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**C/O Department of Political Science and Public Administration,**

**College of Humanities and Social Sciences,**

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# International Journal of Public Administration and Management (IJPAM)




**C/o Department of Political Science and Public Administration, College of Humanities and Social Sciences, Kampala International University,**

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# INSECURITY AND GLOBAL PEACE: A CHALLENGE FOR THE UNITED NATIONS SECURITY COUNCIL IN THE MIDDLE EAST

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## ABSTRACT

The failure of the League of Nations led to the creation of United Nations in 1945, simply to maintain the International Peace and Security. Since its creation, the United Nations is the most global of all the international organizations in the world system. For, it is made up of countries across the six continents of the world. This paper seeks to examine the activities of the United Nations Organization since its formation in 1945, in ensuring the stability of the world order and assuring of global peace and security. The organization has been a subject of debate among scholars, foreign policy experts and government functionaries all over the world. While a school of thought holds the view that the UNO has lost its relevance in contemporary world politics, others believe that the continued existence of the organization has to a large extent helped to douse tension in the international system thereby preventing the outbreak of a Third World War. It argues that organization found itself from the beginning used or abused" by the United State and the Soviet Union, as incapacitated to deal effectively with the crises arising directly from the so-called Cold War, but it has become an increasingly useful instrument for defusing other conflict situations. The United Nations, it was established, functioned very much better in problems or issues which are not a direct concern or which do not affect the "prescribed interests" of the "Big Powers". Therefore the paper suggests that for the United Nations to achieve her fundamental objective, the UN Security Council need to be reformed and democratize, the Veto Power of the Security Council be extended and the General Assembly be given greater respect and recognition. It concludes that, at present, there is no substitute for UN as a global forum for dialogue and discussion. Thus, the maintenance of world peace and security must continue to be a prime function of the UN. In view of this, it urges the World Power to strengthen the body so as to prepare it for more complex and demanding role in the emerging world of the twenty-first century.

Keywords: United Nations, Insecurity, Global peace, Cold war, Security Council.

## INTRODUCTION

Men have tried a number of ways to maintain peace among nations. Despotic rulers have tried to prevent war by brute force, keeping subject peoples too weak to rise up against them. During the Middle Ages, the Church enacted religions sanctions against war in the Truce of God. The principle of the balance of power has sometimes been used to make the costs of victory seem so high that potential aggressors would hesitate to break the peace. The Concert of Europe, created after the Congress of Vienna, attempted to organize the most powerful nations of Europe in an armed alliance designed to nip war in the bud (Vandebosch & Hogan, 1963:43). The great period of the theory and practice of the balance of power began shortly after 1500, and its rise to prominence coincided with the emergence of the nation –state system and with the Age of Discoveries. Increasingly, and especially after the Treaty of Westphalia of 1648, it became a cardinal feature of international relations. As Quincy Wright pointed out:

While other factors have had an influence, the concept of the balance of power provides the most general explanation for the oscillation of peace and war in Europe since the Thirty Years War (Wright, 1942:758).

The classical period of the European balance of power system was from 1648 until the end of the Napoleonic era in 1815 (Gulick, 1960:10).

Direct predecessors of modern international organizations can be classified into three main categories. In the first category came international conferences on world politics. There were meetings held at the end of major wars to arrive at settlements for the post war period or gatherings in peace time to cope with crises of one sort or another among states. The second category included international conferences organized for the development of international law. The third included the creation of a chain of functional organizations during the $19^{th}$ century to deal with technical and administrative matters affecting more than one country. Together, these three forms of international cooperation provided an experience that contributed to the growth of two intergovernmental organizations, the League of Nations are the United Nations, established to deal, generally, with both political and economic matters affecting all countries in the $20^{th}$ century (Basu, 2007:3). As the League of Nations was a product of World War I, so was the United Nations a product of World War II. During the war period, the idea that a new major international organization would be needed to maintain peace and security in the post-war world, gradually gained popularity among the Allied Powers. The United Nations history started with the declaration made by President Roosevelt on January 6, 1941, to the Congress of the United States.

The term "United Nations" was coined by President Roosevelt. On January 1, 1942, the Declaration by the United Nations was signed in Washington by the representatives of twenty six nations. Thus, the conference members at Dumbarton Oaks decided to retain the

name “United Nations”. It symbolized their intention of maintaining the common purposes of the war and continuing cooperation in peacetime. A clear distinction was made between the powers of the General Assembly, where all members would be represented and those of the Security Council, whose members (originally 11, now 15) would have specialized duties related to keeping the peace (Basu, 2007:19). The UN is the closet things to a world government that has ever existed, but it is not world government. Its members are sovereign state that empowered the UN to enforce its will within states; territories except with the consents of those states’ governments. Thus, although the UN strengthens world order, its design acknowledges the realities of international anarchy and the unwillingness of states to surrender their sovereignty. Within these limits, the basic purpose of the UN is to provide a global institutional structure through which states can sometimes settle conflicts with less reliance on the use of force (Goldstein & Pevehouse, 2011:23). The more prominent role that the UN has played in international security affairs since the end of the Cold War is unimaginable.

Despite the prominence, the main purpose of the UN is the same now as when it was founded after World War II (Thomas & Daws, 2007:39). Besides being a major source of international law and the most extensive system of international organization in the contemporary world – in both the extent of its membership and the broad scope of its aims and activities – the UN has faithfully reflected the changing nature of world politics throughout the period of its existence (Kennedy, 2006:41). Perhaps one reason for the remarkable survival of the UN has been its usefulness in an era when environmental, economic and human rights issues have joined peace and security as central matters of concern for the international community. With many new international actors, most with vulnerabilities associated with global interdependence, the Westphalian state system seems ready for a semi-permanent fixture like the UN. For all its limitations and periodic failures, the UN has become a powerful instrument for achieving *human security* in its broadest sense. It was established by founders with a broad vision of peace and security, and the UN continues to evolve within a changing global context. While it has not satisfied all their high hopes, it has accomplished far more than its detractors recognize and more than many of its member governments have accomplished (Ranny, 1996:297).

**CRISIS IN THE INTERNATIONAL SYSTEM**

War is one of the most important phenomenon in international relations. It is a subject of great concern to international relations scholars as well as to politicians, statesmen and diplomats. Because of the impact that it makes on international relations, scholars have been preoccupied for years with trying to understand the cause of war. The wars that have also been fought in Europe at certain stages such as the Franco-Russian war of 1870-1871, World War I and World War II, have been fought partly for political purposes but definitely for economic purposes as well. Thus, it is very glaring that, there has never been a century when the nations of the world have lived in perfect peace without war. Fear, envy, greed, hatred and feelings of superiority have been attributed to some of the causes

which have often brought nations into armed conflict, and is had inevitably caused a lot of human and properties destruction. Twice, during the first half of the twentieth century, from 1914 to 1918 and 1939 to 1945, practically, the whole world was plunged into dreadful wars. Each of these two conflicts had been called "World War". And, consequently, it led to the formation of international organizations like: The League of Nations and the United Nations respectfully.

In the aftermath of World War I, the League of Nations was given birth to. This organization was designed to prevent the kind of system – wide breakdown that took place in 1914 and to legitimize the international distribution of power that was in place at the end of World War I. Its failure to do so can be traced to two specific structured design faults. The first problem lay in the area of membership: "*the problem of the empty chair*". The League of Nations was unable to get key states to join or keep them as members. The United States never joined. The Soviet Union did not join until 1934 and was expelled in 1939. Germany's effective dates of membership ran from 1926 to 1933 Japan and Italy withdrew from the League in 1933 and 1937, respectively. The second problem lay in the principle of *collective security*, which seeks to deter threats to peace by making the response of a larger group of states automatic. Collective security is a means for providing for international peace that relies on an all-against-one logic by making an attack on any one state an attack on all states. The principle of collective security was written into the League's Covenant, its founding document, but it practices failed to materialize when aggression took place. Italy's invasion of Ethiopia and Japan's takeover of Manchuria went all but unchallenged (Khichrehm & Hastedt, 2003:203).

Of all the predecessors of the United Nations, the League of Nations was the cost significant one. It contributed innovative ideas, practices and experiences which were later taken up by the United Nations. The League was the brainchild of president Woodrow Wilson of the United States. In the last of the famous 14 points that set out the war aims of his government, he proposed: A general association of nations must be formed under specific covenants for the purpose of affording mutual guarantees of political independence and territorial integrity to great and small states alike. This idea, together with plans developed by Great Britain and France, become the basis of negotiations at the Versailles Peace Conference in 1919. The outcome was the Covenant of the League of Nations, an integral part of the Versailles Treaty that was intended to formally terminate World War I. The principal purpose of the League, as might be expected after a war, was to prevent repetition of such a disaster ever again. Starting as a permanent organization, the League of Nations can be understood as the institutional version of the ad hoc conferences of the Concert of Europe (Basu, 2007:12).

Although the great mass of people in Europe and the world had emerged from the First World War fervently hoping that the system of collective security which the League of Nations was to establish would forever banish war from the face of the earth,

developments during the years 1931-1939 clearly indicated that forces were once more operating which might plunge the world into another bloody conflict. Just as in the decades before 1914, these forces, beginning in 1931 produced international crises, with monotonous regularity. But the statesmen of the major world powers, instead of effectively utilizing the machinery of collective security to check the aggressor states, ignored or evaded their responsibility and resorted to the policy of "appeasement". But "appeasement" did not satisfy the aggressors or remove the threat of war and tension between the powers constantly increased. The crisis which lighted the powder train of events leading to the Second World War was occasioned by Japan's seizure of Manchuria in 1931-1932 (Benns & Seldon, 1965:3).

That a major world war broke out within twenty years of the League's formation attests to the weakness of the League. The League's aims and principles were not articulated clearly enough and the League did not have the institutional mechanisms for resolving global conflicts (these shortcomings were later rectified in the United Nations Charter). The young Emperor Haile Sellassie of Ethiopia was prophetic in his declaration at an emergency meeting of the League of Nations, following the unprovoked invasion of his country by Italy in 1936, when he said that a world body that seemed paralyzed to act in the face of such blatant aggression had failed miserably to justify its existence and was doomed to extinction. Three years after that statement, the war broke out in Europe as Germany undertook to conquer Europe and expand the Third Reich. In 1941, the United States was forced to join the war when the Japanese attacked Pearl Harbour. Four years after the United States entered the war, nearly 36 million people (soldiers and civilians included) had lost their lives, while Europe and the rest of the world had sustained untold physical destruction and economic ruin (Benns & Seldon, 1965:167).

The global conflict lasting from 1939 to 1945, and comprising in the totality of its manifold military engagements and related political, diplomatic and economic struggles, was the most of stupendous complex of events in the history of mankind (Funk & Wagnalls, 1972:239). Essentially, the war was a conflict between two coalitions of states, designated the Axis powers and Allies or United Nations. The war began with the invasion of Poland by German on September 1, 1939, and was immediately broadened in scope by declarations of war against Germany by France and Great Britain. Italy entered the war in 1940 and in conjunction with Germany, extended the area of hostilities to Africa. Invasion of the Soviet Union by Germany on June 22, 1941, transformed the war into a general European struggle, and the attack by Japan on Hawaii on December 7, 1941, followed at once by a declaration of war by Germany against the United States, converted the European conflict into a global one. Before the war ended with the unconditional surrender of Germany on May 9, 1945, and Japan on September 2, 1945, a total of almost seventy nations were involved in the conflict in varying degree, ranging from severance of diplomatic relations with one or more belligerents to full participation in hostilities (Funk & Wagnalls, 1972:239).

**THE FORMATION OF UNITED NATIONS**

Britain, United States, Soviet Union and China held a conference in Moscow in November 1943, while the Second World War was still being fought. After four years of war with misery and destruction, the leaders of these powers agreed on "the necessity of establishing at the earliest practical date a general international organization. Just as it had happened after World War 1, the world community was then faced, with the challenge of establishing a new world order that would try to prevent yet another conflagration on an even larger scale. Forty-six countries, including the United States, met in San Francisco and produced the founding charter of the United Nations. The League Mandates System was transformed into the United Nations' Trusteeship System, overseen by Trusteeship Council. This charter was signed by the representative of the family of nations on the 26 June, 1945. Fundamentally, the new organization was established in order to maintain the international peace and security. Thus, the Second World War ended in a way that created its own Global Order through the Marshal Plan in 1945, followed by the Truman Doctrine in 1947, and then, the NATO in 1949. Therefore, with the establishment of the United Nations in 1945, the new world entered a new age of international relations.

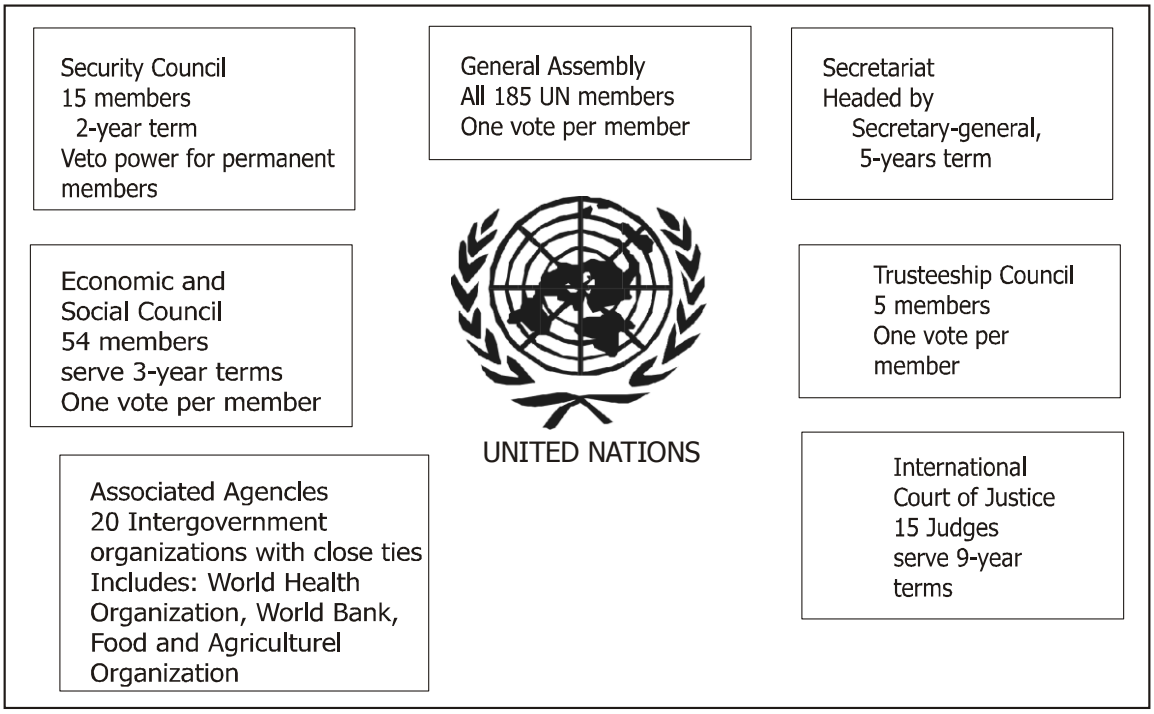
World War II brought about a totally new international state system in which the powers centre shifted from Europe, while the United States and the U.S.S.R emerged as the two dominant world powers. An international system which has two centers of power and in which other nations are in a relatively weak position is called a bipolar system. As the two blocs revolving around the two super powers emerged, a balance of power arrangement with other nations strong and flexible enough to assure equilibrium was prevented. Shortly after the end of hostilities, the United States and Soviet Union sought to establish their respective influence in nations that, because of history or geography were suitable allies. This competition spread throughout Europe and Asia marking the real beginning of the international state system that still exists. Cooperation in war became supplanted by an atmosphere of mutual distrust and fear because the Soviet Union and her war time allies. The U.S. statesman Bernard Baruch articulated the situation in1947 in a speech before the South Carolina legislature: "Let us not be deceived – we are today in the midst of a Cold War" (Sumber, 1973:43). Both sides in this growing conflict attempted to consolidate their positions in Europe-Western the Soviets in the East and the United States in Europe. The events following this development illustrated the operation of a bipolar system and its dreadful uncertainty.

The United Nations serves as a propitious ground for the world superpowers to consolidate their dominance on the rest of the world. Intoxicated by military might, a special forum was established within the organization structure of United Nations in the name of Security Council, in which five countries of the world, that is, United States, Britain, France, China and U.S.S.R are privilege to have "Veto Power" on any policy of international importance. Relatively speaking, the affairs of United Nations right from its inception has,

to a large extent, being directed closely in tune with the interest of United States of America and former U.S.S.R respectively. The Charter vested considerable authority in the Security Council, which was empowered to determined whether a given situation contained a threat to international peace or a breach of the peace of an act of aggression and, if it so determined, to require all UN members to take action against the delinquent (except to use force, a sanction which remained voluntary to each member). On the other hand, this collective authority was offset by the procedural obstacles to reaching in the first place a collective decision in the Council, namely, a majority of the Council and the assent of all its five permanent members. Like the League, the UN was designed as an association of sovereign states (notwithstanding that its ban on interference in the internal affairs of a member did not extend to measures for peace enforcement under Chapter Vii), and, like the League, it attempted to assert a degree of collective judgment and a field for collective action against its constituent sovereign members in a period when these members had been massively strengthened by the growth of modern technology and of modern ways of influencing people (Calvocoressi, 2009:740).

The unanimity of the major powers faded in the first breath of peace, so that the veto became a common tactical instrument instead of a weapon of last resort and the Charter's prescription for raising international forces- a series of bilateral agreements between the Security Council and members was never implemented because the body appointed to negotiate these agreements, the Military Staff committee, never agreed even the general nature and size of the forces required. The veto given to the permanent members of the Security Council was a special feature of the U. N. In the Council of the League, every member had a Veto. The authors of the UN charter had to decide how far to depart from this unanimity rule. They decided to introduce majority voting as a general practice but subject to majority voting as a general practice but subject to limited exceptions: In the Security Council, but not in other organs, special power was accorded special privileges, with the result that major powers were able to prevent action against themselves or their friends, although they were not entitled to prevent discussion and criticism. No permanent member of the council has ever objected to this principle although particular permanent members have objected to the use of the privilege by other permanent members (Gerbel, 1981:46).

The following diagram show the structure of the UN:




The United Nations is a complex organization. It has 6 major organs and 20 associated agencies.

Extracted from Rourke, J.T. (1999)

**INSECURITY AND GLOBAL PEACE: A CHALLENGE FOR THE UNITED NATIONS SECURITY COUNCIL IN THE MIDDLE EAST**

The world entered the twentieth century fearful and divided against itself. The most critical unsolved problems of the time were the constant threat of war. There was not little sense of moral power among the nations, nor was there any international organization capable of settling the current disputes between nations. The cumulative achievements of science had brought swift changes in living but also terrible and more destructive weapons. There was vigour in perfecting the techniques of science, but it was a vitality of fever not health. There was as yet no adequate answer to the crucial question of how to bring those techniques under control. A man has learned to control everything except the savageries of human nature and the confusions of human government. Instead, the nations of the world completed with one another to make applied science serves as instrument of national policy. Added to the threat of war were such unsolved issues as the problems of class conflict, poverty, and social justice. The wealth of the world had increased immeasurably, but there remained a large gap between production and distribution of this wealth. In addition to the possibility of international conflicts, there was a danger of class warfare within the industrialized nation (Brucan, 1981).

The U.N Security Council resolution 242, passed at the end of the 1967 Middle East War, called for a return to pre-war boundaries. Over the years, it had the effect of denying the legitimacy of the Israel occupation of the territories it captured during that war. That put Israel on the defensive in the United Nations. The Arab states lost the war, but were nonetheless able to put pressure on Israel. In 1976, when the Arab coalition tried to expel Israel from the United Nations, the United States spent a good deal of political capital

lobbying before the General Assembly to prevent Israel expulsion, another indication that symbols of legitimacy in international organization are part of a power struggle. When vital issues of survival are at stake, a state will use its most effective form of power, which is military force. And that may explain the limited success of efforts of international law and organization to deal with the use of force. It is one thing to handle drug smuggling, collision of ships at sea or patent infringement by international law; it is another to put the survival of one's country at risk by obeying international law. That was the problem with Collective Security in the 1930s, but a modified form of collective security was recreated in the U. N. Charter (Ziring, Riggs & Plano, 2000:242).

In Afghanistan, UN – Monitored Soviet troop withdrawal from Afghanistan was one of the first tangible fruits of the Cold War thaw. In December 1979, the Soviets sent 85,000 troops into Afghanistan, later increased to 115,000 to ensure that a factional fight there would not bring an anti-Soviet government to power. With the United States channelling aid to Afghan insurgents through Pakistan, the internal fighting expanded into a full – scale guerrilla war against the government and its Soviet backers. Early in 1980, the General Assembly issued the first of many unheeded calls for Soviet troop withdrawal, and following year UN Secretary – General Kurt Waldheim appointed Javier Perez de Cuellar as his personnel representative to seek a diplomatic solution. When Perez de Cuellar became Secretary – General in 1982, he named UN under Secretary General Diego Cordovez as his successor in that assignment. Through skill and persistence, Cordovez kept the negotiations alive until a fundamental change in Soviet foreign policy goals dictated an end to the intervention. Agreement was reached in April 1988 through the Geneva Accords, which committed the Soviet Union to early troop withdrawal under UN supervision. The United States and Pakistan, along with the Soviet Union, also agreed to cease intervention in the Afghan civil war. By this time, the Soviet Union had come to recognize the war as unwinnable, and a reconsideration of the costs of its aggressive foreign policies was undoubtedly an important factor in the Soviet decision to moderate the cold war (Ziring, Riggs & Plano, 2000: 243)

Again, the continuation of the war between Iran and Iraq, like Soviet intervention in Afghanistan, represented a failure of pre- 1988 UN peacemaking. Like the intervention in Afghanistan, it also was brought to a halt in the new world climate of 1988. Iraq commenced the war in September 1980 in the aftermath of the Iranian revolution, hopping for a quick victory that would nullify Iran's support of Shiite revolution in Iraq, gain control of the Shatt al Arab waterway, and establish Iraqi dominance in the Persian Gulf area. Iraq miscalculated. Although, the tides of battle periodically shifted, the overall result was a stalemate. After years of fighting, Iraq became readier than Iran to end a war entailing hundreds of thousands of causalities, material losses running to billions of dollars, severe economic damage to both countries from drastically reduced oil production and shipment, and war caused oil leakages that threatened to pollute large sections of the Gulf Coast. Security Council ceasefire appeals were regularly rejected by Iran and

sometimes by Iraq. Several mediation missions by a representative of the Secretary General, acting under the Security Council's authorization, proved fruitless. A fact finding mission dispatched by the Secretary General in May 1983 was praised by Iran for its objectivity but brought the war no closer to an end (Ziring, Riggs & Plano, 2000:243-244).

The General Assembly also called for an end to the fighting, but Iran refused to support any resolution that did not brand Iraq as an aggressor. In June 1984, in response to an appeal by the Secretary General, the two combatants agreed to stop deliberate attacks on civilian population centers. The agreement was generally, if imperfectly, observed. Conciliation efforts by the Islamic conference, the Gulf Cooperation Council (formed for this purpose by Saudi Arabia and five small Arab states bordering the Persian Gulf) and the Non Aligned Movement were totally without avail. Years of war were sapping the military and economic capabilities of both sides however, and in 1987, the United Nations undertook a renewed effort. In July, the Security Council unanimously adopted a resolution offering a new peace plan and repeated its demand for a cease – fire, with the implicit threat of a mandatory arms embargo against any partly that refused to comply. The threat was primarily aimed at Iran, which had shown the greater aversion to a cease fire. The United States added to the pressure on Iran by reflagging Kuwaiti – owned tankers as U. S. Merchant vessels and providing naval escorts through the Gulf waters. Secretary – General Perez de Cuellar personally conducted negotiations into the two warring countries, and the fighting was brought to an end in August 1988 with an agreed ceasefire supervised by a UN peacekeeping force (UNIMOG). Comprehensive peace negotiations between the parties were begun in Geneva and mediated by the Secretary General, but settlement proved elusive. A final peace agreement came in February 1991 when Iraq, faced with turmoil at home and military defeat in Kuwait, accepted Iran terms (Brun, Forman & Brodsky, 2004:709-710).

Although, the Iraq – Iran war ended without a distinct winner, the Iraq army had been strengthened. President Saddam Hussein decided to expand Iraqi territory by invading Kuwait in August 1990. Iraq had long claimed that Kuwait was part of Iraq. The takeover gave Iraq rich oil field and a valuable seaport on the Persian Gulf. Hussein then moved his military forces to the border of Saudi Arabia. It seemed possible that he would order an invasion of that oil rich nation also. U. S. President George H. Bush led worldwide opposition to Iraq's aggression. He sent military forces to Saudi Arabia to protect it. The United Nations also took action. It condemned Iraq and demanded its withdrawal from Kuwait by January 15, 1991. The UN authorized the use of military force if Iraq did not meet the deadline. Iraq did not withdraw and "Operation Desert Storm" began on January 17, 1991. A UN coalition of 28 Nations used overwhelming military power (mostly US) to drive Iraq out of Kuwait. The forces had the advantage of the latest technology in terms of weapons guidance systems and weapon (Brun, Forman & Brodsky, 2004:711).

The coalition victory, however did not put an end to Saddam Hussein's control over Iraq. Nor did it bring peace to the region. UN forces had to protect the Kurds, a minority ethnic group within Iraq from Hussein's troops. Moreover, UN inspection teams had to search Iraq to ensure that it was dismantling its nuclear, chemical and biological weapons facilities. Saddam Hussain's continuing refusal to cooperate with UN inspectors only increased suspicious that he was secretly building weapons of mass destruction. In March 2003, US President George W. Bush and British Prime Minister Tony Blair ordered their forces to invade Iraq, find and destroy weapons of mass destruction, and free the Iraqi's from a brutal dictatorship (Lowe, 2005:178-179).

Following the rapid defeat of Saddam's forces and the collapse of his regime, he vanished. The Americans and the British then began a complicated effort to rebuild Iraq and set up a democratic government. Some Iraq's cooperated with this Operation Iraqi's Freedom, but ambushes and suicide bombings by pro- Hussein loyalists still claimed lives. In December 2003, Saddan Hussain was captured in Tikrit north of Baghdad, where he had been hiding and taken into custody. As impressive as the new activism appeared, it was still short of the kind of Collective Security action first envisaged for the UN. It remained evident that without leadership by the United States, the UN would have failed to take any significant action against Iraqi aggression. In fact, one can hardly avoid the conclusion that the present international organizations do not have a significant impact on either the outbreak of international conflicts or the settlement of disputes while hostilities are in progress. For one thing, the legal prohibition of the use of force, as provided in the United Nations Charter, has a rather limited effect, since in the sphere of international relations there are no tribunals and police to enforce the law. As for the moral commitment implicit in the voluntary adherence to the charter by member states, it has not constituted a more dependable barrier against resorting to violence than the legal one.

The role of United Nations in the crisis – ridden Lebanon is also of paramount important. While the civil war was raging in the Lebanon (1975-87), matters were further complicated by a frontier dispute in the south of the country between Lebanese Christians (aided by the Israelis) and Palestinians. In March 1978, the Israelis invaded South Lebanon in order to destroy Palestinian guerrilla bases from which attacks were being made on northern Israel. In June 1978, the Israelis agreed to withdrawal, provided the UN assumed responsibility for policing the frontier area. The United Nations Interim Force in Lebanon (UNIFIL), consisting of about 7,000 troops was sent to South Lebanon. It supervised the Israeli withdrawal and had some success in maintain relative peace in the area; but it was a constant struggle against frontier violations; assassinations, terrorism and the seizing of hostage. Though, during the early 1990s, and enemy began to harass Israel from bases in South Lebanon, this was the Muslim Shiite group know as Hezbollah, which, according to the Israeli government, was backed by Iran and Syria. In retaliation, the Israelis launched a major attack on south Lebanon (April 1996) and occupied most of the region until 1999. Once again, UNIFIL helped to supervise an Israeli withdrawal and the force was increased

to around 8000. In 2002 as the region seemed calmer than for many years, UNIFIL was reduced to some 3000 (Ziring, Riggs & Plano, 2000:248)

The Arab spring phenomenon sweeping through Tunisia, Egypt, Libya, Yemen, Bahrain and even Syria is a big challenge for the United Nations Security Council. Apart from misreading, the revolt mounting against the autocracy of Bashar al-Assad who authorizes a brutal crackdown on protesters campaigning for his abdication, and proceeded to supervise what many now describe as massacre of unarmed citizens and crimes against humanity. Even if he steps down today, the state-sectioned murder of about 5,000 Syrians since the uprising began in January 2011 is certain to drag Al-Assad before the International Criminal Court (ICC) with the failure of the United Nation Security Council (UNSC) to pass a watered – down resolution on Syrian, there are fears the country might have passed the point of no return. The original UN draft resolution is essentially the Arab League plan calling on Assad to cede power to his deputy. The deputy was expected to form a government of National Unity, which would lead Syria to democratic elections. Russia and China, either reflecting on the dynamics of their own internal politics or for fear that the Western nations-backed peace plan could lead to a reduction in the influence wielded by the two Security Council members, shot the plan down. They have been told to be prepared to bear responsibility for further bloodshed in Syria.

Escalating violence in Syria has filled thousands of people and activities, as Assad's forces have stepped up operations against opposition strong holds, from the Damascus suburbs to the cities of Hama and Homs and the border provinces of Deraa and Idlib. Arab and Western states urged the UN Security Council to act swiftly on a resolution calling for Assad to delegate powers to his deputy and defuse the several months old uprising against his family's dynastic rule. But Moscow's envoy to the European Union, Vladimir Chizhov, said there was no chance. The Western. Arab draft text could be accepted unless it precisely rejected armed intervention. Russia and China, both veto-wielding Security Council members, have resisted a Western push for a resolution condemning the Syrian Government's crackdown on unrest. British Foreign Secretary William Hague said the resolution could not be used to authorize military intervention and his French counterpart Alain Juppe said such an idea was a myth. The decision of Russia and China to veto United Nations Security Council's resolution on Syrian crisis is a grave error of judgment by the leadership of the two countries. The two countries have allowed their parochial interest to over shadow international interest. Painfully enough, the UN is incapacitated.

By and large, a comprehensive organization to which virtually all nations belong is a necessity in the interdependent world of the twenty-first century. Despite its weaknesses, the United Nations is such an organization. There is, however, the need for other players as well if peace and security are to be achieved in an increasingly complex world. Governments turn to the United Nations to gain information and to gauge their policy response. In fact, the United Nations has become for many states, including most of the

permanent members of the Security Council, the international consultation forum of first and most visible choice. Yet, time and time again, many of these same governments fail to provide adequate resources to UN operations that they themselves not only vote for, but press for and even expand. The commission believes that responsible states must not only help the United Nations weather its current storm but also must strengthen it and sharpen its use in preventing deadly conflict. Examining ways to strengthen the United Nations for this purpose, the Carnegie Commission on Preventing Deadly Conflict has sponsored project to:

- ❖ Explore ways to strength preventive diplomacy by envoys and special representatives.
- ❖ Develop models and responsibilities for regional centers under UN auspices to help coordinate preventive activities that involve the United Nations.
- ❖ Improve international infrastructure on strengthen the credibility and use of sanctions.
- ❖ Establish a mechanism to coordinate the increasing and diverse operations involving the United Nations and non-governmental organizations.
- ❖ Examine the proposal for a Rapid Reaction Force and various alternatives to strengthen the UN's ability to coordinate states' forceful and prompt responses to crises.
- ❖ Assess the ability of like-minded states to act together through the United Nations, via so-called friends, groups or adhoc coalitions, to address problems that can lead to mass violence (Lowe, 2005:189)

**TOWARDS A MORE SECURED WORLD**

To guarantee the much desired peace and security, it has been suggested from different quarters that the United Nations need a reform. In the words of former senator and chairman of the Senate Foreign Relations Committee, J. William Fulbright, The United Nations is an institution intended to protect "Humanity from the destructiveness of unrestrained nationalism" and therefore need to be strengthened by subordination of short – run national needs to long run needs (Obiozor, 1998:6). Sir Edward health, British Prime Minister from 1970 until 1974, suggested the following reforms, which he thought would make the UN regular more effective:

- The UN should develop a better system of intelligence to enable it to prevent conflicts breaking out, instead of waiting until things get out of control. The intelligence services of the great powers could give the UN information about possible trouble- spots.
- Peacekeeping operations need to be speeded up; sometimes as long as four months can elapse between the Security Council deciding to send troops, and the troops actually arriving on the spot. Government could help by having specially trained units for peacekeeping services ready for rapid development.
- All troops need to be trained to the same high standard; in Somalia, for example, Nigerian and Pakistan troops had not been properly prepared to deal with sensitive

situations. The creation of a core military organization, overseeing and co-ordinating the training of UN peacekeeping forces, would go a long way towards standardizing the levels of training and experience of the troops which the UN can call upon.

- The UN could make more use of other, regional organizations such as NATO and the Arab League. For example, it could authorize the Arab League to police the frontier between Iraq and Kuwait, thus reducing the pressure on UN troops and the expanse.
- The UN should monitor and restrict the flow of arms to potential trouble- spots. For example, American guns were used against American troops in Somalia, French troops in the Gulf War were fired on by French mirage jets owned by Iraq. If the various factions had not been supplied with arms in the first place, the world would be a more stable place. The UN should limit the international sale of arms, through the adoption of a unified code of conduct for the major arms exporters.
- The permanent membership of the Security Council should be widened. Since the end of the Cold War, the UN has been dominated by the USA, Britain and France, and this has upset many Third World nations. The inclusion of other permanent members would restore harmony and ensure wider co-operation (Fulbright, 1972:59).

Aside this, part of the agitated reform is the democratization of the Security Council. The Security Council is the heart of the United Nations capacity to act. United Nations members according to article 24.1 confer on the Security Council the primary responsibility for the maintenance of international peace and Security, and agree that in carrying out its duties, the Security Council acts on their behalf.

The Charter speaks of the Assembly as making "Recommendations". Its empower the Security Council to make "decisions". It is only prerogative of the Security Council members to decide and "determine the existence of any threat to the peace, breach of the peace or act of aggression" and to decide what measures shall be taken--- to maintain or restore international peace and security. Though, it is clearly stated that the Security Council "shall act in accordance with the purposes and principles of the United Nations". But, the fact of the matter is that, it is its own judge in this matter. No other body within or outside the UN can override its decisions. Even, the United Nations General Assembly is explicitly barred from making any recommendation about any situation the Security Council is attending to, unless it is requested.

Examining these extremely awesome powers, it is arbitrary. For a world body of 191 member nations, having 15 nations taking all its major and sensitive decisions, 5 out of that 15 holds the right to overrule is to say the least, undemocratic. There has been, the persistent call for the democratization of this organ (i.e. the Security Council), or to out rightly cancel the veto power of the "Big five" so called. This, it is assumed, will reduce

the tension in the world affairs, and allow equitable representation as well as discussion in the issues that concern the survival of people in the world. Kofi Annan, who became the Secretary – General in December 1996, had gained an excellent reputation over the previous few years as head of UN peace keeping operations. He was well aware of the organization's weaknesses and was determined to do something about them. He ordered a thorough review of all UN peace operations; the resulting report, published in 2000, recommended, among other things , that the UN should maintain permanent brigade –size forces of 5000 troops , which would be ready for immediate deployment, commanded by military professional. The spread of terrorism, especially with the September 2001 attacks on New York prompted Annan, the then Secretary – General, to produce his agenda for further change (September 2002). This was a plan for reforms to strengthen the UN's role in fighting terrorism, and it included a much – needed streamlining of the cumbersome budget system.

The proliferation of agencies in the United Nations System, the simultaneous exploration of approaches to peace ranging from preventive diplomacy to technical assistance and from regulation of civil aviation to dissemination of artistic masterpieces, is evidence not merely of a weakness for indiscriminate experimentation but also of a growing recognition of the multifaceted character of the problem of world order and of the essential inter connectedness of the parts of its solution. The world is truly beginning to see its problems "in the round". The world is not only developing a more sophisticated conception of its problems, but it is also beginning to recognize that global problems require global solution (Holl, 1996:120-121).

Apparently, the UN Charter incorporates many of the approaches to peace. The General Assembly and Security Council are forums in which international issues can be expressed. The Economic and Social Council and affiliated specialized agencies provide opportunities for cooperation on many non-political and technical matters, to the benefit of most nations. The UN also has agencies for the mediation and conciliation of international disputes, the adjudication of international legal controversies (the ICJ) and the reduction and regulation of armaments. However, the UN relies upon collective security as its main approach to prevent war. The relevant provisions are stated principally in the Charters VII, Articles 39-51, and may be briefly summarized as follows: The Security Council is charged with determining "the existence of any threat to the peace, breach of the peace, or act of aggression "and with deciding what measures will be taken when such threats arise (Article 39). The Security Council may decide to adopt measures not involving the use of armed force and may call upon the members to apply them. "These may include complete or partial interruption of economic relations and of rail, sea, air, postal, telegraphic, radio and other means of communication and the severance of diplomatic relations "(Article 41). If the Security Council decides that those measures are inadequate, then it may adopt others "to maintain or restore international peace and security." Such action may include demonstrations, blockades, and other operations by air, sea or land forces of members of

the United Nations (Article 42). And the members are obligated to respond to the Security Council's requests that they take such action (Article 48 – 50).

Indeed, if the UN is to achieve its stated fundamental aims and objectives, which began as a concert of the Great Powers and has become the forum for the new small nations, it must move from its history as an international agency to a new role as a transnational one. The UN, despite its ordeal as an actual organization has come painfully to embody an idea of greater potential importance for a viable world than any other idea of our time. It is the idea of a world interest as distinct from national interests, of a world conscience as distinct from national honour or sensibility, of a world sovereignty and law as distinct from national sovereignties and legal systems and finally, of a world policing and executive body limited to the tasks of preventing aggressive warfare and serving transnational welfare and cultural needs (Feller, 1952:119).

## SUMMARY AND CONCLUSION

Fundamentally, the UN was established for vast political and economic cooperation among the various social and economic systems of the world, to protect and maintain international peace and security, and promote socio- economic development through peaceful settlement of disputes and friendly international relations among nations. Since the creation of the UN, it has serves as the forum for gatherings and negotiations and meets over issues of war and stability. However, despite the enormous and overwhelming challenges confronting the United Nations, it has, to a large and reasonable extent, succeeded in maintaining international peace and security. Though, its performance is impaired by several inherent problems as explained. Notwithstanding, the UN will continue to exist because of the opportunity it provides for states in the international system to meet and debate issues of general concern in their countries and the world community at large. Disturbingly, its resolutions may be ignored and members may not fulfill their financial obligations to it, yet there is no alternative to the UN today.

But, if the UN is to be relevant especially to the developing countries in the 21$^{st}$ century, the world powers must ensure that the world body is reformed and all its activities democratize. In particular, the UN Security Council which has the right to give orders that are binding on other member- states, even without their acquiescence, should be thoroughly reformed. The activities of the Council are too important to be left in the hands of a handful of dictatorial countries. All the continents including Africa and Latin America should also have permanent members seat who can exercise veto power. For, if there is only hope of avoiding the end of the world, and if there is any way that the human race can ride out the great threat of terrorism in our days and live, those ways are most likely to be found in the slow, painful, but determined strengthening of the United Nations of the world.

The crisis in the Middle East, particularly the recent decision in Syrian crisis by the world powers has brought to the front burner the much talked about restructuring of the UN Security Council, as it created a lopsided window for a world power to override the decision of the world body no matter what is involved. The choices must be made to either turn the United Nations back to the intentions of the founders, move it ahead to the loftier plateaus of the idealists or render it irrelevant (as some American conservatives have proposed). Whatever the UN may become, it is realistic to expect it to create or maintain the peace where the will to war prevails, or to uplift the human condition when compassion and common sense cannot persuade wealthy states to share with those who are less fortunate. It is an undeniable fact that, whatever else the United Nations may become, it is not and cannot be a great power. At all times, its success is dependent on the willingness of states to pay the price, politically and economically, for success.

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# ROLE OF RADIO STATIONS IN CREATING AWARENESS ON PROPER SOLID WASTE MANAGEMENT PRACTICE IN YOBE STATE, NIGERIA

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## ABSTRACT

*This study examines the role of radio stations in creating awareness on proper solid waste management practices in Yobe state, Nigeria. It argues that media sensitization campaigns are strong instrument in public awareness on environmental issues. However, there is fundamental role that media should play in promoting public awareness on solid waste management practices. The study was based on agenda setting theory, propounded by Max McCombs and Donald show in 1973. Data were collected through questionnaire and were analyzed using tabulation in form of frequency counts and percentages. Finding indicates that the public in Yobe state were aware of sensitizing campaigns by the media on solid waste management practices, it also revealed that they have a knowledge and that their attitude of illegal dumping of waste or poor garbage disposal on roads, city square, football field, into drainage, house hold compound, market areas, has change positively as a result of media sensitization campaign. Recommendations were made based on the finding.*

***Keywords****: Media campaigns, solid waste management, public awareness*.

## INTRODUCTION

Solid waste management in urban centers worldwide continues to attract attention because it is mismanaged and yet it poses a danger to public health. In most of African towns, waste collection has for a long time been centralized (Mugambwa, 2009). The composition of wastes generated is mainly decomposable organic materials. This calls for efficient collection systems to avoid health, aesthetics and environmental impacts which would otherwise lead to community illnesses, resistance to treatment and reduced immunity.

Waste disposal and management is both an urban and rural problem (Chung, 2001). Every person is a potential generator of waste and thus a contributor to waste accumulation. To generate waste is one thing, the type of waste generated is another and yet also the way the generated waste is managed or disposed of is quite a different issue. It has more often than not turned out that the rate at which wastes are generated is far higher than the capacity to responsibly manage this waste (Chung, 2001). Waste is generated by, and from different sectors; domestic, commercial, industry and others and in many instances; the waste management responsibility has been left to the government or administrative authorities (Barr, 2004). There is growing consensus that both the immediate stakeholders in the issue of waste (the generators of waste) and those who manage their wastes well all suffer from the consequences of waste accumulation and poor waste management. For this matter, all residents need to join hands together with the authorities in dealing with this problem that has far-reaching environmental and human health effects.

The problem of waste accumulation has not been left unattended to. Several mechanisms have been put in place to deal with this problem. Several organizations and companies, including private, government and Non-Governmental Organizations (NGOs) have come out to handle the problem of waste management. Despite the growing influence of media, especially radios in developing nations, it is not clear how these media houses have been used to create developmental awareness among the communities, including proper waste management. As Gershon,(2010) acknowledges, radio stations all over the world, is deemed as the fastest, affordable and the best means of disseminating information to the dispersed heterogeneous population because it is flexible and it can cover a wide range of area. The attention of media to this problem is less and there are hardly any study examining the extent the media (especially radio stations) cover issues related to waste management and their impact on the proper waste management practices of the communities in Nigeria. This study intends to generate some empirical information about this issue and guide policy makers and next researchers on the same.

Conceptually, solid waste management (SWM) refers to the practices of the collection, transportation, treatment, final disposal and recycling of solid wastes (Muganbwa, 2009). Selin (2013) defines waste management as "the collection, transport, recovery and disposal of waste, including the supervision of such operations and the after-care of disposal sites, and including actions taken as a dealer or broker". The activity of SWM has been reported

to have become a major problem in urban centers everywhere in the world (Barr, 2004) and this has led to community infections, loss of lives and increased disease burden (Selin, 2013). Proper Waste handling means the actual waste which is produced by users should be collected properly and carefully transported to an appropriate treatment plant in such a way that it is not hazardous to health and environment.

Given this background, the study seeks to establish the extent to which radio stations in Yobe state have successfully created awareness and changed the current community practices towards proper waste management. It will examine individual practices towards the formal and inform waste collection sites, what drives them to behave the way they behave and establish whether they have received any educational programs from radio stations warning them of the dangers of poor waste management practices or not.

**Statement of the problems**

There is enough evidence that the status of hygiene and sanitation is still poor in Yobe State, with huge piles of wastes dumped on roads, household compounds, city squares, outside hospitals, schools and almost everywhere. In Yobe State, solid waste disposal and management is thus both an urban and rural problem (Galadima, 2006). Every institution and household is a potential generator of waste and thus a contributor to this problem. Whereas the concept of wastes is almost a fact of life for as long as man exists, the challenges come from the categorization of waste, accumulation and disposed of these wastes.

In Yobe State, there are big heaps of garbage in front of business centers, streets, schools, hospitals, markets and residences (Galadima, 2006). Seepage (garbage leaks) from illegal dumping sites is common, which potentially contaminates the ground and surface water resources, posing serious health and economic threats. This problem of accumulated wastes and poor management and disposal practices are partly due to absence of a functional government system to manage domestic, municipal and industrial wastes, coupled with nonexistence of awareness campaigns about the national environmental laws and regulations. This problem is also due to increased population, business activities and settlement creation. The local people's, practices, skills, information and will for safe waste management are often not only inadequate but also poor. Individuals at the household and institutional levels lack familiarity with dangers of chemical substances which result from accumulated wastes. This also means that local populations behave inappropriately when handling their wastes.

Consequently, the risk of diseases arising from poor sanitation and environment especially during rainy seasons has increased in both towns and rural areas. The negative effects commonly neglected are the possible diseases such as typhoid fever, malaria, diarrhea, child birth defects, and cancer and so on. Apart from deliberate acts of some local people who simply damp their wastes anywhere they find, usual waste and garbage problems are also always in the news.

Therefore, there is a need for this study to establish the extent to which radio programs cover issues related to proper waste management practices, the extent to which the people in Yobe State receive these awareness messages and their reactions, as well as identifying the alternative ways of improving people's waste management practices.

**Purpose of the Study**

The purpose of this study was to assess and document the extent to which radio stations, through their programs, create community awareness about proper solid waste management practices in Yobe State.

**Objectives of the Study**

To establish the extent to which solid waste management awareness campaigns are embedded in the programs of radio stations in Yobe State.

**Research Questions**

To what extent do radio stations in Yobe State embeded proper solid waste management awareness campaigns in their programs?

**Theoretical scope**

The research study was based on the agenda setting theory formulated by Maxwell McCombs and Donald Show in 1972. The theory explain that the ability of the news media to influence the salience of topics on the public agenda. That is, if a news item is covered frequently and prominently, the public regarded the issue as more important.

**Significance of the Study**

The results to be obtained were used to generate possible ways on how communities can dispose-off their solid wastes in a responsible manner, with less or no damage to their health. The finding and recommendations of the study will be useful to Yobe State Ministry of Health and Environment (policy makers), Environmental Agencies and academicians.

**Literature Review**

**Waste Management Practices**

According to Freduah (2004) something can become waste when it is no longer useful to the owner or it is used and fails to fulfill its purpose. Freduah (2004) indicates that there are basically two types of waste namely liquid and solid waste. But for the purpose of this study, the focus is on solid waste. The term solid waste has been defined differently by various authors. According to Tchobanoglous et al. (1993) solid waste is any material that arises from human and animal activities that are normally discarded as useless or unwanted. According to Zerbock (2003), solid waste includes non-hazardous industrial,

commercial and domestic waste including, household organic trash, street sweepings, institutional garbage and construction wastes. The term waste generally refers to all unwanted and economically unusable materials that result from human activities, discarded purposefully or accidentally into the environment (UNEP, 1994; Van Beukering, et al., 1999).

**Waste Management**

Waste management refers to the "collection, transportation, processing, recycling or disposal of waste materials"(Mugambwa, 2009). It ought to be appreciated that waste management practices differ for developed and developing countries, for urban and rural areas, and for residential and industrial producers. The volumes and types of waste in these different sources of waste justify the difference in the waste management practices. It therefore implies that the methods appropriate in one setting may be incompatible within another setting. It is imperative to take into consideration the context of the waste source, to arrive at an appropriate method.

Tchobanoglous et al (1993) further explained that the common types of solid waste include food waste, rubbish, ashes and residues and special waste as are explained below; Food waste: Food wastes are all the animal, plant or vegetable residues resulting from the handling, preparation, cooking, and eating of foods (also called garbage). The most important characteristics of these waste is that they are highly putrescible and will decompose rapidly, especially in warm weather. Often, decomposition will lead to the development of offensive odors. In many locations, the putrescible nature of these wastes will significantly influence the design and operations of solid waste collection.

Rubbish: Rubbish consists of combustible and non- combustible solid wastes of households, institutions and commercial activities. This excludes food wastes or other highly putrescible materials. Typically, combustible rubbish consists of materials such as paper, cardboard, plastics, textiles, rubber, leather, wood, furniture, and garden trimmings. Non-combustible rubbish consists of glass, tin cans, aluminum cans, ferrous and other non-ferrous metals, and dirt.

Ashes and Residues: These are materials remaining from the burning of wood, coal, coke and other combustible wastes in homes, stores, institutions, and industrial and municipal facilities for purposes of heating, cooking and disposing of combustible wastes. These are referred to as ashes and residues.

Special waste: Special waste includes street sweepings, roadside litter, and litter from municipal containers, catch-basin debris, dead animals and abandoned vehicles. The Centre for Environment and Development (2003) has also classified types of solid waste based on origin (food waste, rubbish, ashes and residues, demolition and construction, agriculture waste), based on characteristics (biodegradable and non-biodegradable), based on the risk potential (hazardous waste). The Centre also enumerated sources of solid waste as residential, waste from shops, commercials establishment, hotels/restaurants/eating

stalls, slaughter houses and others. This has confirmed the sources and types of solid waste outlined by Tchobanoglous et al (1993).

## The role of the media in environmental awareness and national development.

It is pertinent to characterize the nature of mass media as an aid to understanding what roles they are or may be playing in social contexts. The mass media in Nigeria are urban-based. Radio remains the only widely accessible medium of communication that offers immediate contact with the rural populace.

Ciboh (2007), assert that communication media are the different technological process that facilitate communication between and are in the middle of the sender and the receiver of that message. The same media message might mean different thing to different people. Therefore there is need to bridge the gap between the knowledgeable persons and illiterates as Ciboh (2007) illustrates that only" a study of media campaign to promote awareness on environmental pollution which found that people learned very few facts highlighted in the campaign here was an unintended effect". The function of media has long time gone beyond that of educating, informing, entertaining and transmitting culture as traditionally ascribed to them. They are also now used to create awareness, stimulate interest and raise expectations as well as enlighten people on how to effectively manage their environment for national development.

These are the conventional social functions the media render to the public, but which is equally applicable in broader sense in national development pursuit. The role of media in national development lie in their capacity and capability to teach, manipulate, sensitize and mobilize people through information dissemination (Nwabueze, 2006). The media also chart a course for the public in line with the agenda setting theory, thereby creating in the minds of the people, issues that should be viewed as priority including developmental programme and policies. Instances of this role being presently played by media in Nigeria is the general millennium goal pursuit towards the year 2015, as proposed by the United Nations and incorporated as national policy by governments of member countries around the world.

Anders, (2010) posit that media are central public arena through which we become aware of environmental issues and the way in which they are addressed, contested and perhaps, resolved, He argues that environmental issues or problems do not simply emerge and announce themselves as issues requiring a social/political response in the form of legislation, research or a change in public practices and social arrangements. Problems and issues of various kinds only become recognized as such as problems or issues through talk, communication, discourse which define or constructs them as problems or issues for public and political concern.

Krishna (2013) agrees with this argument as he says "mass media can play a vital role in creating people's awareness about environment and communication of natural resources. It

can serve this purpose by means of multi-channel regional and network service comprising programmes such as talks, interviews, plays and documentaries etc.

**Solid Waste Management Practices**

As discussed above, the key elements in solid waste management include: waste generation, storage, collection, transfer and transport, processing and recovery and final disposal. This means that when waste is generated it is first stored in either dustbins or skips. It is then collected and finally disposed off in landfills.

**Waste Generation**

Waste generation encompasses those activities in which materials are identified as no longer being of value and are either thrown away or gathered together for disposal (Momoh and Oladebeye, 2010). According to UNEP (2009), in 2006 the total amount of municipal solid waste (MSW) generated globally reached 2.02 billion tones, representing a 7% annual increase since 2003.

**Disposal**

It is the ultimate fate of all solid wastes whether they are residential wastes collected and transported directly to landfill site.

**Burning and dumping**

Apart from the controlled methods, which are mostly prevalent in the developed and developing countries, uncontrolled methods can often not be avoided especially in the developing world. In large parts of Africa, for instance, solid waste is still dumped in the open air, in the oceans/water bodies, or by burning it on site (Cointreau, et al., 1984). Such ways of disposal have irreversible and potentially harmful effects on both human health and the environment. These are clearly not methods that belong to sustainable waste management. It is alarming to note from a recent assessment that, such disposal methods are frequently employed in an estimated 175 sovereign nations and territories.

**Summary**

From the review of the literature above, solid waste collection and disposal are the critical issues in solid waste management. The various methods in disposing solid waste are: sanitary landfills, composting, recycling, incineration and others for managing solid waste. Even today people still resort to unscrupulous methods of disposing solid waste such as dumping into gutters, drains and roadside among others. Therefore, solid waste management should be the primary responsibility of all but not only the management authorities like the State and Local government. Furthermore, the provision of solid waste collection facilities, frequency of waste collection and equipment for managing solid wastes and the cost involved which are the corner stone in managing solid wastes were silent in the literature. However, the management is challenged by factors such as

inadequate funds to support waste management, inadequate equipment's to support waste storage, collection and disposal, low collection coverage and irregular collection services.

## Methodology

### Study design

This study used the following research design descriptive cross sectional design, adopting quantitative approaches. It was also use a comparative and an expost facto survey design. The cross-sectional design was used to collect data across all the selected respondents at once, while the descriptive design used to find the identities and show the characteristics of respondents. The study used quantitative since data was analyzed using numbers. The comparative design used to establish the extent to which waste management practices for people who listen to related radio programs differ from those who do not listen to such, while the expost facto design used since data was collected on facts which already exist.

### Sample size determination

The Sample size of the study was 300 respondents obtained by using the Slovene's formula.

### Sampling technique and procedure

Purposive and convenient sampling techniques were used in selecting respondents. The procedure of reaching the individual from the community were based on convenient approach, on condition that the respondent was found to have a radio and is above 18 years. This is because there are no established sampling frames or list of all community members in the State, thus making random sampling for individual respondents impossible.

### Data collection Instruments

The main instrument of data collection was questionnaires. The questionnaire was divided into three sections; 1) Profile of respondents; 2) solid waste management practices; 3) Radio programs on waste management. Some questions were open ended and some closed ended.

### Data analysis techniques

Quantitative data was entered into SPSS version 16.0 processed and analyzed. Frequency tables and cross tabulations showing frequency counts and percentage distributions was used to analyze and present the quantitative data. The role of radio stations towards proper solid waste management practices was determined using Pearson correlations and Chi-square distributions.

**Data analysis and presentation:**

The main objective of the study was to assess the role of radio stations in creating awareness on proper solid waste management practices. 300 questionnaires were distributed and 280 questionnaires were returned. The respondents were asked to indicate their ages, gender, marital status, occupations and educational levels.

Table 1: Age distribution.

| Age | Respondents | Percentage |
|---|---|---|
| 18 – 25 | 46 | 15.3% |
| 26 – 35 | 84 | 28% |
| 36 – 55 | 99 | 33% |
| 55 – above | 71 | 23.60% |
| Total | 300 | 99.9% |

The table above shows that the respondents, 18 – 25 years have the least number of listenership only 15.3% listen to the solid waste management program on the radio. The category of age between 36 and 55 has the highest number of respondents with 99 constituting 33.5% followed by the category of 26 – 35, representing 28%. This is because these categories, 26 – 35 and 36 – 55 have more concern in listening to solid waste management program on the radio than the category of 18 – 25 years, which comprises young people who do not pay much attention to such programs.

Table 2: Occupation of the respondents.

| Occupation | No of respondents | Percentage |
|---|---|---|
| Civil servant | 107 | 35.6% |
| Traders | 81 | 27% |
| Farmers | 44 | 14.6% |
| Unemployed | 38 | 12.6% |
| Students | 30 | 10% |
| Total | 300 | 99.8% |

The above table shows that the highest respondents in this research are civil servants as indicated 107 filled the questionnaires properly. They respondent 35.6% of the entire respondents, this is because the times of broadcasting this program, Saturday and Sunday where most of them are at home. Traders are the second highest respondents, 81 representing 27% many of them listen to the program in their shops other categories of occupation were: Farmers, (44) representing 14.6%, students (30) representing 10% and unemployed (38) which is 12.6% .

Table 3. Educational levels.

| Education | No respondents | Percentage |
|---|---|---|
| Primary certificate | 105 | 35% |
| Secondary or Grade II Certificate | 105 | 35% |
| Certificate | 20 | 6.6% |
| Diploma | 40 | 13.3% |
| NCE | 40 | 13.3% |
| HND | 24 | 8% |
| Degree | 34 | 11.3% |
| Postgraduate | 19 | 6.3% |
| Total | 300 | 99.8 |

The above table indicates that the highest listeners are SSCE which is (105) 35% and follow by Diploma and NCE which is 40 respondents each. HND holders has 24 respondents and while Bachelor Degree has 34 respondents and postgraduate has 19 respondents, other category are primary school certificate holders which has 18 respondents and certificate holders has 20 respondents represented 6.6%.

Table 4. The role of radio in creating awareness on proper solid waste management.

Respondents' views.

| | | |
|---|---|---|
| 1. Strongly disagree | 37 | 12.3% |
| 2. Disagree | 62 | 20.6% |
| 3. Agree | 70 | 23.3% |
| 4. Strongly Agree | 125 | 41.6% |
| 5. Neither agree nor disagree | 6 | 2% |
| Total | 300 | 99.8 |

Respondents were also asked to give their views on what role does radio perform in creating awareness on solid waste management. And the research finding reveal that the majority of the respondents strongly agreed that radio create awareness, enlightening, educating, sensitizing and mobilizing the people on how to dispose and manage their solid waste with little or no damage to their health and environment.

## Conclusion:

The finding revealed that majority of the people in Yobe state, Nigeria are aware about media sensitization campaign on solid waste management. Since the programme is listened both in urban centres and rural areas it should incorporate all aspects of environmental problems facing the people in the state like, climate change, deforestation, depletion of the Ozone layer, global warning, desert encroachment industrial pollution erosion and so on. Most of these problems caused by the irresponsible lifestyle of human beings.

**RECOMMENDATION.**

The Yobe state ministry of health, environment, and environmental agencies in the state shall engage with the media in creating mobilization campaign in educating the public about the danger of poor sanitation and hygiene, and encourage the public on how to dispose and manage their waste with little or no damage to their public health. Also, the state government shall set up strong task force committee under special duties to monitor and supervise on how the public manage their waste and every Saturday of month ending shall be sanitation day, and agencies should provide the public the specific places to dumped their waste.

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# EFFECT OF REMUNERATION ON PRODUCTIVITY OF ACADEMIC STAFFS OF SELECTED TERTIARY INSTITUTIONS IN BAUCHI STATE, NIGERIA


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## ABSTRACT

*The study was on remuneration and productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria. It investigate the effect of remuneration such aspay system, benefits and incentives on productivity of academic staffs of selected tertiary institutions. The study was to determine the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria. The study was based on Herzberg's two factor theory. The study adopt descriptive correlational survey designs. The study population was 1389 and the sample of the study was 311 respondents, selected using systematic random sampling technique. Survey method of data collection was used. Closed ended questionnaire was used as instrument for data collection. Data was analyzed using simple linear regression analysis. The findings of the study revealed that there is significant positive effect of remuneration on productivity of academic staffs where (R-value=.645, Adjusted R= .415, p<.001). The study concludes that remuneration has effect on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria. The study recommends that the institutions should ensure fair, equitable, just and transparent remuneration to all academic staffs based on their value. The study improves researchers' effort in understanding the study variable and has open up a debate on the effect of remuneration on productivity of academic staffs. The study suggest that further study should be carry out to cover the North-Eastern geographic region of the country, to give a wider coverage where result can be used for generalization purposes. Also comparative study should be done between federal and state owned tertiary institutions in the state to determine the influence of remuneration on productivity of academic staffs.*



***Keywords:*** *Productivity, Academic Staffs, Remuneration, Pay System, Benefits, Incentives*

## Introduction

Productivity in developing nations that include African countries appear to be extremely low, GDP per capita and average firm level sales per employee in manufacturing-commonly known as labor revenue productivity across a sample countries and the message seems clear that developing countries firms have lower levels of labor productivity (Nicholas, Aprajit, David & John, 2010). African nations were characterized by poor productivity, even though there is volatility in input and output variables especially total factor productivity and labor productivity. Qualities of human capital were not only low but deteriorate in Nigeria, due to low public expenditure on education and brain drain phenomenon (Adeola, 2005). Despite enhanced employee productivity institutions establishment, poor budgetary support hampered their operations (Adeola, 2005). Decline in labor productivity had affected economic growth. Komal, (2007), stated that human development strategy implementation is the challenge towards enhancing organizational and employee productivity. This means that productivity is the problem that affects many organizations in Nigeria of which selected tertiary institutions in Bauchi state were not exception.

### Problem Statement

Employee productivity is one of the most important part of achieving organizational objectives. The happier and less stressful employees are the more effective and efficient they can perform. Komal, (2007), stated that human development strategy implementation is the challenge towards enhancing organizational and employee productivity. Productivity is one of the problems that affects many organizations in Nigeria of which selected tertiary institutions in Bauchi state were not exception. Akinyele (2009), citing Lambert (2005) stated that provision of adequate fringe benefits, supervision, work method, work environment etc. are key factors to higher productivity.

The tertiary education system has been criticized for being inefficient and ineffective, making it irrelevant to the needs of a global edge. The major issues in Nigerian higher education and Bauchi state are similar to those in most developing countries around the world. Problems such as access, infrastructure, quality, funding, welfare, efficient and effective management, and governance have been some of the major issues (Teboha, 2000).

Despite intervention to institutions on areaslike essential physical infrastructure for teaching and learning; instructional material and equipment; research and publication; academic Staff Training and Development (Baffa, 2017). The implementation of new consolidated tertiary institutions salary structure (CONTISS) in 2007 and implementation of consolidated polytechnic, colleges of education academic staff salary structure (CONPCASS) in 2013 (NSIWC, 2007 & 2013). There is no much improvement on the efficiency and effectiveness of the institutions and academic staffs, because of the

incessant strikes due to job dissatisfaction. This has resulted to poor academic standard and performance in tertiary institutions and many parents year-in-year out send their children to other countries abroad where they believe the academic standard of the institutions over there is sound and high compare to ours (Kawugana, 2016). This study investigate remuneration as a possible factor that influence productivity of academic staffs of selected tertiary institutions in Bauchi State, Nigeria; hence the need for this study.

**Purpose of the Study**

The purpose of this study is to determine the effect of remuneration on productivity of academics staffs of selected tertiary institutions in Bauchi State, Nigeria.

**Objectives of the study**

i. To determine the level of remuneration of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.
ii. To determine the level productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.
iii. To determine the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.

**Research questions**

i. What is the level of remuneration of academic staffs of selected tertiary institutions in Bauchi, Bauchi state, Nigeria?
ii. What is the level of productivity of academic staffs of selected tertiary institutions in Bauchi, Bauchi state, Nigeria?
iii. What is the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi, Bauchi state, Nigeria?

**Research hypotheses**

$H_1$: There is a significant effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.

$H_0$: There is no significant effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.

**Scope of the Study**

This includes geographical, content and theoretical scope of the study.

**Geographical Scope**: This study was conducted from Abubakar Tatari Ali Polytechnic, Bauchi, Federal Polytechnic Bauchi and College of Education, Azare, Bauchi state, Nigeria. The study was conducted because of the large size of respondents whose responses can be generalized.

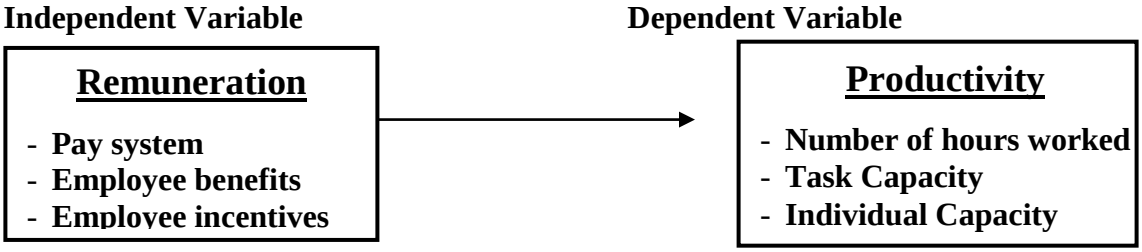
**Content Scope:** The study cover pay system, benefits and incentives on the independent variable while total number of hours worked, individual capacity and task capacity on the dependent variable.

**Theoretical Scope:** Fredrick Herzberg's, two factor theory (known as motivators-hygiene theory) of 1959 cited in Nwachukwu (2007), was chosen as the most suitable for this study, due to its relevance to work situation. The theory explain that there are certain satisfiers and dissatisfies for employee at work. Dissatisfies (hygiene factors) include working condition, salary, job security, company policy, interpersonal working relationships. Motivators (satisfiers) include recognition, promotion, achievement, responsibility and personal advancement. Herzberg pointed out that the 'motivators' were all intimately related to the content of the work. He maintained that the absence of motivators does not lead to job dissatisfaction, but merely to lack of job satisfaction (Invacenvich, et al., 2005).

**Significance of the Study**

The study was significant even though studies were conducted universally on this study area but they are basically on manufacturing, banking, telecommunications, health sectors etc. with very few on university and primary education. This study cover some selected tertiary education institutions in Bauchi state, which were not covered by other studies, using base pay, benefits and incentives as variables to determine whether remuneration has significant effect on productivity of academic staffs.

**Conceptual framework**




**Source:** Adopted from Ngirwa (2005) in Elisifa (2014) and Ruch & Hershauer, (1974)

**Related Literature Review**

**REMUNERATION** this is the rewarding of employee fairly, equitably, and consistently base on their value and contribution to the organization. Australian Government, Executive Remuneration Information Paper, (2010) stated that remuneration is defined in the Corporations Act by reference to the accounting standards "AASB 124" defines 'remuneration' to mean 'compensation', which includes:

- Short-term employee benefits such as wages, salaries and social security contributions, paid annual leave and paid sick leave, profit-sharing and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free or subsidized goods or services) for current employees;
- Post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care;
- Other long-term employee benefits including long-service leave or sabbatical leave, jubilee or other long-service benefits, long-term disability benefits and, if they are

not payable wholly within twelve months after the end of the period, profit-sharing bonuses and deferred compensation;

- Termination benefits and
- Share-based payment.

According to Joshi & Venkatesh, (2006) remuneration centers on factors such as job complexity, the company's ability to pay, and executive human capital. Compensation measures the total remuneration, in cash or in kind, that accrues to employees in return for their work during the accounting period, regardless of when they are paid. Compensation is consistent with the treatment recommended by the *System of National Accounts 2008* (SNA), in which compensation reflects total remuneration and is measured on an accrual basis.

***Pay system***: Bohan (2004) explains that traditional pay systems were based on the three factors: (i) the job, (ii) maintaining the level of equality in standard pay among employees in the organization, and (iii) paying competitive salaries. In the traditional pay systems, employees were not encouraged to acquire new skills and were not rewarded if they did. Increase of an employee's pay depended on change on the cost of living and employees regarded the increase in pay as entitlement without accounting for their own performance, or that of the organization. Pay has a paramount importance in satisfying their economic need. The pay is so significant because when workers are satisfied with pay, their behavior and attitude could be influenced towards the desired objective (Onukwube, 2012).

***Employee Benefits*:** employee benefits are all forms of consideration given by an entity in exchange for service rendered by employees or for the termination of employment (IFRS, 2012).

***Employee Incentives*:** Fringe benefits, which are supplementary in nature, not worked for, and are usually given to all employees of an organization, irrespective of their different performances such as annual leave allowances, salary advance and educational assistance (Adeniji and Osibanjo, 2012). Abdul, *et al* (2014) stated that incentives are indirect compensation offered by organizational which include; social security, retirement benefits, holidays, vacation etc.

**PRODUCTIVITY** is defined as an average measure of the efficiency of production. Employee productivity is defined as an assessment of efficiency of a worker or group of workers. This can be assessed relative to an average of employee doing similar work (Rob, 2015). Zelensk & Murphy (2008) citing Campbell et al. (1993) stated that individual productivity is the degree to which an employee executes his or her role with reference to certain specified standards set by the organization. Rolloos (1997) defined productivity as, that which people can produce with the least effort. Dorgan (1994) defines productivity as, the increased functional and organizational performance, including quality. These definitions suggest that productivity is the measure of economic performance, as well as resources used to produce goods and services (Bernardin & Russell, 1998, Ross, 1981). Firms that derive their productivity advantage from firm-specific knowledge may wish to

provide better working conditions with the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (Glass & Saggi, 2002). Operationally, employee productivity is referred to the value, effort and commitment put to achieve a set goal. Employee productivity can be achieve when there is adequate number of hours worked, task capacity, individual capacity and individual effort.

***Number of hours worked-*** Garrison and Bly (1997) suggested that, with the productivity demand comes the time pressure of getting the service delivered in an ever-shorter time frame. Working hours for adult should not be more than forty eight hours per week except in special cases where exemptions are granted (Harrington & Cooper, 1997). According to Messenger, 2004; Golden, (2012), workers' ability to choose their working time arrangements has a positive impact on job performance and productivity.

***Task capacity*** refers to the technological capability of the organization, how organization designs the task and the physical inputs provided by the organization. Task capacity is refers to organization available technology and technological change by employing the implementing principles, a reversal of the logic employed by (Slocum and Sims, 1980 cited in Song, 2008).

***Individual capacity*** refers to the knowledge, skills and abilities possessed by individual employee in an organization, which will make him perform their duty effectively or not. The way to incorporate new (individual) ideas into the organizational knowledge (or intellectual capital) must be free of any barriers (Mueller, 2008). Wenger, (2000), knowledge is seen as being co-constructed through interaction among members of a community engaged in a joint enterprise. Skills also constitute the product of education, training and job experience together with relevant technical know-how (Bjørnåvold and Tissot, 2000).

**Remuneration and productivity**

Emmanuel (2013) studied relationship between compensation and employee productivity in the banking industry in Ghana. It was found that the test result is significant, and therefore, there is statistically significant relationship between compensation and productivity in an organization. This has clearly shown that compensation has a direct influence on employee productivity. It was concluded that organization can achieved this, if there is transparency in the reward system and if the rewards or compensation meets the aspirations of the beneficiaries.

Sandilyan, Mousimi, Amitabh & Monojit (2012) conducted a study on effect of remuneration and rewards on employee motivation in selected hotels in West Bengal, India. The findings show that reward and remuneration policies have impact on senior and middle level employee, and therefore, improve their productivity.

Halkos & Bousinakis (2010) found that employees who obtained satisfying wages and felt safe could directly enhance productivity, and their experiences, knowledge and skills

would benefit the organization, hence there is a clear linkage between stress and job satisfaction.

Roberto, Davide, & Paolo, (2014) conducted a study on the flexible pay system and labour productivity in Emilia-Romagna manufacturing firm. The finding shows that flexible payment systems are not just a mere mechanism for inducing greater workers' effort, but the tool by which the labor productivity effect of organizational changes materializes. Conclusively it shows that non-price incentives are as important as price incentives for achieving higher productivity targets.

Karim & Roger (2005) studied job satisfaction of University academics: perspective of Uganda the findings revealed that not unexpectedly, and consistent with the research literature, Ugandan academics were disenchanted with remuneration.

Nadia, (2006) conducted a study on incentive performance related pay and productivity on company in Ukraine. The finding revealed that monetary incentive performance related remuneration schemes are positively associated with labor productivity. Beside these variables property form, capital and some regulation factors also influence productivity.

Mensah, (2012) studied the impact of indirect compensation on employee productivity in central university college, Ghana. The study shows that, indirect compensation plays a significant role in motivating employees. The study concluded that though management of CUC implements some of the indirect compensation packages, and other benefits that are not satisfactorily administered has an unenthusiastic effect of reducing morale of employees; thus, their productivity level is negatively affected. This shows that there is relationship between compensation and productivity of employees.

**Gaps identified in the literature**

Several studies on remuneration and productivity have been done globally, in Asia e.g. Sandilyan, Mousimi, Amitabh & Monojit (2012), Europe e.g. Nadia, (2006), Africa e.g. Mensah, (2012), Karim & Roger (2005), Emmanuel (2013) etc. None of the above studies have been done in North East Nigeria. This study therefore, was intended to close this gap.

Furthermore, the above studies were done to cover various sectors of the economy. The current study was done to cover tertiary institutions in Bauchi state where academic staffs provide new information as regard to remuneration and productivity.

## Methodology

The study adopt descriptive correlational, cross-sectional survey designs.

**Target Population**

The population of the study was all academic staffs of selected tertiary institutions in Bauchi state, Nigeria. The population was 1389 members of academic staffs of selected tertiary institutions in Bauchi state. They include Abubakar Tatari Ali Polytechnic 255, Federal Polytechnic 413 and College of Education 721. Academic staffs of selected

tertiary institutions constitute the population of the study because, they are the people who have the knowledge or information the study wants.

**Sample Size**

The sample size of the study was 311, given the population of 1389. The sample was arrived at using Slovene's formula for sample size determination. The researcher decided to take 389 respondents as a sample for this study,to determine the drawn sample size required to produce the minimum sample size (James, Joe, and Chadwick, 2001). The table 1 shows the population distribution and sample size adjusted for response rate:

| Category | Population size | Sample size adjusted for response rate |
|---|---|---|
| Abubakar Tatari Ali Polytechnic, Bauchi | 255 | 71 |
| Federal Polytechnic, Bauchi | 413 | 116 |
| College of Education, Azare | 721 | 202 |
| **Total** | **1389** | **389** |

Source: field survey, 2017

**Sampling Strategy**

Systematic random sampling technique was used to select respondents for the study.

**Data Collection Method**

Survey method of primary data collection was used, closed ended standardize questionnaire adapted from Scott (2013) and Steve (2017), is the instrument for data collection using Likert five point scale of strongly disagree, disagree, undecided, agree and strongly agree. The instrument is divided into three sections: Section **A** contains respondent's characteristics; Section **B** contains questions on remuneration, which include base pay, benefits and incentives; Section **C** contains ten questions on productivity of academic staffs.

**Validity and Reliability**

**Face validity** of the instrument was performed by an expert from the college of economics and management. **Content validity** index was used to test the validity of the instrument. However, five experts in that field were used to judge the content domains of a scale through use of rating scales. The outcome show that the instrument is valid because, CVI=.80. **Construct validity** was done using Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the result was stated that the KMO values were above 0.783, the constructs were accepted because the acceptable rule shows that the construct was good. For reliability:

**Test-retest method** was used to measure the reliability of the instrument, the instruments were administered twice with a two weeks' interval on twenty persons and the obtained

results were compared and found that they did not differ a lot in the first and the second survey respectively; implying that there was a consistency, hence reliability. **Internal Consistency method** of reliability was used through the approach of Cronbach's Alpha using SPSS. The results was .872 this shows that the internal consistency is good.

**Data Analysis**

Data from the field were compiled, sorted, edited and coded to have the required quality, accuracy and completeness. The data were entered into the computer using the Statistical Package for Social Sciences (SPSS V. 21.0) for analysis. The study used frequencies and percentages distributions and cumulative percent to analyze data on profile characteristic of the respondents, using tables, because the data was ordinal. Arithmetic mean and standard deviation was used in analyzing respondent responses in section **B** and **C** of the instrument to determine the level of job satisfaction and productivity of academic staffs. Table 2 shows interpretation guide for data analysis as:

| # | Mean Range | Response Mode | Interpretation |
|---|---|---|---|
| 5 | 4.20-4.99 | Strongly Agree | Very Satisfactory |
| 4 | 3.40-4.19 | Agree | Satisfactory |
| 3 | 2.60-3.39 | Undecided | Fairly Satisfactory |
| 2 | 1.80-2.59 | Disagree | Unsatisfactory |
| 1 | 1.00-1.79 | Strongly Disagree | Very Unsatisfactory |

**Source: Field survey, 2017**

Linear Regression Analysis was used in determining if there is significant effect of remuneration on productivity of academic staffs, at 5% level of significance ($\alpha$=0.005) which respondents and variables used.

**Presentation and analysis**

**Responses Rate**

The researcher distributed 389 questionnaires but was able to retrieve only 315 questionnaires that were correctly filled and answered. This gave a retrieval rate of 81%, according to Amin (2005), if the response rate is more than 70%, this is enough to carry on and continue with data analysis.

**Respondents responses on remuneration of academic staffs of selected tertiary institutions in Bauchi state, Nigeria.**

**Table 3shows the summary of IV and DV mean and Std. Deviation**

| Variables | Average Mean | Std. Deviation | Interpretation |
|---|---|---|---|
| Remuneration | 3.4166 | 1.20614 | Satisfactory |
| Productivity | 3.3895 | 1.16372 | Fairly satisfactory |

**Source: primary data, 2017**

The table 3 generally revealed that remuneration of academic staffs of selected tertiary

institutions in Bauchi state, Nigeria, was assessed by the respondents as satisfactory. Because the average mean for the variable was 3.41657 and standard deviation of 1.20614. This implies that respondents were satisfied with the institutions pay system, just that they are dissatisfied with the mode of benefit payment. This implies that academic staffs were satisfied with the equitable, just and fair pay system. They were also satisfied with the amount of recognition and career advancement but fairly satisfied with commendations received at work.

The findings revealed that respondents (academic staffs of selected tertiary institutions in Bauchi state, Nigeria) have satisfactorily remuneration package. This signifies that academic staffs maintaining and retaining was based on the remuneration package of the institutions. The institutions should look into the unsatisfactory areas and proper solution to such issues. This has agree with the hygiene and motivator factors of Herzberg theory that salary, recognition, achievement etc. were very vital to the success of organization. That if properly taken care it will lead to job satisfaction and increase in productivity.

Further table 3, revealed that productivity of academic staffs in selected tertiary institutions in Bauchi state, Nigeria was assessed by the respondents as averagely fairly satisfactory. This was attributed to the fact that respondent's average mean was 3.3895, and standard deviation was 1.16372.

Based on findings it implies that academic staffs of selected tertiary institutions in Bauchi state, Nigeria were unsure that task capacity and individual capacity increase productivity.

**Table 5 shows regression analysis of the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria**

| Model | | R | R Square | Adjusted R Square | | Std. Error of the Estimate | |
|---|---|---|---|---|---|---|---|
| 1 | | .645[a] | .416 | .415 | | 11.71228 | |
| Model | | Sum of Squares | | Df | Mean Square | F | Sig. |
| 1 | Regression | 30632.834 | | 1 | 30632.834 | 223.308 | .000[b] |
| | Residual | 42936.544 | | 313 | 137.177 | | |
| | Total | 73569.378 | | 314 | | | |
| Model | | Unstandardized Coefficients | | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | | Beta | | |
| 1 | (Constant) | 25.746 | 3.241 | | | 7.945 | .000 |
| | Remuneration | 1.643 | .110 | | .645 | 14.943 | .000 |

**a.** Dependent Variable: Productivity of academic staffs

The results presented in table 5, revealed that remuneration can significantly explain the variance in productivity of academic staffs by .416% (Adjusted R= 0.415, $p<0.01$). This shows that productivity of academic staffs change significantly with respect to remuneration. Therefore $H_0$ was rejected and conclude that there is significant effect of remuneration on productivity of academic staffs in selected tertiary institutions in Bauchi state, Nigeria because r = 64.5%. The table explain the coefficient of regression equation as, y=25.746+1.643x.

**Discussion of findings**

The objective of this study was to determine the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria. The study found a moderate significant effect of remuneration on productivity of academic staffs. The result imply that remuneration such as pay system, benefits and incentives have impact on productivity of academic staffs. This study was supported by Nadia (2006) who says that monetary incentive related remuneration schemes are positively associated with labor productivity. The study agrees with Sandilyan et al., (2012) who says remuneration policies has impact on senior and middle level employee and therefore improve their productivity. This was equally supported by Holkos & Bousinakis (2010) who says that satisfying wages could directly enhance productivity of employees and their skills and knowledge would benefit the organization.

Descriptive analysis also reveals that the independent variables have positive impact on productivity of academic staffs. The study was fairly satisfactory that remuneration has impact of productivity. The study agrees with Emmanuel (2013) who stated that compensation has direct influence on employee productivity and concluded that it is achieve through transparency in the reward system. As supported by Mensah, (2012) who says if the remuneration packages are not satisfactorily administered have effect on reducing morale of employee thus their productivity.

The study disagree with the findings of Karim & Roger (2005) which stated that not unexpectedly, and consistent with the research literature, Ugandan academics were disenchanted with remuneration.

**Conclusion**

The study was to determine the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state, Nigeria. The study found a significant effect of remuneration on productivity of academic staffs.

**Recommendations**

It was recommended that tertiary institutions in Bauchi state should build sustainable remuneration policy that is transparent, fair, equitable and consistent base on the value of employee contribution. Bias, favoritism, discrimination in relation to promotion, commendation, training, incentives and other benefits should be avoided.

**Contribution to Knowledge**

The study improves researchers' effort in understanding the effect of remuneration on productivity of academic staffs of selected tertiary institutions in Bauchi state Nigeria. Statistically regression analysis results indicated that remuneration variables has impact on productivity of academic staffs. Academically, the study has generated information that establishes the effect of remuneration on productivity of academic staffs.

**Area for Further Studies**

There is need for further study to cover the North Eastern states tertiary institutions to have a wider geographical coverage and a larger population where the result can be used for generalization purposes. Also comparative study should be done between federal and state owned tertiary institutions in the state to determine the influence of remuneration on productivity of academic staffs.

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# ASSESSMENTOF THE ROLE OF RADIO STATIONS IN CREATING AWARENESS ON SANITATION PRACTICES IN MAKINDYE DIVISION, KAMPALA UGANDA

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## Abstract

*Sanitation is the provision of facilities for safe removal of human excreta, it forms major part of environment we live in. Around the world poor sanitation and hygiene practices remains a major threat to development, impacting countries progress in health, education, social and economic development. Globally, 2.5 billion people and including 840 million people do not use improved sanitation. Today, one of the environment challenges in development countries is unhealthy disposal of wastes, indiscriminate dumping, poor waste management practices, open defecation, unsafe water and improper hygiene. Therefore, the intention of this study was to examine the role of radio stations campaigns in creating awareness on sanitation practices for positive attitudinal change in Makindye division Kampala Uganda. It argues that radio campaigns are strong instrument in public awareness on environmental related issues. Its specific objective were: To determine the influences of radio campaign on the attitude of the residents of Makindye division on sanitation practices. Agenda setting theory were used and it found relevant in sanitation campaign. A mixed methods research design was used questionnaires were administered randomly to Makindye division residents and interviews were purposively done to the key informants as a means of generating both primary and secondary data. Purposive and cluster sampling methods were used for the study. The study selected 400 respondents and 8 informants for the interviewees. The findings revealed that poor collection exercise of garbage wastes by the local council contributed to the poor sanitation practices and also irregular and poor enlightenment campaigns by the broadcast media on sanitation this resulted to poor attitude to sanitation practices. This showed that positive attitude toward sanitation practices depended on regular radio enlightenment campaign. However, integrated sanitation practices approach at the community level and frequent campaign by the media were highly recommended.*

Keywords: Radio, Awareness, Sanitation, Campaign

## INTRODUCTION

The development of radio broadcasting is an off shoot of several events around the globe between the 18TH and 19TH country. According to Ciboh (2007) man's search for better ways of communication came in 1844 when Samuel F.B Morse invented the electric telegraph. It was an invention by which electric impulses produced sound on a long wire called "audible tube" which could be picked up at the end of the wire. These events paved the way for what is regarded today as broadcasting; inventions of previous of inventors were studied further and modified or fine-tuned to arrive at radio broadcasting. For instance, Heinrich Hertz capitalizing on the electromagnetic theory propounded earlier by James Maxell Clark a British scientist, produced the first radio wave in 1886. Then Gugliemo Marconi working on Hertz's experiment invented the wireless telegraph or radio telephony in 1895 in Italy.

By 1901, Marconi was able to send out signals which were received in New- found land over 300 kilometers on the other side of the Atlantic ocean. Marconi's achievements were encourage by other researchers like, R.A. Fussender of the Pittsburg University, America in 1902 performed the first Broadcasting in history. He succeeded in transmitting both speech and music. This breakthrough by Fussender, lead to what is known today as modern broadcasting, though after a series of reformations and transformations were done through the passage of time by other researchers.

According to EPA (2003), awareness creation activities carried out by the media and the various anti-environmental degradation clubs and organizations that deal with environmental protection have been unsuccessful. It is noted that both urban and rural people were not well informed about the mode of destruction and protection of the environment. One of the causes of the deep rooted environmental problems in a country is lack of awareness which is at the very heart of the inappropriate management and utilization of environmental resources.

Thus, raising the awareness of a society is one of the strategies required for the effective realization of environmental objectives and goals. The lack of environmental awareness has been common even among policy makers, until recently. The problem is that media professionals assigned to do programs or reports on the environment have several other responsibilities which demand their attention and time. It is not common for journalists to specialize in more than one area or topic. The capacities of journalists are not strong enough to produce and present programs using creative techniques (Ciboh, 2007).

Media's efforts to sensitize the public about environment issues and its continuing central role in the struggle against the cause of environmental problems are indispensable. However, the level of involvement of the media in the country to address environmental challenges is only event based. Environmental issues have not yet reached a stage where they are the media's prime agenda. The media fails to take a creative approach

in producing stories about environmental protection and gives insufficient attention to environmental degradation and its consequences.

According to Morgan (1997) the media is a significant source of environmental information for people. Morgan (1997) postulated that a significant amount of the public's knowledge of environmental issues is likely to come from the media. According to him much of what people hear about issues such as the greenhouse effect, global climate change, ozone depletion, water, sanitation, hygiene and air pollution, and other environmental threats, is likely to come from the media (or from others who have heard it from the media), since our first-hand knowledge of the state of the environment is likely to be minimal.

The broadcast media, (radio and television), in all their variations, have established themselves as the most pervasive and powerful forms of media or potential source of environmental information in world today (Dobson 1997). The represent a major channel through which information on environment can be conveyed to the people (UNEP 1997). Today, more environmental activities and organizations are moving to take advantage of these powerful media for environmental action and awareness. Many use media to raise public awareness and understanding of environmental issues, some are using it to document instances of the environmental crimes and degradation; to lobby for specific policy reforms or raise funds for specific campaigns (UNEP 1997).

According to WHO and UNICEF (2010) Sanitation can be defined as the promotion of hygiene and prevention of disease by maintenance of sanitary conditions. UNEP (2009). Sanitation is the provision of facilities for safe removal of human excreta and it forms the major part of environment we live in. Sanitation as a corner stone of public health the absence of adequate sanitation has a serious impact on health and social development, especially for children.

Sanitation awareness encompasses the whole gamut of water, waste management and personal hygiene as key issues which has not yet led to realization of the goal of sanitation for all. Therefore, urgent action is required to work towards creating awareness both by the government and NGOs. (Kar and Robert 2008). Sanitation is an essential part of health living. Improper sanitation can lead to serious health illness such as diarrhea and cholera especially for young children in the rural areas. The World Health Organization (WHO) has shown that in rural areas of development countries 85 percent of all diseases come from poor sanitation.

A holistic definition of sanitation would include personal hygiene, home sanitation, safe water, open defecation, liquid and solid waste management, excreta disposal and so on as failing to ensure any one of these can have direct implication on the individual, family, and community and nation health. Hence, efforts at both individual and community levels must to achieve the optimum sanitation levels. Therefore, this study focused on the role of radio stations in creating awareness on sanitation practices in Makindye division, Kampala

Uganda.

**Theoretical Perspective**

The research study was based on the agenda setting theory formulated by Maxwell McCombs and Donald L. Show in 1972. McCombs explain that Agenda setting theory is the ability of the news media to influence the salience of topics on the public agenda. That is, if a news item is covered frequently and prominently, the audience regarded the issue as more important (Anaeto 2008). The researcher intended to use the theory because every mass media has a certain capability to influence its readers or audience on the matters which is being published or broadcasted regularly. Radio which disseminate news and information on sanitation practices have tremendous impact on audience and influence them to take action which has been suggested accelerating the process of change.

**Statement of the problem**

Lack of access to water and sanitation still present a global crisis with over 800 million and 2.6 billion people have no access to safe water and sanitation respectively majority of which are in sub-Saharan Africa and Asia.

The sewerage system on Kampala only covers part of its central business district and the system currently save less than 8% of the total population. As a result the bulk of the city rely on poorly managed on site sanitation, which has contributed related diseases, such as cholera and diarrhea, as well as degradation of the environment in and around Kampala.

Okot-okumu (2011) is of the opinion that the status of hygiene and sanitation is still poor in Kampala city, with huge piles of wastes dumped on rods, household compounds, city squares, outside hospitals, schools and almost everywhere. In the context of Uganda, sanitation is both on urban and rural problem.

It is also indicated by the UN that sanitation is a critical concern in Uganda (UN, 2011).

Makindye division had poor garbage management practices such as indiscriminate dumping both on the road sites and the drainage channel. The local community was not aware of their roles and the bylaws governing garbage management while some communities had no bylaws at all.

The problem was escalated by the poor drainage systems, poor planning and delayed garbage collection from the few allocated garbage skips designated by the city authorities. This condition resulted into a number of health problems including cholera outbreaks, flooding of people's houses. Poor sanitation and lack of hygiene practices affect the health and economies of individual, family, community and nations. 75% of Ugandans disease burden are linked to poor hygiene and inadequate sanitation practices (Bwire 2013).

Poor sanitation practices leading to widespread diseases (epidemic) such as diarrhea, polio, dysentery, cholera, skin rashes and it's the major causes of high infant mortality rate.

According to Ugandan demographic health survey 2013 confirm that 23 percentage of higher incidence of diarrhea among the young children in households are as a result of poor sanitation practices.

**Purpose of the Study**

The purpose of this study was to assess the role of radio stations in creating awareness on sanitation in Makindye division, Kampala Uganda.

**Objectives of the study**

To determine the level of influence radio campaigns have had on the sanitation practices attitudes of the residents of Makindye division.

**Research Questions**

To what extent has sanitation related radio programmes influenced the attitude of Makindye division residents toward sanitation issues?

**Literature Review**

**Impact of Radio on Peoples Beliefs, Attitudes and Behaviors toward Sanitation Practices:**

Mass media in the current world play a major role of bringing people together around the universe. This has enable people to share some educative information that help them build up their surrounding environment in a suitable manner that fit human life. Different societies adopt changes as per what they see and hear from the media. These changes are not limited to socio- economic activities, political matters and the words environmental issues. The question is, does really have the capacity of changing beliefs, attitudes and behaviors? The answer is yes, According to Makali (2003), the media have powers to control and direct peoples beliefs, attitudes and behaviors through direct appeals toward a specific objective via information that circulate daily among the people. It is believed that, with the help of radio stations in Makindye division people will change their attitudes and behaviors toward the environment.

According to WHO and UNICEF (2010) Sanitation can be defined as the promotion of hygiene and prevention of disease by maintenance of sanitary conditions. United Nation Environmental Program (2009), defined Sanitation as the provision of facilities for safe removal of human excreta. It forms major part of environment we live in. The UN and other international development agencies are now focusing on sanitation as a priority issue to propel the development agenda through media campaign. Earlier, the development process was considered the responsibility of the state alone. In the post

globalization scenario, there is a shifting of responsibility to address development issues in the name of convergence and inter sector integration. Also, sector reforms have been started by initiating a few pilot programs on rural water supply and sanitation. Because of this, space has been provided to civil society to intervene in the development process through various initiatives. In a developing country social development is all about human progress, it centers on equality between women and men, social inclusion, access to education, community cohesion and poverty eradication. At its core are human dignity and human rights. For the 2.6 billion people who have to defecate behind bushes, in plastic bags or buckets, along railway tracks or in roadside ditches, human dignity is under daily assault. The humble toilet can speed social development in a number of ways (Sibanda 2008). According to WHO (2012), approximately 1.1 billion people in world do not have access to safe water and another 2.6 billion do not have access to adequate sanitation. In developing countries an estimated 2.2 million people, die annually due to diarrhea linked to a lack of access to safe drinking water, inadequate sanitation and poor hygiene. WHO statistics show that 88 percentage of the burden attributable to unsafe water supply, sanitation and hygiene severely affects children in developing countries.

**Radio Campaign on Sanitation**

Mass media act as a catalyst in enlightening the masses on issues related to environment like climate change, global warning, deforestation, desert encroachment, top soil loss, green peace movement, depletion of the ozone layer, greenhouse gases affect, acid rain, sanitation, and waste management and so on. Most of these problems caused by the irresponsible lifestyle of human beings. The waves of these movements are kept alive mainly by the coverage in various media. (Pate, 2003).

Singhal and Rogers (1989), stated that media play crucial role of disseminating relevant environmental information which offer solutions to environmental issues and possibilities about suitable novelty because environmental awareness helps in conservation and sustainable development. Millar (2012) also stated that "media houses are useful tools for the promotion of sustainable development and campaign for social change.

**Methodology**

**Study design**

This study used a mixed methods research design; a mixed methods research design is a collection of both quantitative and qualitative data in a single study to understand a research problem being studied. This design deemed appropriate for this study because the study sought to gather information from Makindye residents and from the subject key informed people such as Local council and radio stations program managers. As a result, questionnaires constructed with close-ended questions were administered to peoples under study while qualitative data or information from the key informants were collected using interviews premeditated with open- ended questions to complement the information

generated through survey.

**Target population**

he target population of this study will be all members of the community residing in Makindye division and the program managers of all radio stations in Makindye. Makindye has a total population of about 409,500 and division has five radio stations which includes KFM radio, Galaxy FM1, Community radio, Dembe radio and Radio Sapiensa. Therefore the target population will be 409,504.

**Sample size determination**

The sample size of this study will be 400 respondents obtained by using the Slovene's formula from a targeting population 409,506 as follows:

**Sampling technique and procedure**

Regarding sampling techniques, both probability and non-probability sampling were applied. Under probability; Radom sampling was used to select some participants who filled the questionnaires to avoid biasness in the research while under non-probability; purposive sampling was applied in selection of the Key Informant people from the division to provide vital information about the subject.

**Data collection Instruments**

The main instruments of data collection will be questionnaires and interview guide. Questionnaires will be administered to at least one member from each selected household (household father/mother or one other adult member) living in Makindye Division. The questionnaire will be divided into three sections; 1) Profile of respondents; 2) Sanitation practices; 3) Radio programs on Sanitation.

**Data analysis techniques**

Quantitative data were entered into SPSS version 16.0 processed and analyzed. Frequency tables and cross tabulations showing frequency counts and percentage distributions were used to analyze and present the quantitative data. The role of radio stations on sanitation practices was determined using Pearson correlations and data from the interviews were analyze qualitatively using study themes.

**Data Presentation, Analysis and Interpretation**

**Demographic characteristics of the respondents**

This section determines the demographic characteristics of the respondents. To achieve it questionnaires were distributed to capture these responses. Frequencies and percentage distribution tables were employed to summarize the democratic characteristics of the respondents in terms of gender, age, highest qualification and occupation. Table 4.1 gives the summary of the finding.

**Table 4.2: Demographic characteristics of the respondents**

| **Gender** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
|---|---|---|---|---|
| Male | 244 | 65.8 | 65.8 | 65.8 |
| Female | 127 | 34.2 | 34.2 | 100.0 |
| **Total** | **371** | **100.0** | **100.0** | |
| **Age** | | | | |
| Below 20 | 2 | .5 | .5 | .5 |
| 20 - 29 | 73 | 19.7 | 19.7 | 20.2 |
| 30 - 39 | 184 | 49.6 | 49.6 | 69.8 |
| 40 - 49 | 90 | 24.3 | 24.3 | 94.1 |
| 50 and above | 22 | 5.9 | 5.9 | 100.0 |
| **Total** | **371** | **100.0** | **100.0** | |
| **Qualification** | | | | |
| None | 25 | 6.7 | 6.7 | 6.7 |
| Primary | 37 | 10.0 | 10.0 | 16.7 |
| Secondary | 180 | 48.5 | 48.5 | 65.2 |
| Post-secondary | 129 | 34.8 | 34.8 | 100.0 |
| Total | **371** | **100.0** | **100.0** | |
| **Occupation** | | | | |
| Farming | 60 | 16.2 | 16.2 | 16.2 |
| Trading | 80 | 21.6 | 21.6 | 37.7 |
| Sales person | 129 | 34.8 | 34.8 | 72.5 |
| Public servant | 102 | 27.5 | 27.5 | 100.0 |
| **Total** | **371** | **100.0** | **100.0** | |

Source: Field survey, 2017

The findings presented in table 4.1 revealed that majority, 65.8% of the respondents were male while the female were represented by 34.2%. The dominance of the male in the study implies that more men were concerned and listen to radio stations program on sanitation practices than their female counterparts because of the nature of the sociocultural environment. (the dominance of the male in the study implies that more men are involved in sanitation practices than their female counterparts because they have the ability, time and manpower. This is unlikely among their female counterparts.

The table further revealed that majority, 49.6% of the respondents were within the age group of 30 – 39 years, followed by 24.3 % of the respondents were within the age group of 40 – 49 years, followed by 19.7% of the respondents were within the age of 20 – 29 years, 5.9% of the respondents were within the age of group of 50 years and above and lastly .5% of the respondents were within the age of group of below 20 years. The

dominance of the respondents within the age group of 30 – 39 years was because they have the ability and time to participate in all sanitation practice in the community.

Furthermore, table 4.1 revealed that majority, 48.5% of the respondents were secondary school holders and 34.8% of the respondents were post- secondary holders and 10.0 % of the respondents were primary holders, while 6.7% of the respondents were not educated at all. The dominance of the respondents who were obtained secondary school certificate implies they have the knowledge that can help them to understand the important of sanitation practices and personal hygiene.

Similarly, table 4.1 revealed that majority, 34.8% of the respondents were sales person or business people and 27.5% of the respondents were public servant and 21.2% of the respondents were traders, while 16.2% were farmers. The dominance of the respondents who were business people because it is very difficult to get employment from the government and people prepared to engaged in their businesses.

**Table 4.5: Community attitude on sanitation practice**

| | N | Min | Max | Mean | Std. Dev. | Interpretation |
|---|---|---|---|---|---|---|
| Frequent campaign on sanitation by radio enable me to positives attitude change | 371 | 1.00 | 5.00 | 3.6334 | .90067 | Satisfactory |
| Radio programs on sanitation enable to avoid indiscriminate dumping of waste | 3 71 | 1. 00 | 5.00 | 3.6873 | .97 777 | Satisfactory |
| Radio programs on sanitation enhances creative thinking about sanitation practices | 3 71 | 1. 00 | 5.00 | 3.8113 | .88 652 | Satisfactory |
| Radio programs on sanitation enable me to improved my attitude on personal hygiene | 3 71 | 1. 00 | 5.00 | 3.8544 | .82 877 | Satisfactory |
| Radio programs on sanitation | | | | | | |
| facilitating attitude change | 3 71 | 1. 00 | 5.00 | 3.8329 | .89 690 | Satisfactory |
| Radio programs on sanitation increase my interest on sanitation practices | 3 71 | 1. 00 | 5.00 | 3.8787 | .86 609 | Satisfactory |
| **Average mean** | **371** | **-** | **-** | **3.783** | **0.89279** | **Satisfactory** |

Source: Field survey, 2017

The result presented in table 1.2 revealed that community attitude on sanitation practices was assessed by respondents as satisfactory evidence in the average mean of 3.783 and standard deviation 0. 89279.

The funding revealed that majority of respondents were strongly agreed that sanitation programme by radio stations enable them to positive attitude change, avoid indiscriminate dumping of waste and improved the attitude on personal hygiene.

***The attitudes of the community of Makindye division*** *The researcher summed up his*

*interview by asking the radio stations programme manager the influence of radio campaign on sanitation practices had on the attitude of community and to determine the level of influence radio campaigns have had on residents majority of them response that, radio stations is playing a fundamental role in influencing people's behavior and attitudes towards sanitation practices in Makindye division, the extent that indiscriminate disposal of waste by the populace has reduced as compared to some years back. And many incidence of diseases resulted from poor sanitation such as typhoid, skin infection, cholera and diarrhea especially among the young children are no longer frequent.*

*Furthermore, the key informant in an interview revealed that, sanitation campaign programme by the radio stations which is called, Bulungi, Bwansi is all about total sanitation, cleanness and personal hygiene was mainly designed and disseminate to create good awareness to the populace in relation to sanitation practices and the number of times that the programme were transmitted was good enough to influence community attitudes.*

*The researcher asked the key informants the influence of radio campaign on sanitation to the community. The local council official response that, sanitation campaign by radio stations have influence on the community attitude in adaption of sanitation practices and personal hygiene. He also added, the sanitation programmes by radio stations were capable of inducing community attitudes in the area under study. I know our radio stations is doing enough on sanitation and other related environmental programmes because I normally listen to it.*

*An interview further disclosed that majority of the respondents strongly agreed that radio stations create awareness, educate and entertain the community through regular disseminates environmental sustainability programs and some positive change being observed in term of sanitation practices especially waste management in the area under study.*

**Discussion of findings, conclusion and recommendation**

The influences of radio campaign on the attitudes of the community of Makinkye division. The objective of the study was to determine the level of influences radio campaigns have had on the residents of Makindye division. The study found a significant influence of radio campaign on the attitudes of the residents. The study revealed that radio campaign in Makindye division have influenced the attitudes and behaviours of the residents on sanitation practices to extent that poor disposal of waste by the residents has reduced as compared to some years back. And frequent incidences of cholera, dysentery and diarrhea are no longer frequent because of the improvement on personal hygiene.

The study agrees with that of Makali (2003) who found that media have power to control and direct people's beliefs attitudes and behaviours through direct appeals toward a specific objectives via information that circulate daily among the people. It is believed that, with the help from radio stations in Makindye division people will change their

attitudes and behaviours towards the environment conservation.

Consequently media are important social institutions which fight against negative attitudes and the process of persuasion or attitude change by receiving information from the media can be achieved in services of discrete steps in different individuals.

Different societies adopt change as per what they see and hear from the media. These changes are not limited to socio- economic only, it also include environmental issues.

However, this findings disagree with the above statement which stated that, Akpoghiran, P. I. (2015), conducted a study on influence of broadcast media enlightenment campaigns on solid waste management in Nigeria. Findings from the programmes schedule of the nine (9) stations obtained showed that public enlightenment on environmental information and issues like solid waste were inadequate and insufficient for sustainable environmental behavior and development. For example, four (4) stations (Melody FM, Warri; NTA, Amukpe Sapele; Radio Bayelsa and EBS, Benin) do not have direct programmes on environmental management. We have explained direct programme in this study to mean programmes that directly deal on environmental issues like social/magazine programme where a small segment for few minutes highlight issues on environmental management. Therefore, from the data obtained from these stations, it is evident that the extent of broadcast media enlightenment campaigns on environmental information and management is very poor, inadequate and insufficient for attitudinal change. Only five stations have regular programmes on environmental management and this appears once a week. This is also inadequate.

**Conclusion**

Sanitation is an essential part of health living. Improper sanitation can lead to serious health illness such as diarrhea, dysentery, polio and cholera especially for young children. Sanitation practices is poor in Kampala generally and Makindye division, with piles of wastes dumped on roads and household compounds, school and market areas, in the context of Uganda sanitation is both on urban and rural problem.

Makindye division had poor garbage management practices such as indiscriminate dumping both on the road sites and the drainage channel. In order to inculcate positive attitude towards inhabitants, there is to adopt enlightenment campaigns by the radio stations. It was observed in the study there were inadequate and insufficient enlightenment campaign by the radio stations. It was observed in the study there were inadequate and insufficient enlightenment campaign by the radio stations on sanitation practices. Attitudes towards sanitation practices were poor and insufficient for sustainable development. This is because many residents of Makindye division still see the sanitation exercise as largely the responsibilities of the local councils. There is need for intensive enlightenment campaigns on sanitation practices by the radio station for public behavours change. Responsive environmental behavours remains the best approach to sanitation practices.

**Recommendation**

The following recommendation were made based on findings of the study.

Regular dissemination of environmental related news to the public. The local councils and ministry of environment and NGOs should support and encourage the radio stations on regular enlightenment campaigns on sanitation practices. Some of the stations do not have direct programme on sanitation practices and those that have the programme but the time allocated were short and the programme appear weekly and even occasionally. Therefore, the radio stations should dedicated reasonable time for sanitation related issues and redesigned the programme whereby it encompasses discussion, interviews with experts on environmental issues, phone-in that can accommodate public participation. This strategy can help to influence people attitude and behavior in ways that promote environmentally sustainable society.

Enforcement of environmental laws: The use regulation can play vital roles in achieving high standard of sanitation practices and adequate hygiene. Indiscriminate dumping, illegal and random disposal of solid and liquid wastes and loitering of refuse should be liable to a heavy fine.

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# EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN ABUBAKAR TATARI ALI POLYTECHNIC (ATAP) BAUCHI, BAUCHI STATE, NIGERIA

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**Abstract**

*The focus of this study is assess the effect of training and development on employment performance in Abubakar Tatari Ali Polytechnic Bauchi. The study determine the level of T&D in Abubakar Tatari Ali Polytechnic, Bauchi. Determine the level of employee performance in Abubakar Tatari Ali Polytechnic, Bauchi. And also determine the relationship between training and development and employee performance in ATAP, Bauchi. Training and development presents a prime opportunity to expand the knowledge base of all employees but many employers find the development opportunities expensive. The research employ quantitative approach. The data is collected through structured questionnaire, developed by the researchers. The study involve 201 samples of academic and senior nonacademic staff of the polytechnic. The data was analyzed using Pearson's linear correlation coefficient and hypotheses was tested using correlation coefficient. The*

*result of the study is expected to be beneficial to the institution, the state in formulating training and development programs, and entire nation in designing proactive and technical measures for addressing employee performance problems. The finding prove that training and development has strong relationship with employee performance in ATAP Bauchi. T&D serve as a major factor that enhance employee performance and productivity. The study recommends that employee needs should be considered in designing training and development programme. The institution should improve on T&D investment to make employees compete favorably with global edge. The study also recommends that employees should be given chance to acquire new skills and abilities toward developing the habit of commitment in discharging their responsibilities.*

**Key words**: Training and Development, Knowledge and Skills Acquired, Employee Performance

## INTRODUCTION

Human resource is vital and backbone of every organization and it is also the main resource of the organization. Organizations invest huge amount of money on human resource capital because, their performance will ultimately increase the performance of the organization (Raja, Furqan and Muhammad, 2011).

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and group in organizational settings. It has been known as; human resource development, learning and development etc. Training is the essential factor in the business World because it increases the efficiency and the effectiveness of both employees and the organization. The employee's performance depends on various factors. But the most important factor of employee performance is training. Training and development is a major prerequisite for organization to achieve maximum productivity, through efficient and effective employee. Employees can only perform better through the acquisition of skills, knowledge and ability from training program (Akinyele, 2007).

Training and development presents a prime opportunity to expand the knowledge base of all employees but many employers find the development opportunities expensive. They also miss out on work time while attending training session, which may delay the completion of the projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employee with benefits that make the cost and time a worthwhile investment (Shelly, 2012).

Training is essential for effective learning at reasonable cost. It has a vital role in bridging the gap that exists between knowledge and skills required for the job and employees own caliber. Since the purpose of training is to enhance employee knowledge and skills, modification of the behavior as per the job requirements and application of the learning to

the day to day on the job activities. This is an imposed obligation to the employee by the employer (Saghir, 2014).

Employee performance is the important factor and the building block which increases the performance of overall organization (Qaisar, and Sara, 2011). Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris, 2010). This shows that employee performance is important for the performance of the organization. Training and development is beneficial for the employee to improve its performance.

Training can be defined as a systematic process of acquiring knowledge, skills, abilities, and the right attitudes and behaviors to meet job requirements (Gomez-Mejia, et. al., 2007). Training has been reckoned to help employees do their current jobs or help meet current performance requirements, by focusing on specific skills required for the current need. However, its benefits may extend throughout a person's career and help develop him for future responsibilities. Training is therefore, crucial to any present day organization seeking to improve the performance and competence of its employees. It goes without saying that, the amount, quality and quantity of training provided vary among organizations. According to Cole (2005), the factors which influence the quantity and quality of training and development activities include the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management views training as a motivating factor in work. Thus the purpose of this study is to assess the impact of training and development on workers/employee performance in Abubakar Tatari Ali Polytechnic, Bauchi.

### 1.2 Statement of the Problem

It is hard to think of an important aspect of management more neglected than employee development, which helps in shaping the future direction of their careers. Yet for a variety of reasons this valuable activity is often ignored and handled as a bureaucratic exercise or an afterthought. Organizations pay a high price to recruit and trained employees and equally lost such young talent (Victor, 2013). Dissatisfaction with employer's development efforts appears to fuel many early exits. To what extent employers help employees grow on their job? Most organizations generally satisfy their workers needs for on-the-job training and development but they are not getting much in the case of formal development such as, training, mentoring, and coaching-things. Why is employee training and development a chronic problem, and why should it not be? Most organizations tend to focus on the here and now. Some bureaucratic exercises are done but not acted upon. There is just no time for it (Monika, 2014).

Training has a vital role in bridging the gap that exists between knowledge and skills required for the job and employees own caliber. In the absence of planned and systematic training programme, employees learn their job either with the help of trial and error or

through observation. Developing your employees makes them more attractive to other employers, potentially making them more likely to turnover.

Current educational systems in the country, do not necessarily impart specific knowledge for specific job positions in organizations. As a result of this the labor force comprises of few people with the right skills, knowledge and competencies needed for positions in the job market. There is therefore the need for extensive external training for human resources to be able to improve and also contribute to the productivity of organizations.

Failure of organizations to satisfy employee needs even though they spend huge sum of money for training and development and employees inefficiency and ineffective in most cases lead to the study. The study is to equally examine how employee's performance is being influenced by training and development in Abubakar Tatari Ali Polytechnic, Bauchi.

### 1.4 Purpose of the study

The study is to examine the impact of training and development on employee's performance in Abubakar Tatari Ali Polytechnic, Bauchi.

### 1.5 Objectives of the study

The study was guided by the following objectives

i. To determine the level of training and development in Abubakar Tatari Ali Polytechnic, Bauchi.
ii. To determine the level of employee performance in Abubakar Tatari Ali Polytechnic, Bauchi
iii. To determine the relationship between training and development and employee performance in Abubakar Tatari Ali Polytechnic, Bauchi

**Hypothesis:**

**$H_0$**: There is no significant relationship between training and development and employee performance

**$H_1$**: There is a significant relationship between training and development and employee performance

### 2.1 Conceptual review

If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be a lot of benefits to the organization efficiency and productivity Phillips's (2005).

Campbell (1990) define performance as the "behaviors or actions that are relevant to the goals of the organization." Three notions accompany this definition:

i. Work performance should be defined in terms of behavior rather than results,
ii. Work performance includes only those behaviors that are relevant to the organization's goals, and

iii. Work performance is multidimensional. As distinguishing between behavior and results can be difficult, others have included results in their definition of work performance.

Afshan*et al.* (2012) define performance as, the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Training is the sensible effort prepared to improve employee skills, intelligence and develop his attitude toward desired direction in the organization. Nwachukwu (2007) defines training as an institutional effort aimed at helping an employee to acquire basic skills required for efficient execution of the activities and functions for which he is hired. This is to stay that organization is expected to engage in designing a plan or a programme in which its workers would be made to acquire the knowledge and experiences if at all what the institution is aiming at is efficient delivery of service to the people for entire progress and prosperity. Training is the system that consist of teaching, and informing, people so that they may become more capable in doing their job, and become competent to attain higher positions of greater difficulty and responsibility. The staffs in an organization are trained in different areas so that they become efficient in performing their activities. Training is provided to employees so that their performance in the job increases as well as equips them to hold the responsibilities well. This training provides a development and growth for the individual. On the job training helps develop new core competencies and capabilities of the worker (Malone, 1991).

Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena, 2000). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006). Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop (Elena, 2000). When individual employee wants to learn, he would learn more and more, he would participate in many other activities such as attend seminars, workshops and others training sessions, either on the job or off the job. This indeed would lead to employee development, and employee development would lead to increase in employee performance.

T&D was defined as "planned and systematic effort to modify or develop knowledge, skills and attitude through learning experience, to achieve effective performance in an

activity or range of activities" (Buckley & Caple, 1990). Belhaj (2000) defines the T&D as "planned, organized and sustained process based on scientific principles aimed at increasing employees and organizations effectiveness". Al-Ali (1999) states that "T&D is planned and continuous process, concentrating on human resources in order to bring about certain changes in transferring of new knowledge, skills, behaviour and attitude to develop and maintain competence to perform specific roles in job-related tasks and to meet specific, current and future needs of the organization". However, these were examples of the attempts made to define T&D. Generally, most of the explanations emphasize almost similar points; first, training and development serve different but complementary purposes. Second, T&D is a planned, systematic and continuous process. Third, T&D initiatives aim at modifying or improving behaviour, knowledge, skills and attitude of the workforce, to meet current and future needs. Finally, the overall objective of T&D efforts is to increase the employees` as well as the organizations performance. Employee development depends upon the individual employee whether employee is willing to participate or not. Employee development also depends upon the organization culture, attitude of top management, and limited opportunities of promotion. (Elena, 2000).

### 2.1.1 Training procedures

Ngu (2010) identified the procedures involved in training programme. These procedures are: -

i. Identification of training objective
ii. Selection of the participants or trainees
iii. Selection of the qualified lecturers, instructors/facilitators
iv. Provision of adequate training facilities
v. Adoption of the training method and the following should be considered
vi. Throughout the training process the lecturers and instructors should help to create stimuli or motivation for learning by certain exciting illustrations or by citing examples of problems in similar situations.
vii. Training period or hours should not be unnecessarily too long
viii. Instructors should not dominate the session. That is, trainees should be encouraged to participate fully in demonstration and discussions.
ix. Training lesson must be prepared ahead of time
x. Level of qualifications, skills, or experience of trainees should be considered by lecturers and instructors during lesson preparation and presentation. This is because serious discrepancies in previous qualification and experience are constraints to a good training program.

### 2.1.2 Training Needs Objectives

Before an institution embarks on training program, the required type of training should be identified. Ngu (2010) stressed that "training needs objectives can be derived from current manpower situation. The existing manpower situation determines the training objectives both at institution and national level". On the issue of how to identify training needs Ngu (2010), further clarified that "to be able to identify training needs, therefore will entail a

comprehensive manpower survey which is usually an aspect of manpower planning. A comprehensive manpower survey will expose the types of skills and personnel that need to be developed or trained". Caldwell, citingNgu (2010) identified the following as major training objectives. Though Caldwell stated the objectives in broader perspective terms which are national in outlook, but the objectives can be operational to suit institutional purposes. The training objectives are:

i. The achievement of capable employees prepared through training performs the tasks as it widely requires.
ii. Training is machinery for "mobilizing or tackling organizational problems, training and retraining must be geared towards this end.
iii. Training is also seen as a tool for enlarging performance. The idea here is that, the desire to help employees make the best of their capacities or prepare them for greater responsibilities should be seen as a very important objective of training.
iv. The design for constructive channeling of employees is a major objectives, constructive channeling of employees entails proper educational planning or system which will produce prospective or skilled personnel according to the societal and individual needs.
v. Training is also meant for raising national confidence and prestige. Implication of this objective to an organization is that, it should be as training objectives of an institution to raise its confidence in providing service. This will in turn raise organization prestige.

Furthermore before specific training objectives are developed, Nwachukwu (2007) identified some conditions under which an organization used to subject its employee to training, as follows:

i. Lack of interest in one's job
ii. Negative attitude to work
iii. Low performance
iv. Tardiness
v. Excessive absenteeism rate
vi. Right rejects or low quality outputs
vii. Insubordination

Nwachukwu, (2007) & Ngu (2010), identified the following types of training for organizations as follows:

1) Induction courses
2) On the – job training
3) On – and – off – the job training
4) Refresher courses
5) Conferences
6) Role playing
7) Off – the – job training

8) Vestibule in-service training
9) Sensitivity in-service training
10) Supplementary in-service training

**2.2 Theoretical Framework**

The study used scientific management theory by Frederick Winslow Taylor (1856 – 1917). Frederick Winslow Taylor's ideas on Scientific Management were intended to improve workplace efficiency through the systematic application of four principles (Robinson, 1992; Yoke-Kee&Muzafar,(2009) :

i. Develop a science for each element of an individual's work, instead of the old rule-of-thumb method;
ii. Scientifically select and then train, teach, and develop the worker, rather than expect workers to train themselves;
iii. Cooperate with the workers so as to ensure that all work is done in accordance with the principles that have been developed; and
iv. Divide work and responsibility between management and workers.

In more modern terminology, Taylor's principles are to find the best practice, and then make the best practice the organization's practice by training employees and replicating it throughout the organization. Insights into better quality products and services or more effective or efficient ways to produce the product or deliver the service can come from employees throughout the organization. Yoke-Kee&Muzafar(2007), view Taylor's theory as "There should be a scientific way of training, selecting and developing a work by man". He further pointed out as one of the mechanism of scientific management theory of Taylor that "there should be standardization of all tools used in the production of certain materials and also the act of placing the qualified workman on each tool or implement".

Taylor believed that strict observance of the principles and mechanisms identified by management of organization will lead to "high level of efficiency and effectiveness which in turn lead to employee performance and greater productivity in organizations.

The creation and implementation of training and development programs should be based on training and development needs identified through a training needs analysis so that the time and money invested in training and development is linked to the mission or core business of the organization (Watad&Ospina, 1999). To be effective, training and development programs need to take into account that employees are adult learners (Forrest & Peterson, 2006). Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work (Aik&Tway, 2006). At different stages of their careers, employees need different kinds of training and different kinds of development experiences. Although a business degree might prepare students for their first job, they will need to gain knowledge and skills through education and experience as they progress through their career.

## 2.3 Training and development and employee performance

Naved, Ahmed, Nadeem, Maryam,Zeeshan& Naqvi (2014) studied impact of training and development on the employee performance in North Punjab banking sector. The findings revealed that training and development has positive effect on employee performance. It discovered that T&D is more provided in private sector (banking) than public sector, due to the huge investment made. It was conclude that T&D is to be design in flexible way to suit employee needs. Raja, Ghafoor, Furqan& Muhammad, (2011), studied impact of T&D on organization performance which prove that training and development has positive effect on Organizational Performance. The finding stated that training design and on the job training, has significant effect on the organizational performance.

Chris (2011) studied employee T&D in Nigerian organizations: some observations and agenda for research. The study conclude that T&D is the tonic employee nee to enhance performance and organizational effectiveness. Organizations should face reality by taking T&D serious, careful and systematic activity that improve performance. By investing more on T&D and designing it base on organizational need, this lead to sustainable and competitive organization. Also Joseph (2009) studied the impact of T&D on job performance in judicial service of Ghana. The study concludes that training and development of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory.

Abdul, & Aamer (2011) in their study on employee development and its effect on employee performance, a conceptual framework. Their findings revealed that employee is a valuable resource to the organization. Success and failure of the organization depend on his performance. Therefore, organizations should make good investment on employee development for it to achieve it desired goals and objective.

But Patricia (2014) stated that training has a significant benefit to employee performance when joint with innovation. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupy a huge part in improving absentee rates at their organizations. According to Obikeze et al (2004) insists that training is concerned teaching the employees specific skills that will be of assistance to their immediate task. This is an idea which associates training with effort to assist employee to achieve immediate or present job need. This means that training of workers at work need to be encouraged by providing the necessary resources (tools, equipment's, materials etc.) for them to learn more (acquire new knowledge, skills, capabilities) they need for effective and efficient discharge of their duties. Abdul, (2011) stated that employee is the major element of every firm and their success and failure mainly based on their performance. The above review has shown that training and development has positive effect on employee performance. Effective training and development plan will improve employee morale and organizational efficiency.

## METHODOLOGY

### 3.1 Research Design

The study uses survey research design because, data was collected on two variables training and development and employee performance, in establishing whether there is significant relationship between the variables.

### 3.2 Population of the Study

The targeted population of the study consist of academic and senior non-academic staff of Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state, totaling about 413 (ATAP establishment Department, 2016).

### 3.3 Sampling Technique and sample Size

The study uses random sampling technique in selecting the sample and simple random sampling in administering questionnaire. The sample size were 201 staff of ATAP selected from academic and senior non-academic using Krejcie & Morgan, 1970 table of determining sample size.

### 3.4 Data Collection Instrument

Closed-ended questionnaire was used as instrument of data collection for the study.

### 3.5 Administration of Data Collection Instruments

Structured questionnaire with the use of five point Likert rating scale consisted of strongly disagree, disagree, undecided, agree and strongly agree, were used in administration of data collection.

### 3.6 Validity and Reliability of research Instrument

The instrument was validated by the experts from the Faculty of Management Technology, Abubakar Tafawa Balewa University, Bauchi State, and reliability of the instrument was established using Cronbach's Alpha in suitable measure of this relationship.

### 3.7 Method of data Analysis

The data collected was analyzed using Pearson Linear Correlation Co-efficient, and help in testing the research hypothesis.

### 4.1 FINDINGS:

**SCALE**

**SA** = 4.50 – 4. 99

**A** = 3.50 – 4.49

**U** = 2.50 - 3.49

**D** = 1.50 – 2.49

**SD** = 0.50 – 1.49

| Constructs on training and development | Average Mean | Interpretation | Rank |
|---|---|---|---|
| T&D lead to efficient job function | 4.32 | Very high | 1 |
| T&D increase employee productivity | 4.01 | High | 2 |
| T&D improve motivation | 3.83 | High | 3 |
| In appropriate T&D program lead to under performance | 3.74 | High | 4 |
| T&D improve employee commitment | 3.65 | High | 5 |
| **General Mean** | **3.91** | **High** | |

**Table 1 summary of T&D employee performance average mean:**

| Mean Range | Response Mode | Interpretation |
|---|---|---|
| 4.20-5.00 | Strongly agree | Very high |
| 3.40-4.20 | Agree | High |
| 2.60-3.40 | Undecided | Moderate |
| 1.80-2.60 | Disagree | Low |
| 1.00-1.80 | Strongly disagree | Very low |

Based on the average mean, training and development lead to efficient job function ranked first, T&D increase employee productivity ranked second while T&D improve employee commitment ranked last among the constructs on training and development. The general mean illustrate a high level of training and development, this implying that training and development has influence on employee performance.

**Hypotheses:**

**H0:** there is no significant relationship between training and development and employee performance

**H1:** there is a significant relationship between training and development and employee performance

**Table 2:** **Correlations**

| | | T&D | Employee Performance |
|---|---|---|---|
| T&D influence | Pearson Correlation | 1 | .993** |
| | Sig. (2-tailed) | | .001 |
| | N | 201 | 201 |
| Employee Performance | Pearson Correlation | .993** | 1 |
| | Sig. (2-tailed) | .001 | |
| | N | 201 | 201 |

The Pearson correlation test statistic = 0.993. SPSS indicates that it is significant at the 0.01 level for a two-tailed prediction. The level of significance was 0.05, as most popular in social science. The degree of freedom (df) was n-2, 201-2= 199. Thus from the table the $r_c = 0.1593$.

The computed PLCC (r) value of 0.993, has exceed the critical PLCC (r) value of 0.1593. Thus at α=5% or 0.05 significance level, we reject null hypothesis ($H_o$) and accept the alternative research hypothesis ($H_1$) and infer that there is significant relationship between the two variables training and development and employee performance in Abubakar Tatari Ali Polytechnic, Bauchi, Nigeria.

**4.2 Discussion**

The study was supported by Naved, *et al.* (2014) who revealed that training and development has positive effect on employee performance. It was discovered that T&D is provided more in private sector (banking) than public sector, due to the huge investment made. It was conclude that T&D is to be design in flexible way to suit employee needs. In his view Chris (2011) stated that T&D is the tonic employee nee to enhance performance and organizational effectiveness. Organizations should face reality by taking T&D serious, careful and systematic activity that improve performance. By investing more on T&D and designing it base on organizational need, this lead to sustainable and competitive organization. Also Joseph (2009) stated that training and development of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory. Raja, (2011), stated that training design and on the job training, has significant effect on the organizational performance. Lastly, Abdul, & Aamer (2011) stated that employee is a valuable resource to the organization, success and failure of the organization depend on their performance. Therefore, organizations should make good investment on employee training and development for it to achieve it desired goals and objective. They have proved the finding of this study, which show that there is significant

positive relationship between training and development on employee performance in Abubakar Tatari Ali Polytechnic, Bauchi State, Nigeria.

### 5.1 Conclusion

Training and development has positive effect on employee performance in ATAP, Bauchi, Nigeria. Discussion of the result prove the hypothesis ($H_1$) there is significant relationship between training and development and employee performance. The study conclude that training and development improved employee performance, which lead to increase in employee efficiency effectiveness thereby, increase in organizational productivity.

### 5.2 Recommendations

The study findings indicated that ATAP employees considered training and development as a major factor that increase their performance and productivity. The study makes the following recommendations:

1. The study recommend that the management of the polytechnic should consider T&D as a vital tool for the success recorded so per. And toalways consider employee needs when designing a training and development programme.
2. The study recommend that polytechnic management should give more attention to training and development by exploring new methods that will improve their performance and make them compete with present realities of global age(i.e. equipping them on how to use electronic board, e-learning etc.).
3. Individual employees should be given chance to acquire new skills and abilities toward developing the habit of commitmentin discharging their responsibilities. Inability of the institution to facilitate growth or encourage it through training and development will lower their morale and make them less interested on the job thereby leading to early exit.

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# THE IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGIES (ICTs) IN BROADCASTING NEWS GATHERING IN NIGERIA: A STUDY OF NTA DAMATURU, YOBE STATE.

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**Abstract.**

Information and Communication Technologies (ICTs) have completely changed the entire process of media industry across the world. By swapping out the conventional systems of journalism practices into modern electronic age. The impact of this technological development, particularly in media houses have improve the quality of production and transmission processes. Information and communication technologies, (ICTs), has transformed the system of news gathering in television broadcast media. This study examines the impact of ICTs on news gathering in Nigerian Television Authority, (NTA) Damaturu Yobe state. The study employed survey design and diffusion of innovation theory as theoretical framework. The target population of this study were all members of staff of Nigerian Television Authority Damaturu, Yobe state. Purposive sampling methods were used. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable you to answer your research questions. By keeping in mind that the researcher has taken 20 staff as the sample. The study showed that ICTs have been widely applied on news gathering at NTA, Damaturu. Based on the findings, some recommendations were made.

**Keywords:** ICTs, NTA, Broadcasting Media, News Gathering.

## INTRODUCTION

### Background to the study

Information and communication technologies (ICTs) is an umbrella term that covers all technical means for processing and communication information. It includes all forms of technology that are used in transmitting such information. Such technologies include radio, television, telephone, mobile phone, satellite, computer, network, Gapsiso (2011).

According to Aboyede (2007) explain that, the development of information and communication technology in Nigeria began in 1806 when a colonial office in London provided telephone services to their office in Lagos. A slow but speedy process of development in the subsequent years resulted in the installation of the first telephone and expanded with the introduction of very high frequency system in 1950s. Aboyede added that, the growth of ICTs in Nigeria followed the commissioning of international satellites in 1971 and domestic satellites in 1980s.

The establishment and effort of information and communication technologies related regularly such as Nigerian Communication Commission in 1992 and Nigerian Broadcasting Commission in 1992 among the other also propelled sustainability and stability of ICTs in Nigeria.

Presently almost all sector in Nigeria adopted the use of ICTs especially the broadcasting industry in its activities. The development of ICTs has transformed the traditional method of news gathering into modern and electronic method.

Prosper (2007) observed that information and communication technology drastically transformed science and technology which lead to electronic age. Electronic age according to him is an era in which human activities will be done electronically. The fact buttering the above statement is existence of e-banking, email, e-library, e-government, e-leaning, and e- transaction.

News gathering is the process of collecting, processing, packaging, organizing information and disseminate it for public consumption via media channel.

Information and communication technologies has continued to demonstrates relevance as a vibrant tool that has much to offer for easier and cheaper means of acquiring quality information as diversify reach and visibility. ICTs in different broadcasting stations across the country has the capacity and potential to actively cover event and gather information throughout the country Gapsiso (2011).

Journalists and broadcast professionals in Nigeria years ago were using manual and analogue technologies in their programming, news gathering, processing, dissemination and journalistic endeavors which in a way delayed delivery to the targeted audience. However, with the advent of information and communication technologies equipment which are now being used in the production, recording, programming, gathering,

processing and transmission of news events by television broadcast stations in Nigeria, there has been an enhanced or improved delivery of broadcasting services. This will bring about a departure from the ancient ways of broadcasting and the skills required to master the various ICTs components.

Media industries are today driven by these ICTs. It is the hub around which broadcasting revolves. This is because broadcasting as it is today is being transformed by new ways of gathering, processing and transmission of information. Rodney (2005) points out that "In this new pattern is a group of advanced computer based services such as video-tell services, electronic newspapers, consumer's computer networks, wireless television, facsimile machines, direct broadcast satellites, compact disc read- only memory, laser discs, wireless cable systems, hand-held data banks, multi-media computers, digital radio broadcasting, high definition television and the internet". As noted earlier, these technologies have influenced to a great deal the process of gathering and transmission of broadcast signals. Of these technologies, Electronic News Gathering (ENG) has made it possible for live transmission of signals to be broadcast live through microwave or satellite transmission. Bishop (1995) observes that the development of electronics have made possible the world wide boom in television communication, enabling information to be sent instantly to all parts of the world. Aririguzoh (2006) further stressed the idea that where the transmission is live, it means that the action is being recorded and transmitted simultaneously as it is happening right away, there is usually no editing.

Therefore, the viewer at home sees the news events as they are unfolding. The import of these submissions is that technology determines how mass communication messages are consumed by mass communication audience.

NTA Damaturu, Yobe state serve the state with its various programmes such as informative, educative, enlightening as well as entertaining programmes. Its adaptation of ICTs in its operation makes it imperative to study how the technologies influences its activities as a media organization.

**Objective of the study**

The aims of this study is to examine the impact of information and communication technologies on news gathering in broadcasting media.

**Research question**

What are the impact of information and communication technologies on news gathering in broadcasting media?

**Significance of the study**

The results of this study were useful to the media practitioners, government and researcher to appreciate the role of information and communication technologies on news gathering in broadcast media industry.

**Scope**

The study is restricted to the usage and relevance of information and communication technologies on news gathering among the staff of Nigerian Television Authority Damaturu, Yobe state.

**Literature review**

Information and Communication Technology (ICT) refers to forms of technology that are used to transmit, store, create, share or exchange information. This broad definition of ICT includes such technologies as: radio, television, video, DVD, telephone (both fixed line and mobile phones), satellite systems, computer and network hardware and software; as well as the equipment and services associated with these technologies, such as video conferencing and electronic mail. The internet has revolutionized the computer and communication world like nothing before. He further adds that "the internet has a worldwide broadcasting capability, a mechanism for information dissemination, and a medium for collaboration and interaction between individuals and their computers without regards for geographical location" (Wikispaces, 2014).

The Internet is often called a network of networks. Satellites and computers are changing news gathering, production and delivery processes. While the technical revolution deals with advances in production, the philosophical aspect deals with content and packaging. Internet provides a vehicle or networks of all kinds and individual stand-alone computers to intertwine to form a global network, which connects people all over the world (Aina, 2008).

Rodney (2005) observed that advancement in telecommunication network relay massive volumes of voice, video and product along digital circuits at very high speed. Information and communication technologies with their features have the potential to provide variety of source and means of information exchange between an organization and its internal and external publics. ICTs also brought about easier means of sourcing and exchanging information which led to the cooperation of people of the world into single global society, which McGraw (1992) describes as globalization. Mcphail (2006) explain that ICTs have also empower poorer communities by reducing inequality in term of information between the developing countries such as Nigeria. There by giving room for globalization. As general purpose, information and communication technologies can be used in broadcast news gathering because of its ability to record, generate, manipulate and deliver massive volumes of information in a variety of forms to large number of users with incredible speed.

Digital television has come with its diverse features to complement the analogue television. It is one of the new media technologies that provides a wider and clearer picture because of its unique features which have greater number of lines of resolution. Digital television is the future method of broadcasting television signals using state of-the –art

digital technology. The new system is extremely flexible, allowing the transmission of perfect pictures in a number of display formats, including high-and-standard-definition of TV in both conventional and wide-screen version.

Aina (2008) adds that the digital television unlike the analogue form, projects signals clearly or with minimal loss of definition, encoded in binary form of two digits that allow the transmission of information in bits.

Another amazing technological advancement is the web television, (Severin & Tankard 2001), Baran (2004) note that WebTV turns a television set into a computer screen, permitting access to the internet. As such, it provides not only access to the web but also several sites of its own, including one for children and another serving up local weather and news. The WebTV also offers several features that allow the internet to enhance television viewing. For example, it provides a programme-listing feature that takes viewers from a renewable screen schedule directly to a show with a simple click.

One of the most recent modern ICTs used in broadcasting is Moving Picture Expert (Group Audio Layer 3) (MP3). It is a compressed music file that enables music including advertising messages to be easily broadcast using the internet. Baran (2004) defines the MP3 as compression software that shrinks audio files to less than a tenth of their original size. One can play the MP3 on a computer or a dedicated MP3 player or one can burn them onto a recordable CD. The files are shared over the internet by email or websites or by music sharing.

However, about the impact of ICTs on broadcast news gathering several studies have been carried out by different scholars. Dugo (2007) observed that the adaptation of information and communication technologies has improved the quality and ease the stress of news gathering and processing. He further added that ICTs has the potential for reducing manual operation the search for source in fostering the growth in the broadcast industry has increased rapidly.

Information and communication technologies such as Netuu satellite antenna system lets reporter's stream video directly from a site and can be used for internet access and email. ICTs have not only transformed news gathering by providing effective, easier and cheaper as well as fast means of gathering news but also brought a new means of gathering news which is called electronic news gathering Agba (2001).

Electronic news gathering according to Garrison (2000) is also called computer assisted reporting which is online based news gathering that uses specialize commercial service and internet based services such as worldwide web (www).

Terna (2007) Observed that ICTs such as internet has become a major source of news

which attract key segment of the national audience, journalist believe that the internet has made their job easier and improved the quality of their work. Gapsiso (2011) in his study tittle the impact of ICTs on news gathering, processing and dissemination mentioned that ICTs such as telephone has shortened the time between the source, reporter and editor, saving cost such as travel logistics, ICTs eliminate such distance barrier.

The technology development and its adaptation in broadcast media industry has led to high productivity and efficiency at reduce cost, the wide range of recording of news with high sophistication editing database, photo imaging and mixing software providing cutting age facilities to broadcast industry. Computers and other satellite greatly aid collection and distribution of news. This added for recollection of news from all states Nigerian television authority station within the nation reediting and re-diffusion at nationwide network news. ICTs has also greatly effected media operators all over the world and invariably, reporter's reaction to broadcast contest globally. The proposition of most scholars is mass media practitioners cannot be effective in this area without making use of information and communication technologies.

**Information and communication technology**

Nwodu (2006) states that information and communication technologies are grouped into major modes. These modes are the telecommunications and the computer communications. Digital and cellular phones, fibre optics, microwave technology, satellite communications, transistor, computer and the Internet have combined to enthrone speedy, faster and easier gathering processing and distribution of news and information around the globe. Umunadi (2009) asserts that information and communication technology involves the use of computerized machinery, fibre optics, telecommunication, satellites, the Internet and other (ICTs) tools in today's economy.

Information and communication technologies are now generally perceived as strategic activities and the management of resources for stimulating personal, organizational and national productivity growth and development. Information and communication technologies have changed the situation in mass media positively, in various as of their operation globally, because news no longer takes time to travel within a country let alone across countries and continents.

ICTs has ignited and provoked radical and drastic changes that has affected and revolutionized the broadcast industry, most especially in immediacy and timeliness of news. In the past few decades ICTs has transformed the world in all spheres of life. It's potential for reducing manual operations and fostering growth in the media has increased rapidly. To strengthen this assertion, Adigwe (2010) noted that, computer technology has enhanced news processing and news reporting. With the Internet, journalist can now click on relevant sites to source for foreign or even local news for subsequent broadcast news. ICTs he observes also helps to reduce and/or eliminate the constraint of distance in the broadcast industry especially in television.

Development in ICTs has brought digital television. Digital television makes it possible for clearer picture and sound quality to be better. For instance, modern high definition television makes it possible for a broadcaster to sub-divide the digital channel and offer several lower definition programmes in the same space. According to Dominick (2002) digital television can send and receive email, provide access to the internet and transmit data. Local stations might transmit programme guides that a viewer can download and print. He went further to say digital T.V. will also speed the convergence between T.V. and the computer. Web T.V. lets subscribers access the internet through their T.V sets. A picture-in-picture feature permits simultaneous T.V. viewing and web browsing. The new digital technology makes T.V. Interactive.

One major communication aspect which Information and communication technologies have contributed greatly to its development is broadcasting. The world of broadcasting enjoys most of the digital modern ICTs that are around today. The modern information and communication technologies can be seen in the broadcasting industry through the use of the internet, Digital Television, Web Television, Mobile Telephone and others.

Digital Versatile Disc (DVD) is another modern ICT that has transformed the world of broadcasting greatly. Baran (2004) is of the view that it is merely a series of letters that sound "high tech". DVD is an advancement of the compact disc (CD). People could watch movies repeatedly, whenever they want because of the nature of DVD. This has actually made the storage of sounds and musicals easier in the broadcasting industry globally.

**Statement of the Problem**

The information challenges of the modern world may not have been surmounted without the adoption and application of these technologies. Years ago, man-made attempt to transmit information across the world through the seas which took years. The invention of the telegraph in the late 1700s by Samuel Morse and later, Alexander Graham Bell's invention of the telephone made communication across the world possible in just minutes. (Dominick 2002) in our modern society, the business of communication across the globe is just a matter of seconds. This breakthrough can be ascribed to the use of modern Information and communication technologies.

Despite the significant important of information and communication technologies in broadcast news gathering there is serious setback or challenges confronting the broadcast media industry in ensuring proper utilization of ICTs. These challenges includes poor power supply or instability of power, computer illiteracy and lack of expertise, lack of policy direction by the government, high cost of ICTs facilities among others.

## Theoretical Perspective

### Diffusion of Innovation Theory

The study adopts diffusion of innovation theory as its theoretical frame work.
Diffusion of innovation theory was found by Rodger in 2003. This theory emphasizes that, innovation spread through certain channels over time among the members of social system. According to this emphasis, spreading of new innovations require communication, time and social system or target audiences that the message should be diffused to. Diffusion of Innovations has been approved as a perfect model in spreading innovation.

Sherry and Gibson, (2002). Dooley, (1999) recommended this model as a theoretical frame- work that work best in many disciplines such as political sciences, communications, and education and in environmental issues among others. This model (the diffusion of innovation) is the most effective theory for investigating the degree of adoption of technology higher education and educational environment. Rodgers considered technology as "a design for instrumental action that reduces the uncertainty in the cause-effect correlations involved in achieving a desired outcome.

Information and communication technologies is a product of recent development in science and technology. ICTs as new innovation has undergone the first three innovation process outlined by journalist have reached the implementation stage of innovations process and gradually getting to the final innovation process. The relevance of diffusion innovation theory to this study is anchored on the ability of the broadcasting media particularly radio and television to adopt information and communication technologies which are perceived to be new innovation in news gathering techniques.

### Research Design

The study adopts qualitative research method

Qualitative research is a non-numerical analysis; generally limited to nominal variables such sex, race, religion which normally requires interpretation of the data. Qualitative research was based on in-depth interviews using open-ended questions to generate ideas from the staff of Nigerian Television Authority (NTA) Damaturu, Yobe state. The target population of this study were all members of staff of Nigerian Television Authority Damaturu, Yobe state. Purposive sampling methods were used. The main goal of purposive sampling is to focus on particular characteristics of a population that are of interest, which will best enable you to answer your research questions. By keeping in mind the researcher has taken 20 staff as the sample. The study used quantitative method of data analysis to present and analyze the data.

**Data Presentation**

**Demographic Characteristics of the Respondents**

This section determines the demographic characteristics of the respondents. To achieve it, interview were conducted with 20 staff of Nigerian Television Authority (NTA) to gain their opinion on the use of information communication technologies on news gathering in broadcast media. Frequencies and percentage distribution tables were employed to summarize the demographic characteristics of the respondents in terms of gender, age, and educational level. The following tables give the summary of the findings.

**Table 1.1: Gender of the Respondents**

| **Gender** | **Frequency** | **Percent (%)** |
|---|---|---|
| Male | 12 | 60 |
| Female | 8 | 40 |
| **Total** | **20** | **100** |

Table 1.1 revealed that majority, 60% of the respondents were male while 40% were female. The dominance of the male respondents was attributed to the fact that the majority of the staff of Nigeria Television Authority Damaturu Yobe State were male.

**Table 1.2: Age of the Respondents**

| **Age** | **Frequency** | **Percent (%)** |
|---|---|---|
| 21-30 | 3 | 15 |
| 31-40 | 7 | 35 |
| 41-50 | 6 | 30 |
| 50 and Above | 4 | 20 |
| **Total** | **20** | **100** |

Table 1.3 revealed that majority, 35% of the respondents were within the age group of 31-40 years, followed by those within the age group of 41-50 by 30% while those within the age group of 50 and above and 21-30 were represented by 4% and 3% respectively. The dominance of the age group within 31-40 years could imply that the majority of the work force of the organization are within the age of 31-40.

**Table 1.3: Educational Level of the Respondents**

| **Educational Level** | **Frequency** | **Percent (%)** |
|---|---|---|
| Diploma | 4 | 20 |
| Higher National Diploma | 6 | 30 |
| Bachelor | 8 | 40 |
| Post Graduate | 2 | 10 |
| **Total** | | |

***Source: primary data, 2017***

Table 1.3 revealed that majority, 8% of the respondents had Bachelor degree, followed by those with Higher National Diploma 6% while the respondents with Diploma were represented by 4%. The dominance of the respondents with Bachelor degree showed that it's in line with the Federal government policy of employed university graduate in most federal establishments.

**Question 1**: What are the uses of information and communication technologies in news gathering?

All of the responded agree that ICTs are very useful in news gathering. According to them ICTs are used to access information from national and international sources. They further added that ICTs are used for the collection and retrieval of large volume of information from variety of sources in lesser time and it can be used for accessing, storing, recording, editing and retrieval of information.

They disclosed that, information and communication technologies can be used to manipulating and delivering massive volume of information of any form. They used it in linking reporters with their sources anywhere anytime. ICTs can be used not only to gather information but to create information as well.

They also added that ICTs can be used in broadcast media to obtain quality information and relay them in their natural or original form. ICTs is more reliable and efficient, it reduced the stress, cost, risk and hazards involved in news gathering as well as simplify the entire process of journalism. They used it to comply with present editing facilities and the electronic age at large, in addition to the implemented digitization policy.

**Question 2:** What are the impact of information and communication technologies on news gathering in the broadcast media?

On the issues of impact of ICTs on news gathering in broadcast media the respondents explain that, information and communication technologies have drastically impose a lot of impact in broadcast media. ICTs have totally changed the method, conduct and quality of news gathering.

They disclosed that, there are positive impact of ICTs on news gathering in broadcast media in term of migration from olden manual form of news gathering to modern digitalize electronic method. It add value and quality to the news. With regard to the conservative method of news gathering, respondent explain that, ICTs have completely changed the way of news gathering by breaking the time and space barrier between the reporters and their sources unlike in the conventional form in which reporter must meet the source on face-face contact even if they are distanced apart.
They also added that, the used of ICTs such as internet enables live coverage and reportage of event. In another development the respondent stressed that, ICTs have no doubt change the process of news gathering from manual to electronic.

Now the reports are recorded and exchanged in electronic form. It provide faster and easier means of sending and accessing information beyond ones immediate environment with globalization. They added that, the electronic exchange of information actualized the rebroadcasting of local news alerts at the nation and international levels.

**Question 3**: The researcher asked the key informant of what are the types of information and communication technologies used in broadcasting news gathering and the interview disclosed that, varieties of information and communication technologies were mentioned by the respondents which involves both computer hard wares and software, including communication devices and telecommunication services. ICTs used are often portable video and digital cameras, microphone, personal computers, satellite, internet and mobile phones. The responded added that, ICTs such as digital camera, computers, modems are bunches of decoration with computer software and telecommunication services such as micro soft word, Corel draw, photo show, pinnacles, file villa, power point, Adobe, A vast and etc. they also explain the use of storage devices that allow for massive storage and retrieval of information such as memory card, hard disk, compact disk, DVD tape etc.

The researcher summed up his interview by asking the key informant the challenges they faced in use of information and communication technologies on news gathering in broadcast media and their responses revealed that the major challenges of using ICTs in news gathering is instability of power supply. All ICTs involves in news gathering are electronic and powered by battery that often run down after a prolonged use in the course of gathering news outside the studio. Another challenges mentioned by the responded is on the maintenance of ICTs used for news gathering as part of difficulties. Their responses also showed that they face difficulties in maintaining ICTs they not rugged and often got spoilt when exposed to excess sunlight, dust or water. They added that the professional technician to sort out the problem or to repairs it is also another challenge.

An interview further disclosed that, the high cost of ICTs facilities is also another challenges. They affirm in at latest ICTs are hardly affordable to reporter due to expensiveness. They often manage to buy fairly used or low quality which are difficult to maintain as they easily got damaged. In line with above challenges they also added that inadequate ICTs manipulation skill-limits the usage of ICTs in news gathering.

They also explain that information and communication technologies multipurpose usage quality ability sometimes divert ones attention from news gathering to unnecessary leisure, such as watching movies, listening to music, playing games, engaged in social media etc.

**Conclusion**

Information and communication technologies as a tool for communication have enhanced the broadcast media stations in Nigeria. ICTs such as computer hardware and software's drastically improved broadcast news gathering and minimize the hazards, cost, time, space and risk involves in the old news gathering method. And ICTs it added new source of news online monitors. Majority of the respondents contacted in the survey appreciate the use of information and communication technologies on news gathering of broadcast media despite the challenges of high cost, poor telecommunication services, high tariff of internet, inadequate ICTs skill couple with these they still enable them to easily and

speedily source for nearby and distance news item and improve their quality of news as well. Information and communication technologies have improved broadcasting news gathering in processing, storing, accessing, dissemination and extremely helped in transforming journalism.

**Recommendations**

Media proprietors should motivate and sponsor their staff to acquire computer knowledge and employ professional information and communication technologies experts. This would maximize their output of the staff results in qualitative output as well as better maintenance and manipulation of information and communication technologies used in news gathering by the broadcast media industry. Reports also should try as much as possible to be computer literate in order to professionally, efficiently and effectively use the information and communication technologies (ICTs).

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# EVALUATION OF INTEGRATED MARKETNG COMUNICATION IN A SERVICE BASED ENTERPRISE, STUDY OF HOSPITALS IN KOGI STATE OF NIGERIA

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**ABSTRACT**

*Creating effective and efficient communication with client is one of the most important aspects of hospitals marketing. The intangibility of services makes integrated marketing communication more difficult than tangible products. The objective of the study is to evaluate the integrated Marketing Communication in hospital industry. The study assesses the effectiveness and efficiency of promotional campaign in hospital after reviewing related literature, a questionnaire was prepared and were selected randomly once the various local government were determined by stratified sampling. The finding shows lack of integrated Marketing Communication among hospital in Kogi State. Analysis showed that in Kogi's Hospitals service sector. Both outdoor advertising and public relations/publicity are most effective in providing information, creating awareness, changing attitude, building company image and enforcing brand loyalty. Also finding shows publicity and public relations being relatively inexpensive promotional tool can reach large audience with high degree of credibility. The research also identified the role of testimonials, internal and external environment, and hospital equipment in the content of message meant for clients.*

## INTRODUCTION

Marketing was initially developed in connection with selling physical product such as toothpaste, cars, soaps, steel, equipment, etc. But today, one of the major trends in many parts of the world is the phenomenal growth of services, or products with no physical content. The service sector today occupies a pre-eminent position in Nigerian economy. Not only are we producing and consuming more services than ever before, the manner in which service are made available to the final consumer is changing. As private sector service companies face increasingly fierce levels of competition, a further group of public service is beginning to experience the realities of competitive market Micheal (2009). Service producers have to increasingly sure that they are producing the right services in the right places at the right time for the right price. In short, marketing within the service is more important than it has ever been.

Hospital marketing is specialized field that deals with connecting patients, physicians and hospital in mutual relationship. Historically, medicine in Kogi State has always been a business. In today's business environment, health care and hospital marketing is more needed than ever to ensure continuing viability of medicine on the local level and to provide the high quality of individual health care that people have come to demand. With these ingredients, there is clearly a need for integrated marketing communication in hospital industry to make the most limited resources while providing compassionate health care.

Many of familiar principles of marketing were first developed when the fast moving consumer goods markets experienced a great growth in competitive activity. This legacy has been handed down to marketers who are engaged in the current growth in service marketing. Yet, it is now recognized that service can be quite different to goods in how they should be promoted, and some of the tried and tested framework have been stretched to cover service, the intangibility of service offer calls for new approach in integrated marketing communication of hospital industry. The intangibility of services makes marketing communication more difficult than tangible products since the marketer must communicate a concept or an idea rather than a tangible object. An uphill task facing the management of hospital industry is to build the promotional programme around intangible service benefits.

Several numbers of hospitals in kogi state are not engaged in integrated marketing communications. Today, competition is not rife but growing more intense every year; and because markets have become so competitive, quality service is no longer enough, quality service needs to communicate to the ultimate users, one task that always plagued management is how to best integrate the promotional plan. In too many cases, the element of marketing communication has been employed in an uncoordinated fashion. Typically, the result has been duplication of efforts, and, in some cases, the various elements have worked at cross purposes.

## OBJECTIVE OF THE STUDY

The objectives of this study are:

1. To assess the effectiveness and efficiency of IMC among hospital in Kogi State.
2. To identify the non-promotional mix messages in hospital industry.

## SIGNIFICATION OF THE STUDY

The findings of this will offer great assistance to hospital owners concerning the promotional tools which are most efficient and most effective and the channels through which messages can be communicated. Also both the service provides and the clients will benefit from the findings of this study.

It is hoped that the study would add to the literature and also act as raw materials for anybody who would like to do more work in this area in future. Generally, it is intended to service as a contribution to knowledge among individuals, families, groups and organization at home and beyond.

According to American Association of Advertising, IMC is defines as a concept of marketing communications planning that recognizes the added value of a comprehensive plan. Such as plan evaluates the strategic role of a variety of communication disciplines, for example, general advertising, direct responses, sales promotion and public relations; and combines these disciplines, For examples, general advertising, direct responses, sales promotion and public relations; and combines these discipline to provide clarity, consistency and maximum impact through the seamless integration of a discrete message (Kolter, 2007). Companies such as Motorola and Xerox are bringing together their advertising, direct marketing public relations and employee communications experts into "super council" that meet a few times each year for training and improved communication among them. Procter and Gamble recently revised its communication planning by requiring that each new program be formulated jointly, with it advert sitting together with Procter and Gambles public relations agencies, direct marketing units, promotion merchandising firms, and internet operation (Kotler, 2007).

One of the main organizational drivers for IMC is the need to become increasingly efficient. Driving down the cost base enable managers to improve profits and level of productivity. By seeking synergistic advantages through its communication and associated activities and by expecting managers to be able to account for the way in which they consume marketing communication resources, so integrated marketing communication becomes increasingly attractive. However, company communication goes beyond the specific platforms of advertising sales promotion, personal selling, direct marketing, and public relations, the products styling and price, the physical environment, the building employee's manner and dress, etc communicate something to the clients. Consequently, the whole marketing mix must be integrated to deliver a consistent massage.

## IMC OF SERVICE SECTOR

The term service is defined as any act of performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or not be tied to a physical product (Kolte, 2007) according to stanto (2002) services are those separately identifiable essentially intangible activity that provide want- satisfaction, and that are not necessarily tied to the sale of a product or another service. To produce a service may or may not require the use of tangible goods. However, when such use is required, there is no transfer to the title (permanent ownership) to these tangible goods, therefore, activities such as medical care, entertainment, and repair service are included but not the medicine or repair parts purchased. Also credit, delivery and other service that exist only when there is the sale of a product are excluded.

Theoretically, service marketing and product marketing are the same (Westing, 2006). In both cases, marketing programmes are designed around the elements of the marketing mix such as product (service), price, distribution system and promotion. However, there are significant difference between service marketing and product marketing (Westing, 2006).

Management's task is especially difficult when the company must build promotional programmes around intangible service benefits. It is to much easier to sell something that can be seen, felt, and demonstrated. According to Kottman (2002) marketers can employ two strategies to communicate the benefits of a service. There are to make a tangible representation of the service and focusing promotional efforts on the service provider rather than on the service. Marketers can make service more tangible through the use of the physical object that represents the service.

Hospital beds and equipment can be considered as a physical manifestation of medical care. Though in some case, tangible representation of a service is impossible (Lavidge, 2001). Another strategy is focusing promotional effort on the service provider. There is no gain saying the fact that the service provider (a medical doctor, a lawyer or a pilot) is more tangible than the service itself (medical care, advocacy or airline travel). The provider of service usually possesses a level of skill and expertise that represent the service. Hence integrated marketing communication often focuses on the skill as well as on the technical competence of the provider of service. The IMC campaign is often aimed at making the service become more tangible because of the association with service provider.

Since service cannot often be separated from their providers, the impression of every provider of service is an essential determinant of repeat purchase. Consumers do prefer a particular health care hospital because of the way of service provider renders the service. For services, one vital aspect to explore is the audience's image of the organization and its services and the degree of image consistency among the audience. An image tends to persist over time, with people continuing to see what they expect to see rather than what

actually exists, the image of a service firm and its offers can be significantly influenced by how it is presented and therefore contact personnel play a vital role in the development of this image.

Of course, some elements of an organization's image can be derived through channel other than the formal communication process. Davis (1999), for example, found that when differentiating between services, customers preferred to be guided by information from friends and other personal contacts rather than the usual promotion mix. This seems to be reinforced by some recent studies on other services, particularly professional ones (Vidale, 2009).

## THE HOSPITAL INDUSTRY

A hospital in the modern sense, is an institution for health care providing patient treatment by specialized staff and equipment (Levy, 2006) its historical meaning, until relatively recent times, was "a place of hospitality". For example the Chelsen Royal Hospital, established in 1681 to house veteran soldiers (Levy, 2006) Today, hospital are usually funded by the public sector, by private sector by health organization (for profit or non profit), health insurance companies or charities, historically, however hospital were often founded and funded by religious groups or charitable individual and leader. Conversely, modern – day hospital are largely staffed by professional physicians, surgeons, and nurses (Paul, 2005).

Hospital marketing is a specialized field that deals with connecting patients, physicians, and hospital in mutual relationship. Marketing a hospital or health system is no different than marketing of service. There are audiences, there are needs. There is a mission statement. Today, hospital is a business; therefore, it must be marketed. There is clearly need for integrated marketing communication in hospital industry.

## METHODOLOGY

Survey research design was used and the study took place in Kogi State of

Nigeria which is located at the centre of Nigeria and lies between latitudes 6°30' north and 8°42' north of the equator, and between longitude 5°18' east and 7°54' east of the Greenwich meridian and astride Nigeria's two major rivers (Niger and Benue) with their confluence at Lokoja, the state capital (Aikoye, 2009).

The population of the study includes the clients of hospital and clinics in Kogi state. Since it would be impossible to study all clinics of the hospital industry in Kogi state, the sample size was determined statistically by applying the formula for an infinite population (Walpole, 1974).

$$N = \frac{Z^2 a/2}{4e^2}$$

where n = sample size; Z = standard score

corresponding to a given confidence level (95%); and e = proportion of sample error in a given situation (in this case o.o4). thus, we have our sample size:

$n = \frac{(1.96)^2}{4.(04)^2} = \frac{3.8416}{0.0064} = 600.25$

Our sample size consists of 600 clients.

The respondents were selected randomly once the total and specific number of clients from each local government is determined by stratified sample.

Structured questionnaires were used obtained information from the respondents.

Descriptive statistic like frequency and percentage were used to analyses data on objective 1 and 2, while the five linker type of scale was used for objective 3. Response were weighed as strongly agree (SA), agree (A) undecided (U), disagree (DA), strongly disagree (SD) were weighted as 5,4,3,2, and 1 respectively, and analyzed using mean score model; $X = \frac{\sum fi(Ai)}{N}$

According to Osuala (1993).

**Where:**

Fi = number of respondents

Ai = value assigned to each response

N = sample size

Σ = summation

X = means score

Table sought to know the effectiveness and efficiency of kogi state hospital industry's promotional programmed on providing information, out of 600 respondents 85.33 percent, 81.17 percent, 79.83 percent, 82.17 percent and 60.83 percent said advertising, personal selling, direct marketing, publicity and sales promotion respectively are effective in providing information. 83 percent and 82 percent agreed that outdoor advertising and public relations and publicity create awareness. On changed attitudes, 81.33 percent and 82. 33 percent agreed that advertising and public relations respectively are most effective promotional tools for building image in hospital industry is public relations with 79.50 percent. On brand loyalty, advertising and public scored 61.83 percent and 73.33 percent respectively. Publicity is the most credible promotional tool in hospital industry. On

efficiency of promotional campaign publicity scored 85.5 percent, direct marketing with 77.17 percent and sales promotional scored 69.33 percent.

Advertising is effective in providing information, creating awareness, changing attitude, building image and enforcing brand loyalty in hospital industry because the sign post is a permanent outdoor advertising. However, publicity is relatively inexpensive promotion tool, can reach large audiences with high degree of credibility

**Table 1: Effectiveness and Efficiency of Kogi State Hospital Industry's Promotional Programmed**

| Extent | Outdoor Advertising | | Personal Selling | | Direct Marketing | | Publicity and Public Relations | | Sales Promotion | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Frequency percentage | | Freq | percent | req | percent | Freq | percent | Freq | percent |
| Providing information | 512 | 85.33 | 487 | 81.17 | 479 | 79.83 | 493 | 82.17 | 365 | 60.83 |
| creating awareness | 498 | 83.00 | 312 | 52.00 | 310 | 51.66 | 496 | 82.29 | 329 | 54.83 |
| Changing attitude | 488 | 81.33 | 332 | 55.33 | 314 | 52.33 | 494 | 82.33 | 301 | 50.17 |
| Building image | 444 | 74.00 | 435 | 72.50 | 404 | 67.33 | 479 | 79.83 | 402 | 67.00 |
| Enforcing brand loyalty | 371 | 61.83 | 306 | 51.00 | 302 | 60.67 | 440 | 73.33 | 301 | 50.17 |
| High credibility | 365 | 60.83 | 368 | 61.33 | 324 | 89.67 | 538 | 84.00 | 321 | 53.50 |
| Efficiency of promotion | 304 | 50.67 | 319 | 53.17 | 463 | 85.50 | 513 | 77.17 | 416 | 69.33 |

Source: field survey, 2010.

**Table2** sought to know what constitute the non-promotional mix message in hospital industry. A mean score of 2.86 said company logo and signs should be included in message contents. On physical facilities, a mean score of 3.91 agreed to its inclusion in the message content. Internal décor has a mean score of 3.94. Testimonials with mean score of 4.14, while competitive advantage has mean score of 3.45.

Testimonials have the highest mean score of 4.14 representing 82.85 percent. This is in agreement with Johnson (2007) who asserted that testimonials are the most potent message content in service industry. This finding is in agreement with kotler (2007) who observed that testimonials of previous satisfied customers are used to demonstrate the benefits resulting from use and dependability of the service provider. Paul (2005) writing

about intangibility of service marketing, asserted that the content of message to service clients should include testimonials, physical, facilities and its competitive advantage.

**Table 2 Non –Promotional Mix Message in Hospital Industry**

| Message Contents | SA | A | U | DA | SD | Total No of Respondents | Total Sum of Attitude Score | Mean Score | Proportion of Respondent in Percentage |
|---|---|---|---|---|---|---|---|---|---|
| Company logo and signs | 95 | 117 | 115 | 107 | 141 | 575 | 1643 | 2.86 | 57.15 |
| Physical facilities including buildings and landscaping | 249 | 144 | 105 | 85 | 10 | 590 | 2307 | 3.91 | 78.20 |
| Internal deco including equipment | 258 | 132 | 88 | 58 | 29 | 565 | 2227 | 3.94 | 78.83 |
| Testimonials | 301 | 128 | 72 | 56 | 12 | 569 | 2357 | 4.14 | 82.85 |
| Showing competitive advantage e.g price, speed, e.t.c | 215 | 101 | 104 | 79 | 93 | 592 | 2042 | 3.45 | 68.99 |

## 5.0 CONCLUSIONS

The findings show that the extent of integrated marketing communications among hospitals in Kogi state is not significant. Most hospitals clines do not promote their services, and those that do, mostly make use of outdoor advantage.

Also, outdoor advantage and publicity are the most effective promotional tools in providing information, creating also, outdoor advertising are the most effective promotional tools in providing information, creating awareness, changing attitudes building company image and enforcing brand loyalty. In terms of high credibility, public relations and publicity are the most credible tools in hospital's promotional campaign. Also publicity and public relations are the most efficient of promotional mix.

The contents of the message often made a tangible representation of the service. Word of mouth recommendations by previous satisfied clients especially when shown as publicity has the ability to strongly influence potential clients. Also from outside, hospital can be seen as billboards capable of conveying message about the service that take place

within them. Also a colored and clean interior can transmit a message that the hospital is effective and well run.

Advert in hospital are majorly outdoor advertising, unlike other media in the marketing mix, consumer and the public do not have to pay a kobo before being exposed to billboards, sign posts, etc for ratio, television, newspaper and magazine, exposure in contingent on ownership. Thus such involuntary opportunity to see outdoor advertising is the most accessible and simplest form of advertising. The following recommendations are hereby given.

1. There is no gain saying the fact that the service provider (a medical doctor) is more tangible than the service itself (medical care). The provider of service should posses a level of skill and expertise that represents the service.
2. Hospital owners can make their service more tangible through the use of a physical object that represents the service.
3. Since advertising is against the ethics of medical practice, service provider should build their integrated marketing communication around outdoor advertising, publicity, direct marketing, and personal selling.
4. Testimonies of previous satisfied customers can be used to demonstrate the benefits resulting from use and the dependability of the service provider. Consequently, service providers should ensure customers are satisfied all the time.

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# CHALLENGES AND PROSPECTS OF LOCAL GOVERNMENT ADMINISTRATION IN NIGERIA

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## ABSTRACT

*Local government administration in Nigeria is classified as the third tier of government while several problems have been its recurring decimal and various reforms since 1976 haven't been able to make the system effective and responsible to developmental challenges. Most responses to the challenges have concentrated on looking inward for respite without much success informed this paper to examine the lessons that could be learnt from comparative local government studies from nations like United States of America, France, India and Britain. It is a descriptive study that relied on secondary data sources. The paper revealed that the challenges inhibiting efficient service delivery range from undue intervention by the state governments, the structure, corruption, over politicization of administration and staffing which were not found to be so in other systems. The study concluded that the challenges are institutional and attitudinal in nature which could be addressed given that there is the political will by the Federal and State governments. It recommended a democratized multilayer local government system, legal framework to checkmate excessive intervention by State government, enhancement of human resources capacity and accountable leadership.*

**KEYWORDS**: Local government, governance, accountability, service delivery

## INTRODUCTION

Local government administrations (LG) globally vary in size and structure and operate under different arrangements based on the system of government in different nations. However as observed by Mello, (2012) local governments globally strive to meet peoples' demands for goods and services in a cost effective manner particularly at the lowest level of government or government at the grass root. Among the characteristics generally manifested by local government include that it is a subordinate system of government or subunit of a federal/central or state government and charged with powers to perform legislative, administrative and quasi judicial functions as the case may be. It also has the power to formulate policies, prepare budgets and a measure of control over its own staff, with a view that it is rightly position to ensure unhindered and efficient service delivery (Chukwuemeka et al, 2014, Otinche, 2014, Ezeani, 2012 and Tumini 2011).

Among the notable feature of local government in Nigeria is that it operates a unified administrative system and expected to have an elected. The 1976 Local Government Reform fixes the population of a local government not less than 150,000 and not more than 800, 000. In all, there are 774 local governments in Nigeria including the four area councils in Abuja. The Local Government Service Commission has been empowered to handle staff matters particularly those in senior category while the State Assembly has oversight functions on its operation. In addition, Governor's office, the Ministry of Local Government and Finance Ministry exercise authority in respect of establishment matters. The Office of the Auditor General of the state among other performs some regulatory functions over the operations of local government.

Ajayi (2000), Kolawole (1997) and Adewale (1990) argued that among other reasons for the existence of local government are the needs to toy in line with modern administrative practices. This position finds expression in the need for decentralization, democratic participation, speedy socio-economic development at the grassroot, bridging of communication gap and serving as a platform for training of future leaders.

Furthermore, to achieve these goals, for instance, Section 7(6) of the 1999 Constitution provides that:

*(a)the National Assembly shall make provisions of statutory allocations of public revenue to local government councils in the federation, and (b) the Houses of Assembly of states shall make provisions for statutory allocation of public revenue to local government councils within the state.*

As noted by Ovaga and Onah (1995.40), in spite of the fact that the 1976 local government reforms granted greater autonomy, powers and functions to local governments, they still have a long way to go towards the satisfactory performance of their functions in many areas. The above statement is in consonant with the state of affairs in the local government system in Nigeria.

The basic question central to this paper is why the local governments in other systems where there are no direct constitutional provisions and huge resource base as in Britain and United States of America are democratically run and efficient in service delivery while same is not true of Nigeria. What are the lessons that could be learnt from comparative analysis of local government administration in nations like France, USA, Britain and India?

Among previous related studies is Kyenge (2013) that focused on reasons for poor performance. He listed indiscipline, misplaced priority, unskilled staff, financial challenges and autonomy. On the other hand, Ejike, (2014), Adeyemi, (2012), Aina (2006) and Aluko (2006) partly focused on corruption while Gboyega (2001) among others concentrated on undue interference by the state Government and the personnel challenges. Ibok (2014) argued among other reasons that inadequate funding constituted a huge challenge. The focus of this paper is to examine lessons that could be learnt from comparative study of local government as to be able to overcome the challenges faced by local government administration in Nigeria.

In effect, the paper set as its objectives to examine the challenges of Local Government administration, previous efforts by the governments in Nigeria to address the challenges and lessons that could be learnt from other workable systems. The paper is descriptive while secondary data sources were used such as relevant books, journals, documentary evidences and Internet materials. The paper layout has introduction as section one, while conceptual review featured in section two. Section three discussed theoretical review while section four has historical perspective of local government with reference to previous government efforts to enhance the capacity of Local Government to be efficient and effective in service delivery. Section seven discussed comparative analysis of local government and the lessons for Nigeria. The last section was devoted to conclusions.

## LITERATURE REVIEW

There is a consensus of opinion that the LG is an important and inevitable unit seen as the grass root level of government whether in a federal or unitary arrangement. The form or structure or the tiers within the systems varies. In Nigeria, it operates a single tier, while in Britain, USA, France and India are multi tiers. The United Nations Division of Public Administration cited in Ola and Tonwe (2009) views local government as a political division of a nation which is constituted by law and that has substantial control of local affairs, including the powers to impose taxes or exact labour for prescribed purposes.

Chukwuemeka et al. (2014), Otinche (2014), Ezeani (2012) Tumini (2011) as well as Whalen (1970) note that Local Government has the following characteristics including a given territory and population, an institutional structure. it is separate legal identity, has a range of powers and functions authorized by delegation from the appropriate central or intermediate legislature. lastly within the ambit of such delegation, autonomy is accorded within its sphere of jurisdiction and competence.

In another sense, the Guideline for Local Government Reform (1976:1) in Nigeria goes beyond definition to present local government as:

*Government at local level exercised through representative councils established by law to exercise specific powers defined areas. These powers should give the council substantial control over local affairs as well as the staff and institutional and financial power to initiate and direct the provision of services and to determine and implement projects so as to complement the activities of the state and federal government in their areas, and to ensure, through devolution of functions to these councils and through the active participation of the people and their traditional institutes, that local initiative and responses to local head and conditions are maximized.*

In addition, Section 7(1) of the1999 constitution that observed that:

*The system of local government by democratically elected local government council is under this constitution guaranteed and accordingly the Government of every state shall subject to Section 8 of this constitution ensure their existence under a law which provides for the establishment, structure, composition, finances and functions of such councils.*

It is however sad that while these provisions were made in the 1976 Reform and in the 1999 Constitution in Nigeria to enhance the capacity of the system to be a democratic participation institution, effective and efficient in service delivery; such is note the experience as observed by Kyenge (2013) and Aina (2006).

The concept of Local Government particularly in a federal arrangement like in USA and Nigeria is routed in decentralized authority and power from the central/regional government to the lower or grass root level (Youm and Feiock 2015). This in effect is to facilitate efficiency and administrative conveniences. According to Osaghae (1990: 84), it

means *a system of dispersal of power from a central government to other units or agencies of government*.

Decentralization could either take the form of deconcentration or devolution of authority. Deconcentration is the delegation of authority adequate for the discharge of specified functions to staff of central departments who are situated outside the headquarters as was found in French arrangement Alderman (1967) opines that it involves the transfer of powers to subordinate authorities, whether offices, individuals or field units.
Devolution in line with Amarasekera (2012) is more of the constitutional or legal instrument of conferring or transferring powers to discharge specified or residual power upon formally constituted local authorities. This explains why L.G. administration can rightly be viewed as a deconcentration or a devolution arrangement as the case may be. For instance, in Nigeria and Kenya, LGs are more of devolution of powers because of constitutional provision for their existence.

By implication, decentralization lessens the burden of responsibilities and functions performed by the higher levels of government in such a way that the needs of each locality within the federating units are given special attention. In addition, the need for social change, taking care of diversity and to pay adequate attention to functions and services that are local in nature constitute the basic reasons for decentralization either by deconcentration or devolution of powers. This explains why Adamalekun (2005) views the decentralization in Mali, Uganda, Tanzania, and Ethiopia as a mechanism for coping with societal demands, though problematic, but directed at modernizing the traditional local institutions without destroying the very basis of their success. Amarasekera (2012) and Adamalekun (2005) therefore observe that decentralization amounts to the transfer of power from the central government to a local authority, be it a region, a province or a district.

Opalo (2015) in effect demonstrated how the 2010 Kenya Constitution provided for devolution of power leading to the creation of forty-seven sub-national units (counties) with elected assemblies and executives. As a further step to put an end to over centralized governmental system, the Constitution provided that the counties enjoy fiscal allocations of 15 per cent of audited ordinary revenue distributed on the basis of population and poverty level.
However, the French example as embraced by Franco-Phone nations in Africa is that of integrated prefectural system before 1981 and unintegrated prefectural system thereafter that fits into deconcentration arrangement (Adamalekun, 2005). The distinctive feature of deconcentration arrangement is that the officials to whom responsibilities and resources are transferred operate under the superior authority of the central government.

Regardless of the form of power allocation to lower levels of government, Local Government performs variety of functions. For instance in Nigeria, the constitution is very specific on functional relationship between the central/Federal and State governments. The functions of the Local Government are contained in the fourth Schedule of the 1999 Constitution including the consideration and the making of recommendations to a state commission on economic planning on economic development of the state as well as social, educational, environmental and political function.

On the other hand, Local Authorities (LA) performs three broad functions in Britain, classified as environmental, protective and personal. As for the U.S, the functions include management of schools, policing and fire protection, public works, libraries and recreation, public utilities, city planning, public health, airports, harbor and housing. In addition, unlike in other systems, special districts are created to carry out specific functions or projects. Other Acts apart from Local Government Act 2002 in New-Zealand clearly stated the statutory responsibilities of the councils. These Acts include the Resource Management Act 1991, the Building Act 2004, and the Bio security Act 1993. Such functions range from sustainable regional wellbeing, managing freshwater, land, air and coastal waters, transportation and environmental safety among others. It should be acknowledged that city and district councils perform the same functions while the classification is based only on population size.

In India, the functions of the Panchayati Raj (i.e. local government) are similar functions like in America except for police, harbours and airports but could be classified as be classified as obligatory and discretionary which is a function of the size of the council based on three tier arrangement. However, urban councils could perform obligatory functions like conservation, street lighting, drainage and construction and maintenance of roads. Very large councils engage in water supply, street cleaning refuse and disposal, fire service and primary schools but not gigantic functions like in America.
The primary concern of this paper is why the Local Government systems in other nations are able to cope with development challenges and are accountable to the electorate even without well-defined cheap revenue sources and still bedrock of their democracies and such is not the experience in Nigeria.

**Theoretical Orientation**

The paper adopt Efficiency Model to underpin the challenges of local government administration in Nigeria and the relevance of comparative study in overcoming the challenges though other theories such as integrate, accountability and Functional models are often applicable.

**Efficiency Theory**

This theory/model premises the existence of local government as an efficient agent of government for providing services that are local in character. Mackenzie (1954:14) cited in

Adeyemo (2010) and Chukwuemeka et al., (2014) noted that one of the notable proponents of the existence of Local Government is *that local government exists to provide services and it must be judged….by its success in providing services up to a standard measured by national inspectorate.* This same line of thought was found in the works of Sharpe (1970:168), that given that there is no local government, a functionally similar body must be in existence to provide services that are local in nature. This explains why Eboh & Diejomaoh (2010) adds that local governments worldwide are considered as strategic institutions for the provision, among others, basic socio-economic needs.

This could be understood from the perspective that the size and spread of a nation particularly those that are large and heterogeneous in composition may not be able to rely on the central and regional government to effective meet up with needs that are local in nature. In effect, local government may effectively and efficiently respond to local need. This theory therefore notes that Local Government may not justify its existence if it fails to provide needed service within its scope of competence effectively.
The model has been criticized by Sharpe (1970:168) in the sense that the value of local government as a bulwark of liberty, or at least as a handmaiden of democracy, has been recognized, its role as an agency for providing services has evoked no comparable enthusiasm. This is particularly relevant to Nigeria situation in which the local government has failed to justify its existence. The nexus between the two theories in respect of challenges of LG in Nigeria and lessons that could be learn from comparative study is anchored on assessing the extent to which it has been able to serve as a agent democratic participation and how efficient it has been able to cope with developmental challenges with specific reference to socio-economic needs that are local in nature. Empirical reference for inclusive governance is found in Parent Commission (2008) proposing changes in the current governance system to provide the necessary accountability and checks & balances and stronger parental input into school management by Mayors in New York State.

**Historical perspective and Efforts of Governments in enhancing the Capacity of Local government to Respond to Developmental Challenges in Nigeria**

Local administration in Nigeria predated colonial rule as each of the separate entity that make up the nation had a unique but relatively effective system. The Hausa/Fulani North were ruled by their Emirs and adopted emirate system but the territory were divided into districts and villages for ease of administration under the control of district or village head. The Oyo empire was ruled by the Oba/Alafin assisted by council of chief (Oyomesi) that had as its head Bashorun. The *Are Ona Kakanfo* was the military head stationed outside the capital Old Oyo to avoid distraction. Towns and villages were under the control of local Obas and village heads that were subservient to Alafin (Nigeria at 50 Compendium). Kyenge (2013) and Denga (2003:19) alluded to a decentralized administrative system in Ibo societies where there was lack of centralized head but largely based on compound, village and clan administrative system.

British rule came with Lugard introducing indirect rule system with the amalgamation of North and Southern protectorate in1914. The system revolved around recognizing the importance of local participation as a base for grassroot democracy because Europe was just emerging from World War II, the cost of administration would be too much for the home economy, the lack of sufficient man power and the success of indirect rule in India and elsewhere. In this arrangement, there was disproportionate sharing of power between the traditional rulers and the British administrator. This eventually gave birth to Native Authority system of local government Administration that was introduced as contained in the Native ordinance of 1916. The system was very successful in the North, relatively successful in the West but a near total failure in the East (Lugard, 1922).

Reforms were brought to the system through the Local Government Ordinance of 1950 leading to elected councils with a three – tier structure like the British pattern. The structures were the countries, districts and local councils. Apart from national reforms to the system that cut across the country, the respective regional governments also introduced some reforms thereby leading to different paces of development of LG system. For instance, reforms in the Western region did not start until 1952 when it promulgated the Local Government Law of 1952 while in the East, with the enactment of the local Government Law of 1955 it replaced the 1950 ordinance. Both the Eastern and Western authorities had three years tenure while 75% of members of the councils were elected (Aina, 2006 and Ezeani, 2004).

At independence in 1960 through 1966, the East and the West enacted the Local Government Law of 1960 which spelt out distinct structures for the system. In the North, the Native Authority Law No 4 of 1954 continued to be in operation till 1966 when the military took over power. In 1967, the administrative structure of Nigeria changed with the creation of twelve states from the existing four regions. Military Governors dissolved all the existing local government structures; each of the federating States enacted an edict to govern LG administration while some large divisions and districts were created from the old arrangement. In 1971, the conditions of service of local government staff were harmonized with those of civil servants at the state level to attract high caliber of staff Aina (2006).

In 1972, the council-manager model of the United States and Canada was adopted by abolishing advisory committee system, replacing them with standing management committee with an administrative executive. Inspite of the challenges .associated with the with civil war in the East, French model which emphasis was on development administration for their local government system well as the then Bendel state (Edo and Delta States ).

The most fundamental reforms in local government administration came with the 1976 Local Government Reform as Local Government was accorded the third tier status. In

addition, the Guidelines for local Government Reform was released while there was also the establishment of the Local Government Service Commission, Local Government Peace and Security Committee and recognition was accorded the position of the traditional rulers as advisers to councils. This arrangement continued to stabilize Local Government administration but with huge challenges of overhead cost and inability to meet up with salaries up to nine months in some states before the Coup d'état of December 1983 due to state government diversion of Local Government fund.

The Buhari regime in 1984 dismantled all democratic structures including the new mushroom local government councils created under Shagari administration by the governors and appointed sole administrators for each local government council. To streamline the administration of the Local Government to enhance efficiency, a 21 member committee headed by Ibrahim Dasuki was set up. The outcome of the committee led to upholding 1976 Reform that was eventually implemented by Babangida administration. The administration increased the number of Local Government from 304 to 453 and finally to 774. Concerted efforts were made to make Local Government serve as a training ground for democratic politicking and governance and a spring board for participation of other levels of government (Babangida in Aina (2006:251). On the other hand, the Political Bureau was set up with the view of making local government a mobilizing force for national development and to fully integrate their voluntary and self-help efforts within the actions of government in national transformation.

The Babangida administration in 1985 introduced the executive presidential system of government into the local government and by the Decree 23 of 1991, each local government was to have and operate an executive cabinet composed of the Chairman, with five Supervisory Councilors and Secretary appointed by the Chairman. In terms of function, the responsibilities associated with primary education and primary health infrastructure were transferred to the Local Government and the statutory allocations to local government was increased from 10 percent to 15 percent and finally to 20 percent from the federation account payable directly to Local Governments. Elections were first conducted to Local Government councils on non-party basis followed later on a multi-party basis.

General Abdulsalam Abubakar Military Regime (1998 – 1999) within its short span successfully conducted local government elections on multi-party basis in December, 1998 as its first step to democratization programme and nothing was done negatively to interfere with the structure, functions and funding of Local Governments.

Between 1999 to date, the local government had witness worst the bastadization of the system from the higher level of governments. The States government hid under Section 7(1) & (6) of the1999 to forcefully impose Joint Allocation Account on Local Governments to siphon the resources of Local Governments and rendered it too weak for performance of its statutory duties. In addition, its internally generated revenue sources

that were considered juicy like advertisement, tenement rates, street naming among others were taking over by the state government while the 10 per cent internally revenue generated were not paid to the Local Governments. This partly explains the precarious positions of the Local Governments while the available resources were misappropriated by the council official as demonstrated by Aluko (2006). Such oppressive action on Local Government manifested in Obasanjo's regime unconstitutionally seizing the Lagos State Local Government fund for more than three years till when Yar Adua took over in 2007 on account of creation of additional council. Hence, the local government administrations since 1999 have more or less been paralyzed. The first ray of hope was the announcement by the current Governor of Kaduna State in July, 2015 cancelling Joint Allocation Account thereby allowing statutory allocation to go directly to the Local Governments.

**Challenges of Local Government Administration in Nigeria**

There is no confusion in respect of the functions/roles of local government administrations globally and with specific reference to Nigeria. These functions among others include that of serving as an agent of decentralization, grass root accelerated development, bridging communication gap and training ground for future leaders (Ajayi, 2000 and Gboyega, 1987). In Nigeria, the Fourth Schedule of 1999 constitution clearly states the function of Local Governments but regrettably they have been found to be performing far below expectation.

There is no Local Government administration globally without its inherent challenges. For example, The South African Local Government Association (SALGA) has identified the ability to attract and retain skilled staff; the existence of appropriate Information Technology IT, financial and other systems; inculcating a culture of service delivery; and good working relationships between political and administrative leaderships with clear delineation of their respective roles as its operational challenges.

Schlachter, Coleman, and Anway, (2013) demonstrated the inherent challenges associated with running Local administration in Britain and by implication with developed economies. These include managing budgetary demands in the face of revenue decreases and increased service demands, costs of unfunded state and federal mandates as well as meeting the demands of infrastructure and its associated costs. However, the responses to these challenges in each system to a large extent determine the effectiveness of the systems in service delivery.

The challenges of Local Government system in Nigeria include the management of its structure to enhance efficiency. Structure in this sense refers to its single-tier unified system that is official recognized in the 1999 Constitution of Federal Republic of Nigeria. Also, the population of the Local Government according to Local Government Reform of 1976 is between 150,000 -800,000. The implication is that when a single layer arrangement might work for Local Government with low population like Oke_Ero and Isin

Local Governments in Kwara state with population below 40,000 such might be difficult in Somolu or Ajegunle Local Governments in Lagos state with population about 700,000. The ability of the operators of the system to respond to development challenges cannot but be weak and slow even if there was the genuine intention to perform. In addition, a unified administrative system might not be able to accommodate effectively the peculiarity of each of the localities, this may lead to relocation of offices to meet up with the approved structure without due consideration for their needs. Also, unlike in developed system with multi-layer system of Local Government like in France, USA and Britain specifically designed to cater for specific local needs, a single layer in Nigeria has been found to be inadequate to cope with developmental challenges.

Furthermore, the Local Government in Nigeria has not been able to perform optimally because of the overbearing nature of the state government rendering the autonomy of the system relatively paralyzed. This manifested largely under democratic dispensations (1979- 1983) and (1999-2015). The resources accruing to the Local Government from the federation account were considered too juicy to be ignored by the state government. Hence, hiding under Section 7 (1) & (6) of the 1999 Constitution, various systems were cynically developed to rub the Local Government of the benefit of appropriating its funds. These include that all state governments stage managed the election into the council to ensure that their party and their own handpicked candidates won the election so that leadership at the Local Governments are not responsive to the electorates but to the state governors. In addition, the introduction of Joint Allocation Account by the state government and having the Local Government operatives to forceful authored and signed letters in support of this arrangement remove the fear of litigation (Odo, 2003; ALGON, 1999). To reflect that Local Government operatives were participating in the process, they were requested to submit the list of projects intended for execution while the state government award the contracts. Added to this is the unrestrained demand for fund and over ambitious expectations the populace particularly the local political juggernauts by expecting the council official to meet their personal needs at the expense of developmental needs. Such situations constituted distractions for the Local Government administration in balancing the governor's demands and community's' expectation.

In effect, disproportionate fund were often released by the state government to meet the needs of Local Governments which often fell short to pay staff salaries and for efficient administrative management. Hence, the scenario of 1983/84 is repeating itself in 2014/2105 whereby salaries remained unpaid for upward of 5 to 10 months to Local Governent staff in most states of the federation necessitating a bail out from Buhari administration; Ovaga, (2009). Therefore, as observed by Chukwumeka et al, (2014), Ani et al (2013), Ezeani (2012), and Ugwu (2010), the financial resources directly available to Local Governments in Nigeria are grossly inadequate placed side by side the societal expectations and constitutionally assigned responsibilities.

Over reliance on federated fund or statutory allocation constitute a challenge to Local Government administration in Nigeria. Hardly could any LG in Nigeria function effective without receiving monthly allocation. The Fourth schedule of the 1999 constitution clearly stated the functions of Local Government and sources of revenue which are not effectively tapped to the advantage of the system. These include that the state government have taken over most of the juicy sources of internally generated revenue including large markets, naming of street, and tenement rate among others. In addition, the 10 per cent of the internally generated revenue of the state government were not often remitted to Local Government. All these factors to a large extent strangulated the Local Government form effective service delivery (Ibok, 2014 and Abada, 2007).

Corruption is a household word in Nigeria and it has become a hydra headed monster difficult to tame and endangered service delivery and democratic participation in Nigeria as votes were bought and sold. This explains why Ejike (2014), Kyenge, (2013: 70-76), Aluko (2006) and Aina (2007) located corruption as one of the greatest impediments of effective service delivery at the local government level.
Ottenberg in (Aina 2007) noted that:
Almost every council position, whether of elected council or appointed staff, has its salary and also its additional income through corruptive activities. Corruption and bribery fit into internal and external political conflicts in the council. In fact, they form a major political aspect of local government.

Corruption in Local Governments manifests as outright falsification of financial transaction, inflated contracts, existence of ghost workers, and connivance with states' apparatus that are supposed to perform oversight functions. Gone are the era of 10 per cent in contract award, the dangerous trend is outright payment for jobs not done. The greatest challenge in addressing corrupt practices in the Local Government by the state government is that the search light was not often beamed on identifying culprits but directed largely after political opponents immediately after a change of government to settle political scores. This does not remove the fact that such operatives might be actually corrupt but the effort was not to clean the whole system. Hence, the palliative selective justice could not wipe away institutional corruption in the Local Government system like in the higher levels of government in general. Corruption in effect breeds inefficiency, raises transaction cost and it has become infectious in Nigeria as the institutions like Independent and Corrupt Practices Commission (ICPC) and The Economic and Financial Crimes Commission (EFCC) have not recorded sufficient result in checkmating corrupt practices. Hence Akanbi (2004) in Aina (2007:427) argues that systemic corruption leads to poor governance, undermines institutions and hinders development which is central to the existence of Local Government. In addition, it erodes social values and lead to ethical decay as observed by Animashaun (2007) in Aina, (2007).

Over politicization of developmental programmes is another challenge in Local Government administration in Nigeria. The maxim that politics ends with election has not found a place in Nigeria's political system. In effect, allocation of projects often may not reflect the needs of the society but for political patronage. All over Nigeria, there had been over concentration of developmental projects in particular communities at the expense of others. Hence, communities with teaching hospitals will still have state hospitals, health centers particularly at the state capital and clinics constructed by the Local Government and none may be functioning effectively while rural communities without leaders with political clout will continue to suffer institutional neglect.

Over bloated personnel structure has to a large extent expanded the financial burden of the Local Government though it may be argued that creation of employment opportunities is an essential attributes of a good government. However, when such employees were not properly engaged, they turned out to be cogs in the wheel of progress. Though all states in Nigeria have Local Government Service Commission among other functions to streamline employment issues, most employments were politically motivated through donation of staff rather undergoing real engagement procedure. A study by the researcher in 2012 in Kwara State Local Government system revealed that there were twelve thousand employees in the system, while Ifelodun LG had a staff strength of 1,009 as at June, 2015 (LGSC, 2015). As at 2010, the staff strength of Okiti Pupa Local Government was 1201 with the population of 234,138, Ondo West had 1123 staff, a population of 288,868 and Akoko South East with staff strength of 1215 and a population of 82,443 (Ondo State Digest of Local Government Statistics, 2010). Such huge staff strength cannot but inimical to effective and efficient service delivery as higher percentage of resources often go for overhead expenditure. This could partly account for inability of staff to get the salaries and allowances paid regularly and for upward of 5 to 10 months in most states in Nigeria that necessitated Federal Government bailout in July, 2015. In such a situation, developmental projects would naturally be of secondary importance.

Recruitment, engagement and deployment of staff have largely become a political consideration rather than actual need for efficient service delivery in the Local Government system in Nigeria. The quality of staff could not but be negatively affected if the right mix of staff could not be engaged and deployed (Kyenge 2013). For instance in Kwara state since 2000, there had been increasing conversion of primary and secondary school teachers into top levels of personnel administration and appointed within one year of conversion as Director of personnel without undergoing examination meant for the cadre. The arrangement was favourable to the Chairmen because they were dealing with heads of administration without cognate experience and they could easily be pushed around.
For such converted staff to secure their positions, Civil Service Rules, Scheme of Service and Financial Instruction were of no importance in order to please the political heads that at the same time played on their ignorance. Unable to articulate a definite position on issues, the best contribution in communication is to minute on their subordinate

recommendations, "above for your approval". It needs be understood that there is nothing wrong in such conversion programme if the officer were allowed to acquire rudimentary knowledge in administration, sit and pass prerequisites examination before being appointed to head administrative system. However, political exigencies were considered too important than sustenance of the system. In effect, for civil servants to be relevant, it was more or less mandatory, no matter how efficient they were to identify with the winning party more than administratively required.

**The Relevance of Comparative Analysis to Overcoming Challenges Associated with Local Government Administration in Niger**ia

In his contribution to comparative study, Tocqueville (1985) noted that without comparisons to make, the mind does not know how to proceed. In effect, it helps us to develop explanations and test theories of the way in which system processes work and in which change occurs. This explains why Aristotle (1831) and Dahl (1995) adopted comparative approach in studying political systems and democracy. In effect, comparative studies enhances ability to describe and understand a system, helps in the development of general theory and so relevant for academic purposes and its practical utility. The paper therefore examine the administration of local government with a view of developing strategies to overcome the challenges inherent in Nigeria's Local Government system considering the structure, the layers, funding and the degree of autonomy in US., Britain, India and France.

The structure of Local Government in US is based on four types of leadership, namely the strong mayor, the weak mayor, the commission system and the council or city manager system. The American Local Government system like Britain, France and India operates a multi-tier system created to meet specific needs Youm, and Feiock, (2015). In Britain since 1974 the structure of the local authority Local Government (LG) consists of Non-Metropolitan County Council, Metropolitan County Council County Councils (Wales only), Non-Metropolitan County Districts, County Districts Councils (Wales only), and Parish Governments making the three tiers.

Department serves as the main unit of local government in France, multi-tier structure arranged in a descending order consisting of Cantons and Arrondissements and Communes. In 1990, the Nation Encyclopedia (2015) reported that only 235 communes out of 36,551 had more than 30,000 inhabitants; 84% of all communes had fewer than 1,500 inhabitants, and 43% had fewer than 300. However, as of 2002, France had 36,763 communes.

India operates a three-tier system referred to as Panchayati Raj. Locally they are called the Zila Parishad, the Panchayati Samitri (or Kshetra Samitri) and Panchayati respectively. The common element in all the three systems is that the political leadership are democratically elected, relatively autonomous and responsible to the electorate. In India,

the Panchayati Samitri (or Kshetra Samitri) has a population of 60000 to 3 million and and the lowest tier, the Panchayat is from 2,000 people and above.

Tocqueville (2000) lauds the American local government system for its democratic values, arguing that towns embodied "local-self-government." and regarded it as the foundation of all free republican government and the protection of the rights of minorities from all great political combinations. This explains why USA was referred to by Alderman (2012) in his comparative study of Local Governments referred to governmental system in "80,000 governments". It is essential to note that some counties or schools districts are with a population of 227 people. In some instances, "Home Rule" which simply means that local units are granted powers of self-government without interference from State Law is allowed. Therefore, Youm and Feiock, (2015) and Tocqueville (2000) lauds the American local government system as applicable to France and Britain for their democratic values as Councils are democratically constituted. The composition and size of each of the layers within the Local Government tiers is largely a function of their complexity.

The implication of this comparison on Nigeria Local Government system is that each of the layers in others system discussed was designed to be able to effectively provide services that are comparatively local in nature and based on their financial and human resources capabilities. Such is not the case in Nigeria as it operates a unified system irrespective of the size, scope and capability. The manageable population in a multilayer system also allows for grass root democratic development in that reputable and known individual that are with high integrity are elected to run the various tier of Local Government.

Furthermore, when a democratic governmental system contends with low population, inherent advantage such as neighborhood watch enhances human and national security, ensure smooth provision of service peculiar to the environment and enhances the capacity to collate records and statistics required for effective planning while at the same time facilitates the growth of democratic norms through participation in governance.

In Britain, Local Government is a creation of the parliament, while in the USA, the Tenth Amendment to the United States Constitution makes local government a matter of State rather than federal law, with special cases for territories and the District of Columbia. The relevance of Local Government in US leads to government and citizenry to believe that without Local Governments, government would have no vitality. Like in America, in India, the 73rd and the 74th Constitution Amendment Acts, 1992 made all the Local Government tiers to be State affairs and given such powers to enable them function on their own. There are 645,000 local governments in India, self-sufficient and self-enabled units (Encyclopedia of Nations 2012). Other provisions include a democratically constituted council, fixed five-year term and regular elections. A noticeable feature of Local Government in France , USA and Britain is that it serves as the bedrock of

democracy while those of Nigeria were only in theory. In effect, the mindset of the governors and political gladiators in Nigeria should be changed from seeing Local Governments as their personal property and make them to be truly democratic rather than through imposition of leaders. Local Government can only be democratic, efficient and accountable if votes count and the choice of citizenry to leadership position is allowed by over ambitious political leaders.

The sources of revenue in British Local Governments include council tax receipts, income from sales, fees and charges and capital receipts. In addition, National Audit Office (2014) reported that in 2013-14, the government gave local authorities £36.1 billion in funding as this exclude funding passed directly to schools and individuals. Furthermore, the central government fund local authorities through several grant types, which have varying conditions attached including Ringfenced grants, unringed fenced grants,. The National Audit Office (2014) also noted that the central government introduced reforms in 2010 by implementing policy that gave local authorities more autonomy over their funding, thereby allowing them allocate resources to meet local priorities while at the same time trying to reduce the reporting burden.

In America, residents pay taxes to support the governments at all levels consisting of property tax, sales tax and income tax from residents to support corresponding state and local government activities.

Nallathiga (2008) noted that the resource base of the urban local bodies in India consists of their own tax and non-tax revenues, grants as defined by the Central Finance Commission and the State Finance Commissions. The higher level governments also give grants and loans while market borrowing is allowed. The State Finance Commissions that must mandatorily set up exercises its influence on the tax field of the Local Government but state governments provide for the sources of their tax revenue, the methods of their mobilization in the statutes of their urban local bodies. However, there exist wide differences among the local bodies in their tax jurisdiction, the degree of control exercised by the state government in terms of the fixation of tax base, and tax rates and tax exemptions. General and specific grants are made to local government by the states multilateral agencies such as World Bank, Japan Exim Bank, Overseas Development Administration of the Government of UK (Article 280 of Indian Constitution).

Unlike in other system, Nigeria's funding of Local Governments provides a unique example of a direct statutory allocation from the federated account apart from other sources listed in the Fourth Schedule of the 1999 Constitution. In addition, State Government is by law expected to disburse 10 per cent of its internally generated revenue to the Local Governments within its jurisdiction. Also, the Local Governments are allowed to engage in business activities and to obtain loans among others. Sadly, with all these cheap sources of raising fund, little do they have to show in respect of meeting the

yearnings and aspirations of the citizenry as demonstrated under the challenges of Local Government administration in Nigeria. The Nigerian government need to appreciate that without responsible, accountable and efficient Local Government administration, it might a herculean task to achieve meaningful development.

## CONCLUSIONS AND RECOMMENDATIONS

The paper concludes that the challenges of local government being an enviable institution for democratic participation, an effective and efficient system for socio-economic development of the grass root and accountable among others are attitudinal and institutional. These challenges are not insurmountable given the sincerity of purpose on the part of the Federal and State government to genuinely allow the spirit of the 1999 Constitution to work by curbing overbearing attitude of the State government, minimize corruption and make the system accountable.

The paper therefore recommends that:

1. Successful decentralization entails Federal and State governments allowing the local government clear mandate as contained in the 1976 Local Government Reform and the spirit of 1999 constitution to be implemented to the letter without unnecessary intervention like is found USA India, US and Britain.

2. The immunity granted the governor in the Constitution has significantly been abused and the paper recommend a constitutional amendment to withdraw it. Governor should be made accountable while still in office and this may checkmate their excesses. The current arrangement while governors are prosecuted after leaving the office amounts to medicine after death as the damage had already been done and the judicial system is equally challenged.

3. The amendment of Section 7 is recommended by expunging Sub Section (6b), that is: The House of Assembly of a State shall make provisions for statutory allocation of public revenue to local Government within the state.

4. Other sub sections under which the state governor hide to divert the resources of the Local Government should be expunged while a provision with penalty be included in the constitution for diversion of Local Government fund and non-release of the10 per cent of State's internally generate revenue.

5. The paper further recommend that the Third Schedule, Part II, the establishment of State Independent Electoral Commission be expunged from the constitution and the functions be transferred to Independent National Electoral Commission (INEC) to make Local Government election to the council credible as found in the developed systems. This does not imply that INEC has evolved as a credible institution but it shall minimize governors' imposition of Local Government political operatives.

6. Other state governments should emulate Kaduna State governor that scrapped Joint Allocation Account by allowing Local Government to have direct access to their statutory allocation. In addition, the state governments should hand off from constitutional internally revenue sources of Local Governments as practiced in US, Britain and France

7. The oversight function of the State Assemblies, Office of the Auditor General of Local Government among others should be strengthened to checkmate corrupt practice rather colluding with the operatives of Local Government to perpetuate corruption. Such arrangement might be view as a form of intervention but it is required to ensure compliance with Financial Instructions.

8. Institutional mechanisms to punish corrupt public officials should be strengthened rather than the current arrangement of plea bargaining leaving corrupt to thrive.
9. Finally, through constitutional amendment process, multi-tier Local Government system should be adopted by accommodating district and Community Development Association CDA to make the idea of decentralization truly workable.

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# PERFORMANCE APPRAISAL SYSTEM: ITS IMPLICATION TO EMPLOYEE PERFORMANCE

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***Abstract***
*Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. It is utilized to track individual contribution and performance against organizational goals and to identify individual strengths and opportunities for future improvements and assessed whether organizational goals are achieved or serves as basis for the company's future planning and development .This study examined the status of the performance appraisal system of Nass Construction Company and its implication to employees performance. The respondents of this study were tenured employees. The purposive sampling technique was used in the selection of respondents. Quantitative and qualitative method of research was utilized in the gathering of data. Interviews, focus group discussion and survey questionnaires were the main instrument used in this study. The result of the study showed that the performance appraisal system of the company are in place, aligned with the vision and mission of the institution , and is accurate in terms of content and purpose. On the other hand, the results reflected that the performance appraisal system of the company has brought about both positive and negative impact on the employees performance. Further, the respondents identified some major gaps in the implementation of the company's appraisal system: no appropriate rewards are given to best employees, appraisal system was not fully explained to employees, no feedback of results and employees do not participate in the formulation of evaluation tools. It is recommended that the company should revisit and redesign its appraisal system that aligns to its vision and mission towards the attainment of its organizational goals.*

**KEYWORDS:** Company Performance, Employee Efficiency, Employee Motivation, Employee Reward System,

## 1. INTRODUCTION

The success of any organization depends on the quality and characteristics of its employees**.** The employees become a significant factor in any organization since they are the heart of the company. Organizations simply cannot achieve their goals and objectives without them. However, it is a fact that any employee for that matter needs something to induce him or to look forward to so that he is motivated to work at the best interest of the company.. This indeed was indicative of the more strategic approach to Human Resource Management (HRM) policies which sought to connect the aims of the organization to the performance of the individual. The organization‟s key aims, goals and objectives become an embedded part of the process in the performance management and communicated through the performance appraisal process. (Marchington and Wilkinson, 2005) Baron et al (2005) defend the performance appraisal is "a more limited approach which involves managers making top-down assessment and rating the performance of their subordinates at an annual performance appraisal meeting" .Likewise, Chapman (2009) said that Important

changes relating to age discrimination in UK employment law became effective in October 2006, with implications for all types of appraisals and job performance and suitability assessment. Ensure training and materials for appraisals reflect current employment law. It's helpful to understand these recent laws also if you (young or old) are being appraised. The UK (consistent with Europe) Employment Equality (Age) Regulations 2006, effective from 1st October 2006, make it unlawful to discriminate against anyone on the grounds of age. This has several implications for performance appraisals, documents used, and the training of people who conduct staff appraisals.
Armstrong (2006) describe the role of the performance appraisal as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges .Better use of technology skills and attributes (Szilagy &Wallace 1990) in addition will develop both organizational and individual capabilities and reach agreement on areas where performance needs on the effectiveness of its employee generating information which influences many of the organizations decision.

Annual performance appraisals enable management gauge and monitor whether institutional standards, expectations and objectives, and delegation of responsibilities and tasks are achieved. Staff performance appraisals also establish individual training needs and enable organization to identify training needs analysis and planning.

Normally, performance appraisal has been restricted to a feedback process between employees and supervisors. However, with the increased focus on teamwork, employee development, and customer service, the emphasis has shifted to employee feedback from the full circle of sources depicted in the multiple-input approach to performance feedback is sometimes called "360-degree assessment"
(McLean, VA, U.S., 1997)

Organizations usually have annual performance reviews with the supervisor providing comments on employee's performance. However, leading Indian companies are adopting a very progressive approach to performance management by adopting a 360-degree approach or management by objectives (MBO). Wise (2005) also said that performance appraisal system helps an employee discover his strengths and weaknesses and would help him in decision making about his career choices.
Performance appraisal is one element of the performance management process which involves different measurements throughout the organizations but it is the element which is important if organization is to take advantage of their most important asset employees and gain human capital advantage. There are other processes within the organizations such as technology and design but it is the human factor which is the most difficult to replicate and therefore the most valuable (Armstrong & Baron 2005) strategy implementation and delivery of the organizational strategic target is the best accomplished through high performance people (Michlitsch 2000) and it is the development of these people which performance appraisal seek to advance. This is not the only identified purpose for performance appraisal.

Ideal of the performance appraisal approach is that the desired outcome effectively enable the employee to meet their own performance targets to the organization meet their own performance targets through motivated self-learning, also that they understand that this helps the organization meet and indeed exceed their strategic targets by linking individual

performance targets to the overall strategic target of the organization. Performance management process in which it was discovered that 65% of the organization surveyed used individual annual performance appraisal and 27 % twice yearly as highlighted by (CIPD survey, 2005).

The institutions need to evaluate programs performance to achieve justice and equality among employees/ personnel / staff .In order to raise the enthusiasm and competition among employees and to uncover the talent for the future. (Mohamed Ahmed, 2007) The process of measuring and evaluating the performance of important processes carried out by human resources management, through the measurement and evaluation to enable the Organization to judge the accuracy of the programs and policies adopted, whether policies to attract and selection and appointment, or programs and policies for training, development and follow-up their human resources. (A. Wael Mohamed Jibril, 2009) The impact of the TQM (total quality management) principles to the process of evaluating the performance of workers: Total quality management aims to achieve customer satisfaction and therefore their degree of satisfaction can be judged is the standard by which the level of performance from this perspective appeared in multi-resident agencies, because clients are all employees, officials, and overseas customers and suppliers. Working together as a team leads to the assessment of individuals collectively, and not individually as it was in the traditional way. The system of performance appraisal in accordance with total quality management as the most effective and objective and fairer system of performance appraisal traditional, who had focused on a set of attributes, criteria that intangible, including the resident is a person tends to attribute more than others, the assessment will be biased and does not give accurate results. (Mohamed Ahmed, 2007)
Some suggestions for an effective performance management: It should focus on the question "How they can meet both individual and organizational purposes?"

They should be guided by a philosophy that values both the employee and performance appraisals: Such programs should include regular appraisals of the manager by subordinates, and be reviewed by the manager's superior. Performance management systems should also pay more attention to team's performance so as to be more effective. Involvement of suppliers and customers to provide feedback on the employee's performance can also be considered as criteria for measuring the worth of the employee. (Abdulrahman Al-Sultan HR Manager Matager Company Saudi Arabia, 2007)

Many organizations have adopted the Performance Appraisal Process as one of the main methods used for teachers' development, hence, business performance improvement. A direct outcome of that massive adoption was the recognition and understanding of the dependency between accuracy, effectiveness, quality of the Performance Appraisal Process and organizational human resource development.
Performance appraisal is very important within an organization that will help to evaluate the staff according to their tasks in order to ensure they conduct their job at a required standard which will effect on the compensation. In addition, it's significant to identify their skills, performance and to know there weakness and how to improve it within the department target. The appraisal system should be up-to- date with the improvement of the company and to satisfy the company goals. In the appraisal system, mangers are conducting employee evaluation according to their work then forward to HR department to collect the performance rating and to decide the compensation package. Every organization

may be it educational or non-educational has their own strategy on how to evaluate if their vision and mission is achieved or not. Likewise, annual evaluation is being conducted to evaluate employees‟ performance so that continuous improvements must be effected in order to meet the demands of the changing environment.

## OBJECTIVES OF THE STUDY

This study aimed to assess the performance appraisal system and its effect on the performance of employees of Nass Construction Company. Specifically, the study attempted to determine the following:

2.1 Status of the performance appraisal system of the in terms of: reliability and validity, quality and effectiveness.

2.2 The impact of the performance appraisal system towards the performance of the respondents in terms of: commitment, skills and responsibilities.

2.3 Gaps in the implementation of the appraisal system of the company.

2.4 Recommendations proposed by the respondents to improve the appraisal system of the company.

## 3. RESEARCH METHOD

This study is a qualitative and quantitative research which aimed to assess the status and impact of the Performance appraisal system on employees. The purposive sampling technique was utilized in the selection of 55 respondents. Focused group discussion was conducted to triangulate the result of the survey. The survey consisted of three parts: Part1 focused on the assessment of the status of the performance appraisal system in terms of reliability and validity, quality and effectiveness of the
tool..

Part II dealt on the impact of the appraisal tool on the respondents‟ performance. The third part focused on the problems that the respondents encountered in the implementation of the appraisal system.

### 3.1Statistical Treatment of Data

The data gathered were coded, organized, and processed using the Statistical Package for the Social Sciences (SPSS). The Weighted Mean and Composite Mean were used for the assessment of the respondents in the status and the impact of the performance appraisal system of the universities upon the employee’s performance. Percentage was utilized to identify the major gaps that the respondents encountered in the implementation of the performance appraisal system.

## 4.1 RESULTS AND DISCUSSION

### 4.1.1 Reliability and validity of the appraisal system

It is noted that performance appraisal system should bring a positive experience and contribute to the overall welfare of the organization. If done properly, it is a very effective tool to improve performance and productivity and for developing employees.

As gleaned from the table, the respondents affirmed that the performance appraisal system is aligned with the vision and mission of the institution (4.50), and the appraisal system is accurate in terms of content and purpose (3.95). However, the respondents moderately agreed that the performance appraisal system is relevant and reliable (3.45), the result of

the evaluation are not openly explained and discussed to the employee concerned (3.28) and conducts of evaluation are not honestly and fairly done (3.15).
Results of the study imply that the performance appraisal system of the company needs further review and revision so as to serve the main purpose of the evaluation. This is evidenced by the respondents claimed that the appraisal system is not reliable and valid and not honestly and fairly done. Armstrong (2006) stressed that appraisal system should clearly defined performance standards and regular discussion of performance and development of action plans as consequence of the appraisal should be done.

### 4.1.2 Quality of the Performance Appraisal

No evaluation system will achieve its objectives unless there is some consequences to the evaluation. It is of no value, just a waste of effort, time and money. It should serve as a standard to plan promotions, empowerment, salary revisions and training and development. The success of every appraisal system depends on the key results of such tool. Good result is impossible without giving importance to employee value.
Evaluation without appropriate action and results is useless it will only create more problems in the organization.

**TABLE 4.1**

Respondents Perception on the Status of the Performance Appraisal System

| On Reliability and validity | Mean | Interpretation |
|---|---|---|
| The result of the evaluation are openly explained and discussed to the employee concerned. | 3.28 | Moderately agree |
| The performance appraisal system is aligned with the vision and mission of the institution | 4.50 | Agree |
| The appraisal system is accurate in terms of content and purpose. | 3.95 | Agree |
| Conducts of evaluation are honestly and fairly done. | 3.15 | Moderately agree |
| The performance appraisal system relevant and reliable | 3.45 | Moderately Agree |
| On Quality | | |
| The objective of the appraisal tool is appropriate to the needs of the staffs and faculty. | 3.83 | Agree |
| The performance appraisal system is designed to motivate employees. | 3.18 | Moderately agree |
| The performance appraisal of the company is fair and objective. | •3.50 | Moderately Agree |
| The performance appraisal system recognizes employee achievement and performance objectively. | 3.78 | Agree |
| On Effectiveness | | |
| Those who got the highest rank are given appropriate rewards. | 3.12 | Moderately agree |
| The appraisal system of the company is motivating to the employees | 3.28 | Moderately agree |
| The employees are satisfied with the way they are being evaluated and ranked | 3.19 | Moderately agree |
| The appraisal system is effective in encouraging employees to work hard. | 3.27 | Moderately Agree |
| Employees take part in the formulation of the performance appraisal system. | 3.18 | Moderately agree |
| Overall Mean | | |

Employee will always look forward to finishing a job with enthusiasm if they are given appropriate recognition or reward for doing a good job. People will be more creative and willing to extend a mile of their time and will always work at their best.

The findings of the study reflects that the objective of the appraisal tool is appropriate to the needs of the staffs and faculty (3.83) and the appraisal system is effective in encouraging teachers to work hard (3.78). However, the respondents disclosed that the appraisal of the company is not designed to motivate them as reflected in their responses (3.18). This indicates that the quality of the performance appraisal system of the company needs to be redesign that is appropriate and align to the vision and mission of the company.

### 4.1.3 Effectiveness of the Appraisal System

The effectiveness of any endeavor depends on how it is correctly done and implemented to serve the highest value of the organization as a whole. Perhaps the most crucial element of an effective performance appraisal system is employee development. While it is a fact that the appraisal system identifies the weakness of an employee, the employee development part of the overall performance appraisal system is utilized to identify the best way to bring improvement to success.

As reflected in the table, the respondent moderately agrees that the appraisal system of the company is motivating to the employees (3.28) and is effective in encouraging employees to work hard (3.27). Results showed that the employees who got the highest rank are not given any reward (3.12) that is why the employees are not satisfied with the way they are being evaluated and ranked (3.19) and employees don't take part in the formulation of the appraisal system.

The results imply that the employees are not convinced and happy about the implementation of the appraisal system of the company. It was clear that the appraisal system is not motivating hence not effective. It is indicative that the company should revisit and redesign its performance appraisal policies and strategies in order to bring positive change in the organization. The company should realize that employee input is a vital element of an effective performance appraisal system. It is imperative to include the employees in the performance management process to ensure that the employees feel a sense of engagement in the process.

## 4.2 Impact of the Performance Appraisal System to the Respondent's Performance

### 4.2.1Employees Commitment:

Committed employees feel a certain bond with the organisation, which, in the positive form, makes them more willing to perform. Is happiness the only way to determine whether or not an employee is committed to the company or job? In reality, there are numerous factors that influence how committed employees are to a company or organization. It has been confirmed that the more autonomy and responsibility that a job has, the less monotonous and dull that job also is and the more likely the worker is to enjoy and feel fulfilled by the work. Those individuals who feel

motivated, challenged and satisfied in their jobs are much more likely to be committed to a given work environment, company or organization.

Results showed that performance appraisal system of the company strongly affected the commitment of the respondents both positive and negative. Their loyalty is strongly affected (4.68) hence their initiative in doing their work (4.65). It follows that efficiency and effectiveness of the respondents are strongly affected (4.58) as they claimed that their motivation in doing their work are affected (4.43).
Employee's responses would reflect that its either they are willing to give an extra time in doing their job in the positive side or they are not willing to extend their time beyond their paid hours (4.50) since they are not given appropriate rewards in doing so.

**TABLE 4.2**

**Impact of the Performance Appraisal as Perceived by the Respondents**

| ON COMMITMENT | Mean | Interpretation |
|---|---|---|
| My enthusiasm in performing my job | 4.51 | Strongly Affected |
| My efficiency and effectiveness. | 4.58 | Strongly Affected |
| My initiative in doing my work | 4.65 | Strongly Affected |
| My attitude towards assigned task | 4.55 | Strongly affected |
| My punctuality and attendance | 4.46 | Strongly Affected |
| My attitude towards doing my work beyond my time | 4.50 | Affected |
| My loyalty to the company | 4.68 | Strongly affected |
| My motivation in doing my work | 4.43 | Strongly affected |
| ON SKILLS | | |
| My interpersonal relationship | 3.82 | Affected |
| My productivity and output | 4.51 | Strongly affected |
| My knowledge and understanding of my task | 4.58 | Strongly Affected |
| My expertise | 3.65 | Affected |
| My work skills | 3.43 | Moderately affected |
| My initiative in pursuing higher education | 4.51 | Strongly affected |
| My leadership skills | 4.51 | Strongly affected |
| My technical skills | 4.58 | Strongly affected |
| Overall Mean | | Strongly Affected |

The result of the study implies that the company needs to enhance its appraisal system most especially on the aspect of implementation. Since human resource plays the greater part in the success of the company, management should implement combination of incentives to enable employees work at the best interest of the company. In this way,

good performance should be rewarded and poor performance should be discouraged It should be realized that the main aim of any performance appraisal system is to improve staff performance and increase service quality. Initially, the focus of performance appraisal system was on the setting of objective and on the evaluation of results against goals. Nowadays, modern management realized that performance appraisal must embrace how people get things done as well as what gets done (input and output) (Armstrong and Baron 1998). This tends to change the focus of performance appraisal system completely, allowing it to implement a greater developmental dimension. Modern performance management recognizes that performance is a result of a combination of factors: systems, protocols, resources and human resource (Edmonstone 1996).

### 4.2.2 Employees Skills

In any organization, Employers hire new employees for specific skills and qualities in new workers in the hope of creating or maintaining an efficient, professional and productive workplace. Some of the most important employee skills in the office or workplace are often rooted in how people work and communicate with one another and how research and planning is done.

As revealed in the findings, the respondents‟ technical skills and their knowledge and understanding of their task are strongly affected (4.58), it also indicated that the employee leadership skills, productivity and output and their initiative in pursuing higher education are strongly affected (4.51). On the other hand, it reflected that the employees work skills (3.43) and expertise (3.65) are moderately affected. The results imply that the employees seem to be lack in expertise that might have been attributed to insufficient trainings relative to their tasks assignments. The result of the study is supported by the findings of Martineau (1999) who stated that the staff perceived that the greatest asset of performance management was its ability to highlight and act on staff development needs.

Armstrong and Baron (2008) commented that nowadays most performance management systems had shifted emphasis towards continuous staff development and self-evaluation. Based on the result of the study, it is can be seen that while performance management can be a way to reward good performers, it is also vital that employee development is given emphasis. Employee training and development plays a major factor to enable both employee and managers identify and act on employee development needs. This way employees knowledge and skills will be enhance and develop which is geared towards employee efficiency and excellent performance (5).

It is a fact that there is no perfect organization and the same way there is no perfect policy. There are always flaws that need to be change or enhance. There are always problems that are embedded in any system. However, identified problems might turn to be the strengths or opportunities of any company.

Majority of the respondents perceived major flaws in the implementation of the appraisal system of the company. As seen in the table, ninety eight (98) percent of the total respondents claimed that the appraisal system is not effective therefore the result of the evaluation is not reliable and valid, not relevant and accurate (92%). Eighty eight (88) percent claimed that results are discussed and explained to the employee concern

which means that evaluation results are not discussed to all employee concern. Only eighty five (85) percent agree that performance standards are clearly explained. It was also shown that the current appraisal system of the company have no appropriate action.

**TABLE 4.3: Problems in the Implementation of Performance Appraisal System as Perceived by the Respondents**

| Indicator | Rank | Percentage |
|---|---|---|
| The current appraisal does rate the extra work of the employee | 6 | 78 |
| The result of the evaluation is not reliable and valid | 2 | 92 |
| Result of the evaluation are discussed and explained to the employee concern. | 3 | 88 |
| Employees arc involved in the formulation of tool evaluation. | 4 | 85 |
| The appraisal system of the company is not relevant | 2 | 92 |
| The criteria of the appraisal system is not accurate | 2 | 92 |
| Reward system of the company is in place | 5 | 80 |
| The performance appraisal system is not effective | 1 | 98 |
| Employees are rated according to the nature of their job and responsibilities | 5 | 80 |
| The performance standards are clearly explained to the employees | 4 | 85 |

**Suggestions from the Survey**

The following are the recommendations from the survey

- Proper feedbacks should be done with proper documentation.
- Employees should be involved in the formulation of appraisal tool.
- Give appropriate rewards to employees who have shown an exemplary performance.
- Employees should be evaluated on the basis of the requirements of their job, their duties and responsibilities
- The assessment tool should measure the diversity function of the employees.
- Appraisal system must have a clear sense of direction.
- The evaluation of employees must have fair and respectful treatment.
- Provision of corrective mechanism is vital.

## 5. The researcher's insight on the survey suggestions:

The result of the study suggests that the company under study should revisit the criteria set forth in their current appraisal system in order to address the gaps that were identified by the employees. Effective reward system is strongly recommended in order to motivate the employees to work in the best interest of the students and the institution as a whole. The

result of the study implies that improvements of the appraisal system of is needed company by giving motivational benefits to employees who have exhibited an exemplified performance in their work. Proper feedback should also be done to concerned employees so that they will be aware of their strengths and weaknesses for their improvements

An appraisal system should have a clear sense of direction, honest and meaningful feedback. There should be immediate and honest reinforcement and it should give an opportunity for employees to participate in setting the goals and standards for performance. The aim of every appraisal system must be to allow for continuous communication between management and teachers about job performance and should be geared for the total improvement of the organization as a whole. It is important that the appraisal system be consistent and that appraisal results be assessed, analyzed and reviewed to classify competencies and development needs across all departments.

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