akintayo, 2006). The National development goals of Nigeria set the foundation upon which the national policy on education was developed in order for education to serve as an instrument for national transformation. Entrepreneurship education has been perceived as an economic stimulator, since it tends to foster small scale business which could influence sustainable development especially in a developing nation like Nigeria, through proper training techniques, society can create entrepreneurs that will develop small businesses and maximize the economic potential of an area. Smith (1997) reported that two-third of the public and students indicated that entrepreneurial education programmes had significantly influenced rural and urban sustainable socio-economic development at all levels of economy.

Chan and Swatman (2001) as cited by Alebiosu and Akintayo (2006) contend that entrepreneurship is a key driver of economy. Wealth and a high majority of jobs are created by small businesses started by entrepreneurial- minded individuals, many of who go on to create big businesses. People exposed to entrepreneurship frequently express that they have more opportunity to exercise creative freedoms, higher self-esteem and an overall greater sense of control over their own lives. As a result, may experienced business people, economists and educators believe that fostering a robust entrepreneurial culture will maximize individual and collective economic and social success on a local, national and global scale (Alebiosu and Akintayo, 2006).

Sustainable development is achieved when individual member of the nation acquire basic skills, attitudes and knowledge that enable them adapt to changes in the environment as well as be able to contribute to the manpower need of the society. This is because a well educated and informed society is more likely to be aware of its vision and take proper course of action in order to achieve its planned development (Ogunsanwo & Owodunni, 2006).

4. The expected role of Entrepreneurship Education in Sustainable National Development

Entrepreneurship education seeks to prepare people, especially youth, to be responsible, enterprising individuals who become entrepreneurs or entrepreneurial thinkers and who contribute to economic development and sustainable communities. Entrepreneurship education is not just about teaching someone to run a business. It is also about encouraging creative thinking and promoting a strong sense of self-worth and accountability. Through entrepreneurship education, students learn how to create a business, but they also learn a lot more. The core knowledge created via entrepreneurship education includes:

- The ability to recognize opportunities in one's life.
- The ability to pursue such opportunities by generating new ideas and marshaling needed resources.
- The ability to create and operate a new venture.
- The ability to think in a creative and critical manner. (Consortium for Entrepreneurship Education, 2000).

According to Alberta and Libecap (2000) Entrepreneurship education contributes to the growth of firms and it also promotes the transfer of technology, especially small firms. Entrepreneurship Education inspires and motivates students to achieve while in school and use their knowledge in a real world setting. Entrepreneurship Education improves school performance and can help achieve No Child Left Behind (NCLB) goals.

5. Strategies for enhancing Sustainable Entrepreneurship Education Integration of entrepreneurial studies into the curriculum

There is need for the government to integrate entrepreneurship education into the curriculum at every levels of education, that is, at basic, senior secondary and tertiary levels. In tertiary institutions inter-disciplinary approach can be used in order to make entrepreneurship education accessible to all students, and where appropriate, creating teams for the development and exploitation of business ideas, mixing students from other faculties/colleges because of their different backgrounds.

Experience-based teaching methods: For entrepreneurship education to be integrated across school curriculum, the use of action-oriented pedagogies should

be favoured in all disciplines. This kind of methodology is labour intensive and costly, and requires specific training.

Experienced Business Educators: Entrepreneurial initiatives should be part of the conditions for teaching entrepreneurial skills. Education authorities should lay emphasis on the training of entrepreneurs that should not lack a global dimension, seminars, workshops and conferences should be organised periodically to improve their competencies

Involvement of real entrepreneurs: There is need for every institution to involve entrepreneurs in the training of quality entrepreneurship education. This will give room for a strong practical component that needs to accompany the theoretical aspect. It is important for training to be provided by someone who is well versed in both their specific field of study and in entrepreneurship.

Establishment of Functional Centre for Entrepreneurship Education: There should be an Entrepreneurship centre that is accessible and functional. It must have the powers to liaise with all other departments and faculties within the institution. It should essentially have two roles:

- 1) Offer entrepreneurship training in the form of single credits, modules and entire courses, if necessary in collaboration with the institution;
- 2) Work together with all departments and faculties (both students and academics) to help them realise and exploit any entrepreneurial potential their programmes may offer. Typical services might include: helping researchers to explore the commercial options of their research; working with staff and students on developing their ideas, projects, etc.; identifying, protecting and exploiting intellectual property; providing incubation space; getting actively involved in campus company development; developing SME linkages with the university; giving access to networks and matching ideas and inventions with experienced entrepreneurs (European Commission Project, 2008).

Involvement of Enterprises and Business associations: Enterprises and Business associations can encourage their members to get involved in teaching entrepreneurship in schools, as well as participating in organising business plans, competitions and in providing support for getting the winning ideas off the ground. This could encourage the students to contribute meaningfully to enterprises' success, in terms of theoretical knowledge and also through the involvement of students in innovation ideas. There should be an improved working relationship between tertiary institutions and industries, which should enhance students' skill acquisition. When students are sent out on industrial attachment, their training institutions should give them the necessary orientation needed to have a good rapport with the industry.

Financial Support: Entrepreneurship Education Innovation Fund that provides small grants to innovative educational programs should be developed. This fund would provide grants to entrepreneur trainers who want to develop, disseminate, and promote the best new ideas in entrepreneurship education. Among the efforts that could be backed via the fund are items like entrepreneur trainers' scholarships to attend professional development meetings and training, seed funds to initiate creative projects, and connections to entrepreneurs who would serve as mentors to

enhance the entrepreneur trainers' experiences. A competitive grant fund would supplement the limited funds provided to educators to add new courses.

Internal Quality Assurance: To ensure internal control and quality assurance, Supervisory and Monitoring Committee should be inaugurated to supervise the effectiveness of the teachers and students response to the knowledge received. Through constant monitoring and evaluation of system activities in terms of effective control by the different heads of units or departments and constant feedback to management and good utilization of reports, the standard in the system would be raised and sustained. These roles can indeed contribute to the quality and sustainability of Entrepreneurship education in Nigeria.

6. Conclusion

Entrepreneurship education had immense importance for the production of the manpower need in Nigeria labour market. It is needed for development, technological emancipation, industrial expansion and it will also assist in career choice, job placement and gainful employment. Entrepreneurship Education provides a transformative and sustainable entrepreneurship education that can assume strategic position in our drive towards national development.

It is recommended that our educational programmes at all levels of education should be designed to provide the needed entrepreneurial skills for Nigerian Youth. It is also recommended that adequate attention should be given to entrepreneurial development by the government through the provision of good economic programmes.

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