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University-Industry Knowledge Transfer: Channels of Sport Research Interaction

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Abstract
The reputation of academic programs is increasingly defined in terms of both the generation of high-quality research and the success in transferring scientific findings into commercial development. However, there is a
lack of empirical evidence on the particular channels of research interaction between sport academia and sport companies. The purpose of this study was to assess, for the first time, the degree to which different channels of research interaction could be used to inform the research involvement levels of sport organizations with sport academia. Information was gathered from 292 sport managers working for United States sport companies. The results provide evidence that sport managers who collaborated with sport management academia are more concerned with working on joint research projects with sport management scholars and departments than with academic engagement in patenting and licenses, or involvement in networking, scholars' mobility, and publication research channels.
Keywords: intellectual property, joint projects, sport industry, sport academia, research collaboration

1. Introduction

1.1 The Problem

It is broadly recognized that universities and industries are converging toward a hybrid arrangement where the differences between scholarly and commercial rationales are becoming indistinct (e.g., Levy, Roux, & Wolff, 2009). However, a limited number of firms utilize universities as a supplier of information and knowledge (Laursen & Salter, 2004; Welsh, Glenna, Lacy, & Biscotti, 2008). Furthermore, the tendency to collaborate in research with universities differs across industries (Laursen & Salter, 2004; Levy et al., 2009).

According to Plunkett Research (2015), the estimated size of the entire United States (U.S.) sports industry in 2016 was predicted to be $498.4 billion, making it one of the top ten largest industries in the U.S. Despite the size of the sports industry, there is little grant money available for sport management research (Costa, 2005; Mahony, 2008; Stotlar, 2002). Concurrently, sport management academia (i.e., a field concerned with the coordination of the production and marketing of sport services [Chelladurai, 2009]) attempts to understand the role of sports as a societal institution and its potential functions to various sectors of the society (Chalip, 2006; Zhang, 2015). In light of these developments, a number of scholars and professional organizations have promoted collaboration between sport management academics and the sport industry (e.g., Bowers, Green, & Seifried, 2014; Chelladurai, 1992; Costa, 2005; European Association for Sport Management [EASM], 2012; Inglis, 2007; Irwin & Ryan, 2013; North American Society for Sport Management [NASSM], 2013; Sport Management Association of Australia and New Zealand [SMAANZ], 2009; Weese, 1995).

Although much has been said of the growing interest for research collaborations among sport management academia and industry, there are few, if any, studies that have examined channels of research interaction (i.e., various scholarly interactions between firms and academia) through which the sport industry communicates with academia. Research from other academic fields suggests that firms draw benefits from universities via rich and varied channels of interaction (Cohen, Nelson, & Walsh, 2002): From inter-organizational relationships (e.g., joint research or contract research), to face-to-face and short-term interactions (e.g., sport conferences and networking), and to spin-off companies and intellectual property transfer (I.P.; i.e., creations of the mind, such as inventions), including patenting and licensing (D'Este & Patel, 2007). In addition, almost all U.S. universities maintain technology transfer offices to facilitate the commercialization of research, and channels of

research interaction such as patents and licenses based on academic discoveries had a 187 billion dollars impact on U.S. gross domestic product alone during the 1997 - 2007 period (Etzkowitz, 2008).

Based on a lack of empirical research that addresses the research gap between sport industry and sport management academia, this study sought to assess, for the first time, the degree to which different channels of research interaction could be used to inform the research involvement levels of U.S. sport organizations with

sport academia (i.e. research collaborations with sport management academia, research collaborations with academia other than sport management academia, and no research collaborations with academia).

1.2 Defining Key Concepts

To avoid possible confusion, concepts that are central to the perspective developed in this article are defined in this section. These concepts are I.P., patenting, licensing, joint research projects, sustained competitive advantage, and resources.

I.P. embodies unique work reflecting someone's creativity (e.g., inventions, literary and artistic works, designs; U.S. Department of State, n.d.). *Patenting*, a form of I.P., is a limited monopoly whereby the patent holder is granted the exclusive right to make, use, and sell the patented innovation for a limited period of time in the U.S.

and its territories (U.S. Department of State, n.d.). *Licensing* is the granting of permission to use I.P. rights, such as trademarks, patents, or technology, under defined conditions (U.S. Department of State, n.d.). *Joint research projects* involve formal research agreements under which original research is conducted in industry – university collaborations (D'Este & Patel, 2007). *Sustained competitive advantage* is a strategy implementation that cannot be duplicated by a company's current or potential competitors (Barney, 1991). *Resources* include all assets, capabilities, information, knowledge, etc. controlled by a firm that enables the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney, 1991).

2. Literature Review

2.1 Industry-Academia Research Collaboration

Over the past decades, universities have developed as economic actors in their own right, which has been important in determining the nature of the collaboration between universities and firms

(Bruneel, D'Este, & Salter, 2010). Collaboration here is defined as an intentional, inter-organizational relationship created to benefit
partners and, ultimately, the stakeholders that these partners serve (Bailey & Koney, 2000). Various professional, economic, social, and political factors encourage industry-academia research collaboration. According to the resource-based view, which contends that the possession of strategic resources provides an organization with a golden opportunity to develop sustainable competitive advantages over its rivals, research collaboration allows for the exchange of new and complementary knowledge and skills that cannot be transmitted through market-based transactions (Barney, 1991). In the transaction cost theory, which supposes that companies try to
minimize the costs of exchanging resources with the environment, collaboration helps reduce opportunism and the risk for the transaction (Williamson, 1975). Importantly, these two theories are not mutually exclusive; they are to some extent complementary (Tsang, 2000; Wang, 2007). Research suggests that the most effective way to create research collaborations is by increasing complementary resources and by reducing transaction costs (e.g., Brouthers & Hennart, 2007; Ou, Varriale, & Tsui, 2012). Therefore, the transaction cost theory (Williamson, 1975) and the resource-based view (Barney, 1991) can inform industry-academia research collaboration.
To further aid industry-academia research collaborations, policy-makers employed laws that provided commercialization incentives to universities by conferring them ownership of I.P. arising from their research.
Examples include the Bayh-Dole Act in the U.S. and similar laws in other countries (Valentin & Jensen, 2007).
The U.S. model was institutionalized in 1980 by an amendment to the Patent and Trademark Law, the Bayh-Dole Act, through which the U.S. Congress turned over to universities intangible I.P. arising from federally-supported academic research. The Bayh-Dole Act took into account the need to incentivize all participants to
simultaneously advance commercialization and maximize access to knowledge created with government funds (Etzkowitz, 2008). Some other factors which support research collaborations between the industry and academia are the increased value of (science-based) knowledge and information, the increased costs of scientific

equipment, and the insufficient government funding (Rahm, Kirkland, & Bozeman, 2000). Academic researchers also suggested as research collaboration factors diminish costs of travel and of communication, accompanied by growing availability and easy access, and the growing importance of interdisciplinary fields, that the most significant scientific advances come about due to the integration or 'fusion' of previously separate fields (Katz & Martin, 1997).

Sport academia highlighted the importance of interdisciplinary research, and disapproved the silo-mentality that can be present in the sport management academic field (Chalip, 2006; Costa, 2005; Doherty, 2012; Mahony,

2008). One of the potential problems between industry-university research collaborations is that the two groups can have diverging agendas and differing priorities regarding the dissemination of research findings (e.g., Welsh et al., 2008). These potential problems can also be related with sport management academia. To exemplify, sport scholars are worried that the academic dialogue among them maintains the distinction between theory and practice (Costa, 2005; Irwin & Ryan, 2013), and that the sport management theory building may not be useful to sport managers (Chalip, 2006; Fink, 2013; Newman, 2014). However, it seems that U.S. sport companies and their sport managers do not have a trust or a research relevance issue, but more of a transactional issue when collaborating with sport management academia (Zaharia & Kaburakis, 2016). Therefore, finding the right

research publications or locating the appropriate sport scholars inside a university, or knowing the costs (i.e., time or money costs) related to cooperating with sport management academia, are important transactional contributors in bridging the research collaboration gap between the sport management academia and the sport

industry (Zaharia & Kaburakis, 2016). Nevertheless, despite the sport research progress on explaining research barriers, a gap still exists in the understanding of industry-university channels of research interaction (Chalip, 2006; Costa, 2005; Irwin & Ryan, 2013; Parks, 1992; Welty Peachey & Cohen, 2016).

2.2 Channels to Industry-Academia Research Collaboration

Collaboration is characterized by two distinct elements: stage and integration. The stage of the collaboration process assumes that partner groups will pass through predictable stages prior to effective collaboration and performance (i.e., assemble, order, perform, and transform; Bailey & Koney, 2000). Regarding collaboration's

integration, there are several levels of integration occurring among organizations, such as affiliations, federations, associations, coalitions, consortia, networks, I.P. collaborations, joint ventures, joint publications, mergers, consolidations, and acquisitions (Bailey & Koney, 2000). The integration stage in collaboration is in accordance with what this manuscript conveys by the denotation of channels of interaction. Moreover, there are substantial synergies among these channels of academia-industry interaction: while casual face-to-face and short-term interactions may not require a formalized-contractual relationship, they are crucial to improving the effectiveness of formal, long-term research agreements (Kogut, 2000). Therefore, engagement in a wider range of interaction channels with universities may enable the convergence of attitudes between the two parties in the exchange,
helping to overcome misalignments due to distinct institutional norms (Cassiman, Guardo, & Valentini, 2010; Schartinger, Rammer, Fischer, & Frohlich, 2002).

One channel of industry-academia research interaction is the I.P. channel via patent ownership agreements and via income streams from licenses and royalties which bring billions of dollars per year to the U.S. economy (Etzkowitz, 2008). The resource-based theory explains I.P. channels as an exchange of two resources between firms. These two resources are proprietary resources (i.e., patents, licenses, etc.) and financial resources (i.e., monetary compensation; Yasuda & Iijima, 2004). I.P. channels are formed if firms, with their financial resources available, need proprietary resources owned by partners (e.g., universities), while the partners prefer to receive financial compensation in exchange for their proprietary resources (Yasuda, 2005). On the other hand, the transaction cost theory explains that firms enter into the I.P. arrangement if monetary compensation for the
patents/licenses is lower than the cost incurred developing their own patents/licenses. If firms develop certain patents on their own, it requires investing in costs such as materials, facilities, researchers, and administration. If the sum of such investments required for their own developments exceeds the compensation required for patents, the latter is chosen by firms as the cost-minimizing approach (Yasuda, 2005).

University-industry links embrace a much broader spectrum of activities than just I.P. To exemplify, industry groups have recognized the value of engaging in partnerships with academic institutions via joint research projects. Likewise, the resource-based view suggests that the success of joint ventures depends on the creation or

acquisition of complementary resources that are valuable, rare, non-tradable, and difficult to imitate and substitute (Barney, 1991; Das & Teng, 2000). In addition, Peng (2001) focused on the aspect of organizational learning from the resource-based view and showed that learning from partners represents a primary motivation
for firms to enter into joint collaborations. On the other hand, based on the perspective of transaction cost theory, joint projects will be preferred when the transaction costs associated with an exchange are intermediate and not high enough to justify vertical integration (i.e., when a company expands its business into areas that are at different points on the same production path, such as when a manufacturer owns its supplier and/or distributor; Das & Teng, 2000).
Further, universities supply knowledge to the industry through publications and through human resources mobility and training programs by means of graduates and staff that bring tacit information with them to their new jobs (i.e., delivering strategic resources according to the resource-based view; De Fuentes & Dutrénit, 2012; Etzkowitz, 2008). The transaction cost theory suggests that academic publications and university graduates will be preferred when the transaction cost for companies will be lower than in-house publications/promotions. Sá and Litwin (2011) reviewed the policy mix to foster university-academia collaboration and found that these programs provide incentives for interaction by increasing the networking between the two players (e.g., conferences, workshops, alumni organizations, professional organizations, etc.).
Similarly, the resource-based
view indicates that the fundamental motivation is the need for additional resources that cannot be purchased via market transactions but are available from scholars met at conferences, workshops, etc. In comparison, the transaction cost theory implies that firms need to economize transaction costs through the use of scholars met at conferences, workshops, etc. (Bekkers & Bodas-Freitas, 2008). To reiterate, the most effective way to create means for research interactions is by increasing complementary resources and by reducing transaction costs (e.g., Brouthers & Hennart, 2007; Ou, Varriale, & Tsui, 2012). Thus, both these theories can be used when explaining the choice of channels of research interaction between industry and academia.
Sport scholars have also suggested potential channels of research interaction to bridge the gap with the sport industry. Sport academics focused for example on action research, a form of investigation undertaken by scholars and then used by practitioners in decision-making (Gerrard, 2015; Inglis, 2007), or on having a joint sport management database that can be used by the

industry (Mahony, 2008; Zeigler, 2007). Some other possible avenues of channels of research interaction can be publishing in trade journals (Stotlar & Braa, 2012; Sutton, 2012), or the creation of a non-profit association via the major sport companies to address research issues (King, 2013). As noted by Chelladurai (2009), the establishment of professional associations is an indication of the maturity of a profession. It represents the coming together of collective ideas from both practitioners and
scholars to generate guidelines of self-regulation for those in the profession.

Parks (1992), and Irwin and Ryan (2013) proposed that professors could implement a merger of theory and practice through the scholarship of application by sending their students into the field of sport management equipped with the most recent knowledge and expertise, and serving as consultants to various segments of the
sport industry. Faculty who actively engage in consulting with sport organizations believe that those activities keep them grounded and provide real-life examples to enhance both teaching and learning (Stotlar & Braa, 2012).

Sport academic researchers also suggested working for U.S. sport organizations during a faculty sabbatical (Sutton, 2012). Other answers proposed by sport scholars about the collaboration problem include establishing a practically-oriented sport management journal (Cuneen & Parks, 1997; Weese, 1995), and attending and presenting papers at the sport industry's professional meetings where scholars and practitioners gather to disseminate the best thinking in both theory and practice (Cuneen & Parks, 1997; Sutton, 2012).

As different industries have different knowledge bases and innovation patterns (e.g. Asheim & Coenen, 2005), they also employ different channels of interacting in research with academia. However, there is a lack of empirical evidence on the particular channels of research interaction used by sport organizations in their
collaboration with academia.

3. Method

3.1 Participants and Data Collection

Survey data were collected in the form of web-based questionnaires. The survey link was disseminated to people who held a managerial position in the U.S. sport industry, as past research recognized that real users and developers of knowledge in the industry are better positioned to answer questions about industry-academia

research collaboration (Bekkers & Bodas Freitas, 2010; Cohen et al., 2002). A message containing a link to a web-based survey was distributed via email to the surveyed subjects. In the message and in the survey, individuals were asked whether they were making managerial decisions in their organizations, as past research clearly states that all managers are decision-makers (i.e., persons who apply knowledge resulting in the selection of a belief or a course of action among several alternative possibilities; Pugh & Hickson, 2007; Vroom, 1973).

The sample consisted of 18,206 email addresses and was randomly selected from two different online sport databases, Team Marketing Report FactBook and Street & Smith's Sports Business Resource Guide. One of the databases consisted of more than 70,000 North American sport executives ("SportsBusiness Journal," n.d., para.2), and the other contained more than 4,200 contacts of key sport decision makers in the U.S. ("Team Marketing Report," n.d., para. 2). These sport executives and decision makers were included in these two databases by U.S. sport companies, when the latter were asked to provide key executive contacts for their organizations.

After checking for bounce-back, incorrect, invalid or double email addresses, this figure was adjusted to 11,714. No survey reminders were sent, and the questionnaire remained active for 10 weeks, at which time a total of 357 surveys were collected. Incorrect information and deletion of outliers eliminated 65 surveys, which resulted in 292 usable surveys. The researchers then addressed the non-response error, as one of the main functions of survey research is to generalize findings back to a larger population (Jordan, Walker, Kent, & Inoue, 2011). One of the strategies for handling non-response error is to compare early to late respondents on core study variables (Jordan et al., 2011; Miller & Smith, 1983). Although the response rate of 2.49% was low, the early wave of participants and the late wave of participants revealed no significant differences in terms of the mean scores of 29 out of the 34 initial variables, collectively suggesting that there was no significant non-response bias. Further, there are a lot of professionals and companies who still keep email addresses on file without those emails bouncing back (e.g., automated email replies such as: "please use my new address," etc). Unfortunately, the employed survey software had no way of informing the researchers about these email addresses' inadvertencies.

Also, one need to keep in mind that most surveyed participants were executive contacts, who normally have little time and a flurry of emails in their inbox. Using t-tests and chi-square

analyses to compare variable means, only gender ($\chi 2(1, N = 100) = 6.83, p = .009$), university or other educational organization ($\chi 2(1, N = 100) = 5.12, p = .023$), professional sport teams sub-sector ($\chi 2(1, N = 100) = 15.41, p < .001$), sport marketing/advertising/PR sub-sector ($\chi 2(1, N = 100) = 7.11, p = .008$), and college sports sub-sector ($\chi 2(1, N = 100) = 4.34, p = .037$) were found to have significant differences between early and late survey respondents, and could pose difficulties on their generalization to a larger population (Jordan et al., 2011; Miller & Smith, 1983).

The data indicated that 34.60% ($n = 101$) of the 292 respondents had been involved through their sport companies in collaborative research with sport management academia, and 50.70% ($n = 148$) did not collaborate in research with universities, while the remaining respondents ($n = 43$) teamed up in research endeavors with

universities' departments other than the sport management field. The sample covered a diverse range of firms, with representation from organizations of different sizes and regions, across many sport industry's sub-sectors.

Sample demographics are available in Table 1.

Table 1

Demographic Characteristics of U.S. Respondents and Their Sport Organizations

Demographic variable	Demographic variable
Gender	*Organization Establishment Period*
Male (%) 82.20	Before 1980 (%) 52.70
Female (%) 17.80	Between 1980 and 1999 (%) 34.90
Age	In 2000 or later (%) 12.40
18 - 34 (%) 18.50	*Organization Type*
35 - 44 (%) 22.30	Small (< 100 employees) (%) 48.30
45 - 54 (%) 32.50	Medium (100 - 500 employees) (%) 31.50
55 or over (%) 26.70	Large (> 500 employees) (%) 8.90
Education	University or other educational organization (%) 11.30
Less than High School (%) 0.00	*Industry Sub-Sector*
High School or Some College (%) 5.80	College Sports (%) 15.80
College Degree (%) 47.90	Professional Sport Service Providers and Facilities (%) 7.20
Masters Degree (%) 37.70	Professional Sport Teams (%) 40.30

Doctoral or Professional Degree (%) 8.60 Sport Governing Bodies (%) 5.50
Organization Location Sport Marketing/Advertising/P.R. (%) 8.60
North-East Region (%) 18.50 Sports Media (%) 7.20
Mid-West Region (%) 18.80 Other (%) 15.40
West Region (%) 25.70 *Sector*
South Region (%) 37.00 Public (%) 29.50
Private (%) 70.50

3.2 Measures

The questionnaire was comprised of three sections. Survey respondents were asked in the first section to indicate their company's research collaboration level with academia. The study considered the research collaboration level as a dependent variable with three categories, each representing occurrences of sport academia research engagement: Collaboration with sport management academia, collaboration with departments other than sport management academia, and no collaboration with universities (coded 1, 2, and 3, respectively). In the second section the participants were invited to specify their level of agreement with 23 statements concerning some likely channels of research interaction with universities where a survey instrument modeled after Bekkers and Bodas Freitas (2008) was used. Respondents were asked to rate the importance of each channel of research interaction, using the following categories: 0: *'Not used'*, 1: *'Of very little importance'*, 2: *'Of little importance'*, 3: *'Important'*, 4: *'Very important'*. In addition, the attentiveness of participants was tested by inserting in this section the statement "*On this question please click on 'Very important' so we can ensure you are paying attention*," accounting for measurement error, a possible survey error that needs to be minimized to improve survey estimates (Dillman, Smyth, & Christian, 2014). Furthermore, in the third section the research included a range of demographic factors of sport industry's managers and their companies as control variables. These control variables were included as they might have an influence on the level of research collaborations between firms and universities, and were collected as dummy variables, per the recommended procedures (Cohen, Cohen, West, & Aiken, 2003). To exemplify, in past studies of industry-university links, researchers have examined the impact of firm size on industry-university collaboration (e.g., Levy et al., 2009). Most of the

findings suggested that big companies invest more in research with universities and have more human resources dedicated to this task than other types of firms. Also, start-ups are more likely to collaborate with universities (Cohen et al., 2002;
Fontana, Geuna, & Matt, 2006). In addition, several studies suggested that the geographical proximity of firms and universities is associated with increased research spending from firms (e.g., Laursen, Reichstein, & Salter, 2011); however, different sectors and industrial environments have dissimilar factors that allow
industry-university collaborations (Laursen & Salter, 2004). Practitioners' otivations for channels of engaging with sport academia and the control variables constituted the research's explanatory variables. For a full list of items tested, see Table 4.

3.3 Data Analysis

Data were analyzed using SPSS 21, AMOS 21, and Stata 12. Before any analyses were conducted, the normality of the data was assessed. Moreover, independent variables were checked for multicollinearity. Then, to assess the measurement model, a confirmatory factor analysis (CFA) was conducted. Internal consistency of the constructs was measured through composite reliability (CR; Hair, Black, Babin, & Anderson, 2009). Convergent validity was evaluated through the average variance extracted (AVE), while discriminant validity was established when
AVE for each construct exceeded the squared correlations between that and any other construct (Fornell & Larcker, 1981). Goodness of fit for the measurement model was assessed with the ratio of chi-square (χ^2) to its degrees of freedom, Tucker-Lewis Index (TLI), comparative-of-fit-index (CFI), goodness-of-fit index (GFI), and root mean square error of approximation (RMSEA).

Next, the results from the CFA and the control variables were statistically analyzed in Stata 12 by using a multinomial logit regression analysis in order to assess which channel of research interaction would explain the research engagement level of U.S. sport organizations with the sport academia. Because this paper used a dependent variable with three different categories (i.e., research collaborations with the sport management academia, research collaborations with academia other than sport management academia, and no research collaborations with academia), this study utilized a multinomial logit model, which permits the analysis of decisions across more than two categories in the dependent variable. The "no research collaboration with

academia" category served as the reference group, because the reference group should act as a useful comparison and the baseline group should not have a small sample size relative to the other groups (Cohen et al., 2003).

Furthermore, Kline (2005) suggested that a factor analysis needs a sample size of at least 200, thus the sample size of 292 was sufficient for a CFA. Spicer (2005) proposed that a minimum sample size of 100 is needed to establish a logit regression model; therefore, this study's sample size is adequate for a multinomial logit regression.

4. Results

Multivariate outliers were identified with the use of Mahalanobis *D*2 measure. Hair and colleagues (2009) recommend a conservative threshold of $p < .001$ for the multivariate outlier test. Eleven cases were removed based on multivariate outlier detection, where both *p*-values of the Mahalanobis *D*2 equaled .000. Furthermore,

all independent variables were checked for multicollinearity using bivariate correlations. All correlation coefficients were far below the suggested threshold of .9 (Tabachnick & Fidell, 2007).

4.1 Measurement Model

The results of the CFA in the model showed that the standardized factor loadings ranged from .55 to .97 and were all significant ($p < .001$), hence surpassing the cut-off point of .50 (Hair et al., 2009). As shown in Table 2, all the CR values ranged from .76 to .93, indicating acceptable levels of reliability for the constructs, according to the recommended .70 threshold (Hair et al., 2009). Moreover, all AVE values were equal or greater than the .50 standard for convergent validity (Fornell & Larcker, 1981), ranging from .51 to .82, and thus, indicating acceptable levels of convergent validity for the constructs. In addition, discriminant validity of the measures was accepted given that the AVE for each construct is greater than the squared correlation between the construct and other constructs in the model (Fornell & Larcker, 1981). Table 3 lists additional descriptive statistics (i.e., mean

and standard deviations) and the correlation matrix for the constructs, with the correlations among constructs and the square root of AVE on the diagonal. The three diagonal elements of the latent variables were all larger than their corresponding correlation coefficients, which indicated that the metrics had appropriate discriminant validity.

Table 2

Factor Loadings, Composite Reliability (CR), and Average Variance Extracted (AVE)

Constructs/items Loadingb CR AVE

Networking Channels a .76 .51

Participation of sport management faculty at conferences and workshops that you attend .818

Personal (informal) contacts with sport management faculty .692

Personal contacts via alumni organizations .627

Intellectual Property Channels a .93 .82

Sport management/marketing patent texts, as found in the patent office or patent databases .969

Licenses of university-held sport management/marketing patents and 'know-how' licenses .970

Specific sport knowledge transfer activities organized by the university's Technology Transfer Office .769

Scholars Mobility Channels a .79 .56

Inflow of university graduates as employees (Ph.D. level) .629

Staff holding positions in both a university and a business .796

Temporary staff exchange with universities (e.g., staff mobility programs) .805

Joint Projects Channels a .91 .76

Joint research projects with sport academia .795

Joint research contracts with sport academia .961

Consultancy from sport academia .857

Publications Channels a .78 .55

Scientific sport management publications in journals or books .825

Other sport management publications, including professional publications and reports .546

Sport management/marketing case studies from academic journals or books .824

Note:

aEach item measured on a five-point Likert-type scale with anchors: 0 = ”Not Used”, 4 = ”Very Important”

bAll factor loadings are significant at $p < .001$

Model fit: $\chi^2(78) = 162.391$, $p < .001$, $\chi^2/df = 2.082$, TLI = .96, CFI = .97, GFI = .93, RMSEA = .061

Table 3

Mean (M), Standard Deviation (SD), and Correlation Matrix

Correlation Matrix

Variables M SD 1 2 3 3 5

1. Networking Channels 2.39 .86 **.72**

2. Intellectual Property Channels .95 1.04 .37 **.91**

3. Scholars Mobility Channels 1.46 .99 .50 .67 **.75**

4. Joint Projects Channels 1.46 1.08 .45 .63 .73 **.87**

5. Publications Channels 2.09 .87 .46 .49 .49 .61 **.74**

Note:

Diagonals in bold are square root of AVE.

In accordance with the aim of the study, the first step was to ensure that the CFA model was reasonable and a good fit in the full sample (N = 292). The model showed an acceptable fit to the data after dropping eight items which demonstrated poor factor loadings, $\chi^2(78) = 162.391$, $p < .001$, $\chi^2/df=2.082$, TLI = .96, CFI = .97, GFI

= .93, RMSEA = .061. Although the chi-square goodness of fit index was statistically significant, in general, chi-square-based statistics can be misleading (Schumacker & Lomax, 2010). Also, the ratio of the chi-square to its degrees of freedom was within the 3.0 criteria (Kline, 2005). The values for the additional fit indices exceeded the critical values for good model fit, as CFI, TLI and GFI values higher than .90 are considered to have a close fit (Hair et al., 2009). In addition, the RMSEA value was within the criteria of .08 indicating an acceptable fit (Byrne, 2010).

4.2 Multinomial Logit Regression Analysis

The constructs from CFA and the control variables were statistically analyzed by using a multinomial logit regression analysis. Moreover, per the recommended procedures of regression analyses, each categorical variable
with more than two levels was assigned a reference group (Cohen et al., 2003).
As with any fitted model there is a need to assess its overall fit and examine the contribution of each variable to the fit (Hosmer & Lemeshow, 2000). The likelihood ratio chi-square test to measure goodness of fit was significant, $\chi^2(54) = 108.82$, $p < .001$, which indicated that the full model did predict significantly better, or more
accurately, than the null model. Additionally, the Independence of Irrelevant Alternatives hypothesis was not violated based on the Hausman-type test (Hausman & McFadden, 1984). The dependent variable defined 18.75%
of the variance in independent variables according to McFadden value (McFadden, 1974), and the overall classification results indicated that the model correctly classified 56.80% of the research involvement levels of U.S. sport organizations with academia.
The "no research collaboration with academia" category served as the baseline group, but this meant that the significance and sign of the coefficient needed to be interpreted relative to this category. Instead, the researchers chose to discuss the marginal effects of the explanatory variables on the probabilities of each research
collaboration level, since marginal effects will greatly simplify the analysis (Cameron & Trivedi, 2009; Gallié & Roux, 2010). Marginal effects can be interpreted as the effect on the conditional mean of the dependent variable of a change in one of the independent variables (Cameron & Trivedi, 2009). A full representation on marginal
effects of the multinomial logit regression analysis can be viewed in Table 4.
The probability of choosing the "research collaborations with sport management academia" category was significantly reduced by a decline in joint project channels ($dy/dx = .178$, $p < .001$) between sport academia and the sport industry, and by an increase in I.P. channels between sport academia and industry ($dy/dx = -.099$, p
$= .004$). Furthermore, respondents between the ages of 18 and 34 years old ($dy/dx = .205$, $p = .020$) and 35 and 44 years old ($dy/dx = .171$, $p = .029$) had a significantly higher probability of engaging in research collaborations with sport academia than did the sport executives or professional researchers who were 55 years old or older.

Also, the sport marketing/advertising/PR companies had a significantly higher probability of engaging in research collaborations with sport academia than professional sport teams (*dy/dx* = .195, *p* = .039). Plus, sport
managers who held a Masters degree had a significantly higher probability of getting involved in research collaborations with non-sport management academia than the ones who held a bachelor degree (*dy/dx* = .128, *p*
= .006).
The probability of choosing the "no research collaborations with academia" category was significantly reduced by an increase in joint project channels between sport academia and the sport industry (*dy/dx* = -.195, *p* < .001),
and by a decline in I.P. channels between sport academia and the sport industry (*dy/dx* = .144, *p* < .001). Further,
respondents between the ages of 35 and 44 years old (*dy/dx* = - .172, *p* = .027) and between the ages of 45 and
54 years old (*dy/dx* = - .179, *p* = .009) had a significantly lower probability to not engage in research collaborations with universities than did the sport executives or professional researchers who were 55 years old or older. Also, sport managers who held a doctoral degree or a professional degree (i.e., J.D. or M.D.) had a
significantly lower probability to not collaborate in research cooperation with academia than the ones who held a bachelor degree (*dy/dx* = -.207, *p* = .044). Finally, sport service providers and sport facilities (*dy/dx* = .285, *p*
= .010) had a significantly higher probability to not collaborate in research cooperation with academia compared to professional sport teams.

Table 4
Multinomial Logit Regression Results of U.S. Research Collaboration Categories: Marginal Effects

Variables	Category 1	Category 2	Category 3
Networking Channels	.071	-.009	-.062
Intellectual Property Channels	-.099 *	-.045	.144 **
Scholars Mobility Channels	-.007	.021	-.014

Joint Projects Channels .178 ** .017 -.195 **

Publications Channels .016 .021 -.038

Sector (public/private) .030 .083 -.113

Gender .051 .001 -.052

Age

18 - 34 .205 * -.112 -.093

35 - 44 .171 * .001 -.172 *

45 - 54 .128 .051 -.179 *

55 or over (reference)

Education

High school or some college -.041 -.031 .072

College degree (reference)

Masters degree -.015 .128 * -.113

Doctoral or professional degree .105 .102 -.207 *

Organization Location

North-East region (reference)

Mid-West region -.029 -.050 .079

West region .014 -.047 .034

South region .010 -.090 .080

Organization Establishment Period

Before 1980 (reference)

Between 1980 and 1999 -.039 .031 .008

In 2000 or later -.071 .007 .065

Organization Type

Small (< 100 employees) (reference)

Medium (100 - 500 employees) .038 -.026 -.012

Large (> 500 employees) -.048 .116 -.067

Educational firms -.041 -.018 .059

Industry Sub-Sector

Professional sport service providers and facilities -.147 -.137 .285 *

Professional sport teams (reference)

Sport governing bodies .112 -.146 .035

Sport marketing/advertising/PR .195 * -.074 -.120

Sport media .070 -.219 .149

College sports .099 -.018 -.081

Other .051 -.088 .037

Note:

Categories: 1 = "Research collaboration with sport management academia," 2 = "Research collaboration

with academia other than sport management academia," 3 = "No research collaboration with academia."

For binary coded variables, the result expresses the impact of a discrete change of the variable from 0 to 1.

Significant at: *$p < .05$; **$p <. 001$

5. Discussion and Implications

Research interactions between sport management academia and firms may contribute to innovation and production-related benefits for firms and intellectual and economic benefits for sport scholars (e.g., Bowers et al., 2014; Chelladurai, 1992; Irwin & Ryan, 2013; NASSM, 2013; SMAANZ, 2009; Weese, 1995). From this study's results, it is clear that several types of interaction affect research collaborations between the U.S. sport industry and sport management academia, such as research channels, industry sub-sectors, and age and education level of the surveyed participants.

The multinomial logit regression analysis revealed that the I.P. channels variable was a significant predictor of research collaborations. The findings suggest that U.S. sport firms reported significantly lower I.P. research channels in their collaboration with sport management academia than U.S. sport companies that did not collaborate with universities, in line with previous research from other industries (Cohen et al., 2002; D'Este & Patel, 2007). Therefore, sport management patents and licenses, and other sport knowledge transfer activities organized by a university's Technology Transfer Office, may be less frequently exploited by firms in their collaboration with sport management academia, presumably because only a minority of university-industry interactions is motivated by the prospect of directly-realized inventions or

commercial products (e.g., D'Este & Patel, 2007). Moreover, it seems that there are few specific inventions or products originating from sport
management academia because the field is still young (e.g., Chalip, 2006; Doherty, 2012). Also, in many cases, faculty do not disclose inventions to their university (Siegel, Waldman, & Link, 2003), plus there is an unrealistic expectation from universities in regard to the feasibility and extent of commercial exploitation
opportunities for university research (Clarysse, Wright, Lockett, Mustar, & Knockaert, 2007). Using the resource-based view and the transaction cost theory, considering that I.P. research channels do not often lead to sustainable competitive advantages and that the effort/cost of firms to link through these I.P. channels of research interaction far outweigh the benefits obtained from it (Agrawal & Henderson, 2002; D'Este & Patel, 2007), sport firms may not be too enticed to collaborate with sport management academia on I.P. research channels.

However, even before talking about the potential of sustained competitive advantages and/or lowering transaction costs through I.P. research channels between sport academia and the sport industry, sport scholars and administrators need to understand that currently there are no I.P. research channels incentives regarding acquiring tenure for professors as, for example, patents are not taken into account for academic scholarship (Sanberg et al., 2014). Considering that academic scholarship is one of the main objectives of sport scholars to acquire tenure and promotion (Cuneen & Parks, 1997), there can be little motivation to pursue I.P. research channels in the first place. Also, an invention needs to show the potential for commercial success before universities will seek I.P. protection for that invention (e.g., Shane, 2004). Therefore, sport management departments will need to inform the outside environment about their range of technical and scientific capability in order to attract potential partners and open up new channels of research interaction (e.g., I.P. research channels).

On the other hand, respondents who collaborated with sport management academia conveyed significantly higher joint projects research interaction channels than the ones who did not collaborate with academia. Thus, these results provide evidence that the U.S. sport managers who collaborated with sport management academia are more concerned with working on joint research projects with sport management scholars and departments than with academic engagement in patenting and knowledge transfer licenses. Researchers from other academic

fields highlighted that, for most industries, patents and licenses were less important than channels for conveying research through consulting and joint research agreements (e.g., Agrawal & Henderson, 2002; Cohen et al., 2002; Schartinger et al., 2001). In fact, joint research channels may be the most effective way to convey novelty and therefore to allow innovation progress (e.g., De Fuentes & Dutrénit, 2012). Danylchuk and Boucher (2003) report that sport management academicians indicated that creating research channels/partnerships with sport business professionals represented one of the most influential measures toward advancing the discipline. In addition, Stotlar and Braa (2012) and Zhang (2015) acknowledged that the academy and its sport management scholars may face tenacious challenges if the institution cannot provide the joint research that garners grant support and research funding.

Moreover, compared to research projects individually undertaken by firms, cooperative research projects are thought to reduce research time, costs, and associated risks by sharing them with research partners (Gallié & Roux, 2010). Also, joint projects are competitive strategies to gain market share or to build entry barriers (Oxley & Sampson, 2004). It may also be a matter of a shortage of skills that leads firms to joint research projects, as Sutton (2012) reasoned that sport scholars have more training in research methods and statistics than most sport industry professionals and will meaningfully contribute to solving sport industry problems. Therefore, the surveyed participants could have noticed an increase of competitive advantages (e.g., grow market share through sport industry – academia joint research projects) and a reduction of transaction costs (e.g., reduced research time) in their research collaborations with sport academia, in line with what Irwin and Ryan (2013) theorized about the benefits of the university-industry research collaboration in sport management. Still, research based on joint projects usually requires confidentiality from academic scholars, and this interferes with fundamental academic principles (e.g. the universality of knowledge) that have supported scientific thought and progress (Martin, 2000). Thus, the main disincentive to this type of research for sport faculty is the difficulty in meeting academic goals, especially journal publications (Gerrard, 2015; King, 2013). Moreover, Zaharia and Kaburakis (2016) acknowledged that a potential solution for this type of problem will depend on having practice academics or professors of practice to bridge the gap in research with the industry by emphasizing the potential of sustained 2017 competitive

advantages and/or low transaction costs incurred by joint research projects, as currently sport academia's tenure requirements do not usually include research collaborations with the industry. Networking channels, scholars' mobility channels, as well as publication channels were not found to be significant in this paper on all three levels of research collaboration and were not in agreement with previous research from other countries and industries (e.g., Dutrénit, De Fuentes, & Torres, 2010; Orozco & Ruiz, 2010).

These results provide evidence that U.S. sport managers who did collaborate with sport management academia are more concerned with working on joint research projects with sport academia than with meeting sport faculty at conferences they attend, accepting staff to hold positions in both a university and a business, or examining sport management academic publications. Considering that the content of these channels (e.g., networking channels, scholars' mobility channels, publication channels) is mostly defined by the conventional roles of universities (i.e., teaching ,research, and service), sport scholars can grow professionally by pursuing these research channels with the industry, despite the practitioners' apparent characterization of such channels as lower priority.

To illustrate, it is important to understand that the primary avenues for the expression of sport scholarship are scholarly journals and professional associations (e.g., Cuneen & Parks, 1997). However, the findings of sport management academic journals may not even reach the industry (King, 2013; Newman, 2014; Stotlar & Braa, 2012; Zeigler, 2007). Sport management academic articles may be attending to a narrow audience, while the goal of fostering knowledge transfer with the industry is to make scholarly research accessible to as many people as possible, free of cost, compared with the present situation of traditional, limited-access academic journals (Adler & Harzing, 2009). Currently there is a proliferation of broader dissemination options in the sport management academic field with highly-selective scholarly journals, such as J*ournal of Sport Management* (JSM) and *Sport Management Review* (SMR), which allow sport scholars the paid option of having their articles published open-access (i.e., without financial, legal, or technical barriers, other than those inseparable from gaining access to the Internet itself; "JSM open access," para. 1; "SMR guide for authors," n.d., para. 14). Taking into account that the most effective way to create research collaborations is by increasing complementary resources and by reducing transaction costs (e.g., Brouthers & Hennart, 2007; Ou, Varriale, & Tsui, 2012), and considering the

transaction cost theory of Williamson (1975), the study's findings suggest that indeed there can be transaction-cost problems due to open-access restrictions. Furthermore, as per the resource-based view, companies will achieve a sustained competitive advantage if such resources are, for example, valuable in the sense that they exploit opportunities and/or neutralize threats in a firm's environment (Barney, 1991). Yet, sport practitioners may perceive sport academic research as having little value because managers consider academic
scholarship irrelevant to their work (e.g., Fink, 2013; Miller, 2012; Newman, 2014; Welty Peachey & Cohen, 2016), or sport practitioners do not identify the value related to cooperating with sport management academia in the first place because of transactional barriers, such as finding the right sport research publications or locating the right sport scholars inside a university (Zaharia & Kaburakis, 2016).

Other distinctive findings point out that younger generations of U.S. organizations' sport managers have a more favorable view toward collaboration with sport management academia, in line with the university-industry collaborations from other academic fields (e.g., Fernandes et al., 2010), while respondents possessing a graduate education (i.e., Master, Ph.D., J.D., and M.D.) had a significant tendency to collaborate in research with academia, compared with those who held bachelor's degrees. Likewise, greater appreciation for rigorous sport research is transmitted to the field through well-informed graduates entering the workforce (Irwin & Ryan, 2013; Miller, 2012; Parks, 1992). Thus, it appears that sport professionals with a graduate education are likely to be more familiar with university norms and research compared to sport professionals with only undergraduate degrees. Another interesting finding from this study is that sport marketing/advertising/PR firms had a higher probability of collaborating with sport academia than professional sport teams and professional sport service providers and facilities. This could be a matter of research interests, as sport marketing is one of the most important areas of sport scholarly research (Ciomaga, 2013; Dittmore, Mahony, Andrew, & Phelps, 2007); thus, sport marketing companies may be enticed to connect in research with sport marketing scholars. Lastly, sport companies' size, location, sector, and year when a sport organization was founded did not significantly impact sport management research collaborations, in contrast with findings from other academic fields (e.g., Cohen et al., 2002; Levy et al., 2009).

There is plenty of evidence that universities can make important contributions to improving the economic

performance of firms and attending to social needs in both developed and developing countries due to the increase of programs that promote research cooperation between firms and universities (Bekkers & Bodas-Freitas, 2008; Cassiman et al., 2010; Cohen et al., 2002; Welty Peachey & Cohen, 2016). This study's results highlight the current relevance of joint projects' research channels between the sport industry and sport management academia. The overall findings should provide guidance for professional and academic administrators when designing arrangements that prioritize certain channels of research interaction. Essentially, by paying greater attention to the broad range of channels of research interaction, academic policy initiatives could contribute to aligning sport researchers' skills with industry needs, and pursue processes necessary to
integrate the worlds of scientific research and application.

6. Limitations and Future Research

First, sport management academia's perceptions and connections with the sport industry should be examined in order to provide a more complete picture on sport industry-academia research interactions. Second, this research did not explicitly address respondents whose organizations collaborated with both sport management academia and other academic departments, because this specific collected sample was negligible in this paper. Thus, researchers can account for this variable in subsequent studies. Third, while this research was developed within
the U.S. context, it might not be applicable to other countries. Therefore, researchers should test these findings in more countries where the sport industry and academia have experienced growth, such as Canada, Australia, China, the United Kingdom, and mainland Europe. Fourth, the current study examined only the regional location of the surveyed organizations. Future research should take into account the distance between firms and sport management academic programs in order to determine whether geographic proximity promotes industry-academia research interactions (Laursen et al., 2011). Fifth, while this research analyzed important industry-academia collaboration variables, it did not measure the R&D intensity of analyzed companies. Past authors have found that firms which invest highly in R&D are more prone to interact with universities (e.g., Fontana et al., 2006), while others noticed no significant relationship between R&D intensity and cooperation (e.g., Lopez, 2008). Sixth, future studies should also take into account whether organizations that did collaborate were frequent or infrequent partners with universities, or what type of collaboration (formal, informal, etc.) was

undertaken. Seventh, there is the possibility that the survey was completed by more than one individual from the same organization; however, confidentiality of the data had to be preserved by having anonymous subjects.

Eighth, although the researchers drew information from multiple sport organizations, the study focused on one period, which makes it difficult to draw inferences about the direction of causality. Future research should explore the channels of research interaction over time, and examine the factors that increased or lowered the

probability to utilize certain channels of research interaction. For example, it may be that new strategic changes in sport organizations will have an impact on the employed channels of research interaction.

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Management of Employees Work Place and effects on Learning in Developing Human Capital in Academic Institution in Nigeria: An Empirical Evaluation of Selected Universities in the North Central Zone of Nigeria

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Abstract

In today's technological driving world, management of employees' work place is crucial in developing human capital and learning in academics institutions in Nigeria to create knowledge based economy and the need to amplify innovative ability and diffusion of knowledge. Work place management entails invention and description of the strategies that leaders can adopt so as to realize improved human capital development and learning and the need to create competitive benefits and performance for their institution. Conversely, human capital development practitioners are responsible to develop the human resources of the organization that they are working in. They even have to be good listeners and help their staff with their personal anguishes. This exploration therefore, explored management of employees' work place

and effects on learning in developing human capital in academic institution in Nigeria. The broad objective of this paper was to ascertain the degree to which management of employees' work place enhances effective learning in Nigeria universities. Data were sourced from internet, management journal and the use of questionnaire. Finding clearly depict that management of employees' work place particularly cultural and social life of the employees enhances effective learning in Nigeria universities as academic and job-related issues are basically the product of social and economic conditions of employees. Academic institutions should therefore, make easy the formation of culture of learning that enables graduates to develop a positive attitude and openness toward learning in the workplace. Such policies can promote greater cooperation between institutions and the outside world in encouraging further learning and corporations at the workplace.

Keywords: *Management, Management of Employees, Work Place Management, Work Place Learning and Developing Human Capital.*

- ***Introduction***

In the hub of transforming the nation economy, building a knowledge-based workforce is very important, particularly in the tertiary institutions in preparing a competent and skilled workforce with the expertise to meet current and future challenges by providing them with adequate skills as well as critical thinking abilities. Learning has been used progressively more in our institution and society at large for some reasons. Eraut, (2004) maintain that it enables the individuals to have greater flexibility and freedom for learners. The bulk of workplace learning is informal and not acknowledged. Both formal and informal learning should be equally present, as both their importance is critical within the organizations to succeed.

Workplace learning is not a conventional way to transmit knowledge. It is a method of learning that enables people to learn different things at any time of the day. Researchers have defined workplace or informal learning in many different ways. Some of them outlined workplace or informal learning as one of the most significant developments within the field of corporate development. They point out that it emerged due to the need of the people to simplify their way of learning due to the fast pace of development and the fast rhythm of lifestyle (Boud & Garrick, 1999). Several studies on informal learning revealed that this kind of learning is made of daily routines which were activated and occurred internally or externally. Not being highly conscious, it lacks planning and it is influenced by chance. Informal learning has been described as "largely invisible because much of it is either taken for granted or not recognized as learning; thus people lack awareness of their own learning" (Eraut 2004). It is a persuasive process using reflection and action.

The company can become a place of learning for two different purposes: "The development of the enterprises through contribution to production, effectiveness and innovation and the development of individuals through contributing to knowledge, skills and the capacity to further their own learning, both as employees and citizens in the wider society" (ibid p.6). The workplace is the most common place for informal learning. Boud (1998) argues that "workplace is a site of intersecting interests, contested ideas, multiple forms of writing and rapidly evolving practice" (p.11).

Due to the important connection of workplace learning and the work site, a powerful bond between the workplace and the informal learning has been created. (Lee, e*t al., 2004*). Despite its significance, workplace learning is not always favored or may not be especially encouraged. This is the reason that informal learning is being preferred very much nowadays by companies, due to the flexibility that it offers, enabling the employees to enrich their knowledge on the procedures in the workplace. However, over-valuing workplace learning, using it exclusively on its own in the company, would give less opportunity to employees to take part to formal off-the- job training (Fuller, *et al.,* 2003). Informal learning on its own in the company will not bring the desirable results. Fenwick (2001) commented that if people are confined to a power and prescribed imperative, they ignore the different opportunities and capabilities of different individuals that are needed to succeed.

However, Marsick and Watkins (1990) argue that every day problem solving generates learning as a side effect, which is informal and incidental. This extends the boundaries of HRD practitioners beyond formal learning so that they all have a broad range of learning activities. The recent debate was on the current and future tasks facing the HRD practitioners concerning questions on how to recognize and enhance informal learning at work and how to shift the emphasis of HRD activities from training towards other forms of learning.

Human capital development practitioners are responsible to develop the human resources of the organization that they are working in. They even have to be good listeners and help their staff with their personal anguishes. Apart from the interaction and the communication, the HCD Practitioners are expected to be in a position to recognize, and support the efforts that are being given from the organization to provide learning to the employees. HCD practitioners' role is very important as they are in the boundaries between formal and informal learning.

Continuous learning is important both for organizations competing on international markets and for the individual operating in a learning society (Slotte, Tynjälä, & Hytönen, 2004). This indicates that lifelong learning is as important as formal learning; being unrecognized is not what it really deserves. In all the firms or institution, the HCD practitioners are the persons who should put a lot of continuing effort to provide the employees with learning opportunities. The companies are being put under heavy pressure having to train people, to keep up with the fast pace of technology and development. The HCD practitioner is the person to pinpoint the needs and create the best possible solution to achieve it according to the nature of the company the staff works in. This is why the role of the person who is appointed to the HCD position, is central in the company. The practitioner of Human Resource Development has to preserve the intensive learning in an organization. S/he also has to ensure the way that learning opportunities can be viewed. The consequences are directly reflected on how the acquisition of expertise will be used if the learning opportunities and the methods that will be used are applied in practice, as well as the learning climate that will be established.

The HCD practitioners are the ones to create the learning culture in the company and provide the staff with the awareness regarding the learning process and its importance. Their implication in the learning process is crucial. They have the leading role in the development of the staff. The HCD practitioners direct the staff to function and perform in favour of the

company. They are the persons to see to their development, and many more delicate maters, to achieve better quality and better performance in the company.

It is against this backdrop that the researchers seek to examine critically, *management of employees' work place and effects on learning in developing human capital in academic institution in Nigeria with specific reference to selected universities in the North central zone of Nigeria.*

1.1 Research Questions

The following are questions that bordered the mind of the researchers.

(a) To what degree does management of employees' work place enhances effective learning in Nigeria universities?

(b) Does strategic management of human capital impacts positively on employees' and the organization?

(c) To what extent does work place management have socio-economic benefits and effects on national development?

1.2 Research Objectives

Specifically, the research sought to:

(a) Ascertain the degree to which management of employees work place enhance effective learning in Nigeria universities.

(b) Examine strategic impacts of effective management of human capital on employees' and the organization.

(c) Determine the socio-economic benefits of work place management on national development.

1.3 Research Hypotheses

(a) Management of employees' work place enhances effective learning in Nigeria Universities.

(b) Strategic management of human capital impacts positively on employees' and the organization.

(c) Work place management has socio-economic benefits and effects on institutions and national development.

2. Literature Review

A variety of challenges are faced by organizations in managing and implementing effective human capital, particularly in the climate of globalization, and the new technological revolution. Managing employees' work place and learning particularly their education and technical training, as well as their communication and language skills is significant in human resources' learning and motivation. Though, their deficiencies in supporting the effectiveness of human capital pose a challenge to the development, management and implementation of effective learning in organizations. Schmidt & Lines, (2002); Harrison & Kessels, (2004) opines that the central factor in HCD is the human resources or the human capital in an organization.

They are viewed as the driving force for the success of organizations because of their skills, competencies, knowledge and experience.

Likewise, it has been recommended that for organizations to compete successfully in a global economy, it is important to hire sufficiently educated and skilled employees and provide them with lifelong learning (Nadler & Wiggs, 1986; Chalofsky & Reinhart, 1988; Nadler & Nadler, 1989; O'Connell, 1999; Low, 1998; Sadler-Smith et al, 2000). However, these are some of the problems faced by employers and organizations and seen as a hindrance to the effective management, training and development of human resources in a global economy (Roberts & McDonald, 1995; Lloyd, 2002; Budhwar et al., 2002; Bates et al, 2002). The basic issues regarding human resources' lack of capabilities and intellectual abilities are said to be grounded in their levels of education and technical training (Low, 1998). It has been reported that organizations are faced with a challenge in acquiring high caliber human resources with adequate levels of education (O'Connell, 1999; Streumer et al, 1999). Studies have shown that employees in British firms are seen to have low levels of educational and training qualifications compared to their competitor nations (Silver 1991).

Some theorists have posited that human resources' level of education is interrelated with communication and language (Desimone, et al., 2002; Alzalabani, 2002; Chermack, et al., 2003). Undeniably, it is important for trainers to provide and communicate learning to trainees, who, on the other hand, must accept and acquire learning (Wright et al, 1999), as any problems in communication and language abilities may have a negative impact on learning, training and development (Gilley & Maycunich, 2000:167; Desimone, et al., 2002:647; Noe, 2008:17; Alzalabani, 2002).

In HRD, the recognition and integration of culture is an important strategy in the learning, training and development of human resources (Garavan, 1991; McCracken & Wallace, 2000). However, several studies have reported that a lack of understanding of an adaptation to different cultures and values has been impeding learning and training (Branine, 1996; Burba, Petrosko & Boyle, 2001; Chermack et al, 2003; Hansen, 2003).

However, most of the definition of learning involves the processes and outcomes of learning that individual employees and groups of employees take under the auspices of a particular workplace. Both the processes and outcome of learning involve changes in the meanings that individuals and all employees apply to their workplace. Learning in the workplace involves change in feelings, value, knowledge, understanding, and skills that have relevance, for particular workplace.

According to De Geus (2005), learning is important, not only for organizational survival, but also because the ability to learn faster than competitors may be the only sustainable competitive advantage. There is also wide agreement that having entered the knowledge based era, there is increasing emphasis on human capital, rather than financial and physical assets (Dixon 1990, Ulrich 1998).

In an economy where the only confidence is ambiguity, the one sure source of lasting competitive advantage is knowledge. Knowledge is thus, regarded as a key asset of employees and their ability to acquire and use it is considered a source of competitive advantage (Argyris 1991, Drucker 1992).

Learning through work is increasingly important for employees to ensure their employability, because of insecurity in employment, and the proliferation of flexible contracts of employment (Swanson & Holton 2001). Organizations' expect employees to be flexible, adaptable and constantly learning to perform new and changing tasks (Poell, et al., 2000). Although organizations can no longer provide employment security, the employees' ability and willingness to learn and adapt are the key determinants of their employability elsewhere (Ghosal, Barlett & Moran, 1999). Thus, employability is the 'new security'. Moreover, it is argued that, as part of the 'new deal' in employment, good employers will ensure that their employees remain employable by keeping them up to date through learning and development (Swanson & Holton 2001).

Arguments for the importance of learning are not limited to economic considerations. Another line of reasoning emphasizes learning at work as part of general education for citizenship and full participation in society as a whole. Employees develop skills of expression and communication that spill over into their personal lives.

Employees learn new ways of collaborating and planning that they apply in the families and community organizations to which they belong. They not only become more effective in their present responsibilities, but help transform the nature of work in which they are engaged creating new work practices and forms of production (Boud & Garrick 1999, p. 1).

Efforts to elucidate variance of rates in organizational learning across different organizations have been explored in theoretical models. For instance, Muth, (1986) presented the first model to represent the learning curve in a log-linear form and focused on cost effectiveness in organization processes. This model looks at the relationship between unit cost and experience, stating that cost reductions are realized through independent random sampling, or randomized searches, from a space of technological, managerial, or behavioral alternatives.

However, Huberman, (2001) filled that void and aimed at explaining the variation missing from Muth's model and focuses on finding increasingly shorter and more efficient paths from end to end of an assembly process in his model. This model is visualized best in a connected graph with nodes that represent stages in a process and links that represent the connecting routines. By way of this model, learning can occur through two mechanisms that shorten the route from the initial stage to the final stage. The first is by some shortcut that can be identified by looking at the nodes and mapping and discovering new routines, the ideal goal being able to eliminate certain touch points and find shorter paths from the initial to final node. The second mechanism involves improving the routines: the organization can work to select the most efficacious link between two nodes such that, if an issue ever arises, members of an organization know exactly who to approach, saving them a considerable amount of time.

Fang (2011) shares a major goal with the Huberman model: to gradually decrease the steps towards the final stage. However, this model takes more of a "credit assignment" approach in which credit is assigned to successive states as an organization gains more experience, and then learning occurs by way of credit propagation. This implies that as an organization gains more experience with the task, it is better able to develop increasingly accurate mental models that initially identify the values of states closer to the goal and then those of states father. This then leads to a reduced number of steps to reach the organization's final goal and can thus improve overall performance.

The rising consciousness of the need to encourage continuous learning has far reaching consequences for managers, who are expected to manage the workplace as a place fit for learning. These arguments for the importance of learning suggest that learning in organizational settings should be uninterrupted, if both the economic and social goals of enhanced participation in learning are to be realized.

2.1 Training and Motivational Learning

Prior research on the transfer of learning has really shown that physical and social factors, employees' psychological conditions and abilities can either encourage or discourage the acquisition and transfer of new skills and knowledge (Baldwin & Ford, 1988; Wexley & Latham, 1991; Tannenbaum & Yukl, 1992; Cheng & Ho, 2001; Kupritz, 2002; Reid & Barrington, 2003). Employees' education, communication and language abilities, may change and its resistance, and any other abilities or tendencies relating to the individual state of mind. However, some theorists argues that the extent to which training skills and learning are transferred to the job and the workplace is strongly motivated by the immediate superior's support in the transfer of the learning process (Noe, 1986; Tracey, et al., 1995; Elangovan & Karakowsky, 1999; Santos & Stuart, 2003).

Certainly, it was suggested in the strategic framework of HRD practice that top management support and line managers' involvement is an important feature in the effective management and implementation of HR T&D efforts (Garavan, 1991). However, a lack of support, commitment, involvement and cooperation in the development of human resources has been criticized as affecting the efficiency of the HRD system (Harrison, 2000; Garavan et al, 1998) and also affecting the effective development of employees' learning and motivation (Watkins & Marsick, 1993; Gilley & Maycunich, 2000).

The degree to which employees are competent to apply the skills, knowledge, and attitudes acquired during any human capital development intervention into the job context is a key consideration of human capital development in practice.

2.2 Workplace Learning and Development

Human resources as well as training and development activities are basically planned to change an individual's behavior and attitudes towards their job in any institution but human

resource practitioners are confronted with tribulations relating to employees' attitudes and conduct.

Yan & McLean, (1998) argues that, top management, senior managers' and line managers' uncooperative behaviour towards HRD had a significant effect on the effectiveness of HRD. They maintained that getting line managers to release employees to attend training and support employees' transfer of training and learning is a problem in the manufacturing sector. Another dilemma is employees' inability to transfer learning from the training programmes attended and apply this learning to the workplace. This is due to supervisors' lack of support for the transfer of training.

Earlier research on the transfer of learning has provided convincing evidence that the work environment - the physical, social, and psychological conditions that individual employees experience at work - can either encourage or discourage the acquisition and transfer of new skills and knowledge (Tannenbaum & Yukl, 1992; Reid & Barrington, 1994; Cheng & Ho, 2001; & Kupritz, 2002).

Secondly, Yan et al. (1998) maintain that employees' pessimistic attitudes can be detrimental and challenging because behavioural changes, performance improvement and organizational effectiveness may be affected. Employees are also reported to lack commitment towards learning and training, particularly the commitment to participate in training activities. For instance, as pointed out by several managers, achieving full attendance for in-house training programmes is almost impossible. The percentage of absenteeism is usually between 15 and 30 percent per session.

However, some managers indicated that these employees actually have embedded pessimistic attitudes towards training. It was suggested that some workers are 'contented employees' who are observed as being very comfortable within the organization, such that new changes are not a threat. The attitudinal problems may imply that employees are actually resisting change. Of course, the phenomenon of change is often resisted, as it requires taking in

new learning and adopting new skills and competencies (Tichy, 1983; Watkins & Marsick, 1993).

Hence, human resource development practitioners, employers and trainers are faced with the challenge of changing employees' attitudes, behaviour and mindset towards positive learning and development. Indeed, top managers' allegiance and support for HR T&D can facilitate the monitoring of employees' continuous learning and development (Kotter, 1996; Fernald et al., 1999; Desimone et al, 2002), but only a very small proportion of the top managers are involved in and committed to human resources training and develop

2.3 Optimal Human Resources Strategies

A tactically focused human capital development formation consists of the capacity of firms to formulate plans and policies for human capital development and the integration of plans and policies in human capital with overall business plans. Sadly, these strategies are habitually reported as being invisible, since they are more often than not temporary plans and are barely accessible in some institution and may be completely absent in academic institution.

It has been argued that because of the ageing population in the workforce, new strategies are required to recruit and retain highly qualified workers and also to strengthen organizations' knowledge management capacity (Debrah, 1996 & 1998; Bova & Kroth, 2001; Chermack et al, 2003). Certainly, it has been shown in the literature that this area of HR is increasingly competitive (Cunningham & Debrah, 1995) and challenging for HRD professionals (Shim, 2001). There have been criticisms that organizations are either not focusing on any of these roles or are not striking a balance among roles. Ardichvili & Gasparishvili (2001) indicates that there is evidence of a stronger emphasis on selection and recruitment than on employees' training and development. However, it has been criticized that identifying and selecting the right people for recruitment and retaining those that have been trained are areas of concern for HRD practice (Bhatta, 2002; Benson & Zhu, 2002; Yadapadithaya & Stewart, 2003).

Armstrong, (2000); Gardiner et al., (2001) and Sadler-Smith, (2004) arguably opine that, lack of planning for human resources can affect the recruitment, selection, training and development of employees. Folks with knowledge have very high value in organizations and are

highly sought after (O'Donnell, 1999; Streumer et al, 1999). Consequently, with this mentality, it is the role of HRD to develop and provide for these high-value experts by focusing on the recruitment, selection, training and development of human resources (Ardichvili & Gasparishvili, 2001; Gardiner et al, 2001).

Based on this guide, academic institution with few employees who are operating largely on online or new technologies may be strongly affected. This is because identifying and selecting the right employees to be recruited, trained and developed is very important, and is particularly critical in smaller firms (Gardiner et al, 2001), as it directly relates to performance. Consequently, employers and human resources practitioners have to scrutinize their hiring and promotional criteria to guarantee effective work place management and learning and as well determine the right human resources needed for a particular work.

- ***Research Methodology Used***

Methodology offers the theoretical foundation for thoughtful consideration of which set of methods can best fit or be applied to specific research investigation. Hence, the researchers adopted the use of primary and secondary methods of data collection in investigating the nature and concepts of *management of employees' work place and effects on learning in developing human capital in academic institution in Nigeria* by means of precise reference to management journals, periodical and internet. Information was also sourced from informants in the selected Nigerian Universities. Data from the respondents were analyzed immediately after constant and regular themes were identified. Inductive process was used to look for consistent themes that emerge from the data and the deductive process was used to supplement the inductive approach to ensure that the researchers did not misconstrue or misinterpret the data. This overall iterative approach was used successfully within an interpretive methodological paradigm. Huberman & Miles, (2002) maintain that this help to identify clusters, emergent themes or categories whilst maintaining the richness of the data. Throughout the analytical process, this study adopted the practical guidelines of 'conversation' analysis (Silverman, 2002) to clarify and detect unanticipated problem and the data collected from the survey were analyzed using simple percentages distribution and Chi-Square with the aid of SPSS (Statistical package for Social Sciences) in order to examine the pattern of response to each variable under investigation. Chi-square was used to test the hypotheses at 5% significant level. Thus the formula is:

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

Where:

$\sum$ = Summation
X^2 = Chi-Square
O = Observed Frequency
E = Expected Frequency

The decision rule is that where the chi square calculated value exceeded chi-square tabulated value at 5% level of significance, the null hypothesis was rejected.

- ***Data Presentation***

Data presentation gives a clearer picture of an empirical work and this could be done using various form, methods or techniques. Omale et al., (2017) argues that, presentation of data is the method by which people recapitulate, classify and converse information using a variety of apparatus, such as tables, diagrams, distribution charts, histograms and graphs. Incidence table is used to summarize categorical or numerical data as the percentage of the total number in the sample. *However, the test of hypotheses was engaged in this research using chi-square statistical technique.*

Eight hundred and seventy two (872) questionnaires were prepared and distributed to staff of the selected universities within the North central zone of Nigeria, although only eight hundred and twenty three (823) were correctly filled and returned. Thus, the researchers based their analysis on the number that was acceptably filled and returned.

Table 4.1 shows the questionnaire distribution and collection chart.

Table 1 *Questionnaire Distribution and Collection chart*

No Distributed	***No returned***	***No rejected***	***No accepted***	***No not return***
872	*823*	*0*	*823*	*49*
100	*94.3%*	*0%*	*94.4%*	*5.6%*

Source: *Researchers Field Survey, 2017*

Table 4.1 portray that 872 questionnaire representing 100% were prepared and distributed, 823 (Representing 94.4%) out of 872 were correctly filled and returned, while 49 questionnaires representing 5.6% were not returned. The researchers therefore based their analysis on the number that was correctly filled and returned which are 823.

4.1 Analysis and Test of Hypotheses

Table 2 *Management of employees' work place enhances effective learning in Nigeria universities*

Option	***Responses***	***Percentages***
Strongly agreed	*413*	*50.2*
Agreed	*364*	*44.2*
Strongly disagreed	*34*	*4.1*
Disagreed	*12*	*1.5*
No idea	*0*	*0*
Total	***823***	***100***

Source: *Researchers Field Survey, 2017*

Table 2 indicates that, 413 respondents representing 50.2% strongly agreed with the fact that management of employees' work place enhances effective learning in Nigeria universities. 364 respondents representing 44.2% agreed with the statement, 34 respondents representing 4.1% strongly disagreed and 1.5 % that is, 12 respondents disagreed entirely. Based on the analysis above, the researchers conclude that management of employees' work place enhances effective learning in Nigeria universities.

Table 3 *Strategic management of human capital impacts positively on employees' and the organization.*

Option	***Responses***	***Percentages***
Strongly agreed	*314*	*38.2*
Agreed	*282*	*34.3*
Strongly disagreed	*102*	*12.4*
Disagreed	*44*	*5.3*
No idea	*81*	*8.8*
Total	***823***	***99%***

Source: *Researchers Field Survey, 2017*

Table 3 depicts that, 314 respondents representing 38.2% strongly agreed that strategic management of human capital impacts positively on employees and the organization 282 respondents representing 34.3% agreed that strategic management of human capital impacts on employees and the organization, 102 respondents representing 12.4% strongly disagreed and

5.3% that is, 44 respondents disagreed while 81 respondents representing 8.8% provide no answer. This means that strategic management of human capital impacts positively on employees and the organization in general.

***Table 4** Work place management has socio-economic benefits on national development.*

Option	***Responses***	***Percentage***
Strongly agreed	*263*	*31.9*
Agreed	*303*	*36.8*
Strongly disagreed	*111*	*13.5*
Disagreed	*84*	*10.2*
No idea	*62*	*7.5*
Total	***823***	***99.9***

***Source:** Researchers Field Survey, 2017*

Table 4 reveal that, 263 respondents representing 31.9% strongly agreed with the fact that work place management has socio-economic benefits on national development 303 respondents representing 36.8% agreed with the statement, 111 respondents representing 13.5% and 10.2% of the respondents strongly disagreed and disagreed respectively. However, 7.5 percent of the respondents did not provide any answer. This indicates work place management has socio-economic benefits on national development.

4.2 Test of Hypotheses

Hypothesis one

To test the hypothesis one, data on tables 2 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 5.

Contingency Table (5)

Table 5 Chi Square Contingency table for hypothesis (A)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$
Strongly Agreed	*413*	*165*	*248*	*61504*	*372.7515152*
Agreed	*364*	*165*	*199*	*39601*	*240.0060606*
Strongly Disagreed	*34*	*165*	*-131*	*17161*	*104.0060606*
Disagreed	*12*	*165*	*-153*	*23409*	*141.8727273*
Undecided	*0*	*165*	*-165*	*27225*	*165*

Total	*823*				*1023.636364*

Since the calculated value of x^2 (*1023.64*) is greater than the critical value of x^2 (9.49), we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that m*anagement of employees' work place enhances effective learning in Nigeria Universities.*

Hypothesis two

To test the hypothesis two, data on tables 3 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 6.

Contingency Table (6)

Table 6 Chi Square Contingency table for hypothesis (B)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$
Strongly Agreed	*314*	*165*	*149*	*22201*	*134.5515152*
Agreed	*282*	*165*	*117*	*13689*	*82.96363636*
Strongly Disagreed	*102*	*165*	*-63*	*3969*	*24.05454545*
Disagreed	*44*	*165*	*-121*	*14641*	*88.73333333*
Undecided	*81*	*165*	*-84*	*7056*	*42.76363636*
Total	*823*				*373.0666667*

Since the calculated value of x^2 (*373.07*) is greater than the critical value of x^2(9.49), we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that s*trategic management of human capital impacts positively on employees' and the organization.*

Hypothesis three

To test the hypothesis three, data on tables 4 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 7.

Table 7Chi Square Contingency table for hypothesis (C)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$

Strongly Agreed	263	165	98	9604	58.20606061
Agreed	303	165	138	19044	115.4181818
Strongly Disagreed	111	165	-54	2916	17.67272727
Disagreed	84	165	-81	6561	39.76363636
Undecided	62	165	-103	10609	64.2969697
Total	**823**				**295.3575758**

Since the calculated value of x^2(295.36) is greater than the critical value of x^2(9.49), we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that *work place management has socio-economic benefits and effects on institutions and national development.*

Summary of Major Findings

The following findings were arrived at after careful consideration of analysis of data and test of hypotheses.

(a) Finding clearly depict that management of employees' work place particularly cultural and social life of the employees enhances effective learning in Nigeria universities as academic and job-related issues are basically the product of social and economic conditions of employees.
(b) Secondly, finding reveals that strategic management of human capital impacts positively on employees and the organization. The main challenge of human capital development is the formation of programmes that reflect national and corporate strategy.
(c) What more, finding indicates that work place management has socio-economic benefits and positive effects on national development as firms, institutions and political office holders operates in a knowledge based economy and breakdown of traditional institutions are minimized.

Conclusion

The quandary faced by institutions in the effective management of human resources diverse from concerns about the lack of intellectual human resources' professionals to coping with the demand for knowledge-workers and fostering learning and development in the workplace. Employees learn mainly from engaging in new and challenging activities and from cooperating with more experienced colleagues. They emerge to learn a lot from their peers in the workplace. Creating learning culture at the workplace plays a major role in a firm's human resource management strategy. This can facilitate firms' competitiveness and attractiveness for highly productive individuals. A culture of learning in a firm signals to potential employees that the firm offers ample opportunities for further skill growth and sustainable employability.

Recommendations

Academic institutions should make easy the formation of culture of learning that enables graduates to develop a positive attitude and openness toward learning in the workplace. Such policies can promote greater cooperation between institutions and the outside world in encouraging further learning and corporations at the workplace.

Firm should encourage group collaboration and feedback on employees performance to enable the employee's assess the outcome of their collaboration, knowledge sharing as well as organization growth and experiences. This will enable correction's of deviation were necessary to further enhance it sustainability.

Human capital development practitioners should increase lenient carrier development and it relevance in planning, improve support on educational programmes for the educated and less educated individual and as well being sensitivities to cultural issues in the organization.

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IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON EDUCATIONAL SYSTEM: A CASE OF SELECTED FEDERAL POLYTECHNICS IN NORTH CENTRAL, NIGERIA.

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Abstract

This research titled " Examination of the impact of Transformational leadership on Educational System in selected federal polytechnics in North Central, Nigeria" has main objectives on examining the impact of transformational leadership on employees performance in Federal Polytechnics in North Central, Nigeria, and to examine how transformational leaders helps to stimulate and inspires followers to achieve beyond organizational expectation and in developing their own capacity to promote team work among employees in federal polytechnics in North Central, Nigeria. The research is also to determine the impact of leadership by example on quality decision making as a result of transformational leadership style adopts in the institutions. The research questions that guided this study include: what impact does leadership by example have on quality of decision making? To what extents does greater organizational commitment to tasks improve job motivation and performance of employees? How does transformational leadership style stimulate and inspires followers to achieve organizational expectation? Etc. Hypotheses

were also formulated based on research questions .The methodology for this study consists of Primary and secondary source of data. Data collected were presented and analyzed using tables, percentage and SPSS. The population of the study consists of three thousand four hundred (3400) staff of selected polytechnics in North Central, Nigeria's. The researcher used Taro Yamane formula to determine the sample size and arrive at a sample size of (358) which all formed the bases for data analysis. Findings revealed that team work can be improved if leaders stimulate and inspires followers to achieve beyond organizational expectation and developing own capacity in solving organizational problems. It reveals further that transformational leadership foster leadership/ follower's relationship to achieve targets. It was recommended that every leader in Nigeria tertiary institutions should learned how to motivate and challenge followers to be innovative in problem solving in order to give room for achievable academic excellent in teaching and learning to educational system in Nigeria. It was also recommended that government should provide adequate fund and facilities to tertiary institutions in Nigeria to improve their infrastructure facilities and training of staff to meet global socio-economic trends in the world. It concluded that transformational leadership has the potential to build high school level commitment in teachers to the complex and uncertain nature of the school reform agenda and to foster growth in followers.

Key Word, Transformational, Transactional, Followers, leadership.

Introduction

An organization is a social set up, which has a boundary from its environment, pursues its own collective goals, and controls its own performance. In a formal organization, interactions are rationally coordinated and directed through time on a continuous basis. The person at the helm of affairs is usually the leader (Ekeland, 2005). Fry et al., (2005) mentioned that field of performance excellence has emphasized the need to go beyond reporting on how effective leadership in organization help to offer or intensify employees performance such as customer satisfaction, organizational outputs such as quality and delivery, process or internal operating measures, and employee commitment and growth. Recent developments in strategic scorecards, performance measurement and quality, also pointed out the pivotal role that employee well-being, commitment, and productivity played in predicting other key strategic performance indicators of these performance categories employee commitment was the central and leading indicator. Moreover, a high degree of workplace spirituality and spiritual leadership, as a driver organizational commitment and productivity, is essential to organizational performance (Fry and Matherly, 2006). Organization improve performance in order to anticipate change and develop new structures, effective leadership performance may be essential to ensure that change leads to increased effectiveness, efficiency and (Erkutlu 2008). Bowery (2004) mentioned that it is important to differentiate between leadership as personal quality and as organization function. The later entails special combination of personal characteristics, which brings to light qualities

and individuals abilities (Bowery, 2004). The former refers to the distribution of power throughout an organization and it brings to focus the pattern of power and authority in the organization. Erkutlu (2008) defined Leadership as a social influence process. It involves determined the group or organization's objectives, encouraged behavior in pursuit of these objectives, and influencing group Maintenance and culture. It is a group phenomenon; there are no leaders without followers. Because of that, leaders who are always stand on the stem of the ship; play a vital role in group or organization. Therefore, Leaders must be the good image in others' eyes; especially leader's words are golden words in term of followers' respect. Leadership is one of the necessary and importance qualities of a leader; it is one of the crucial factors that lead to success. This also means that if those who leadership will be the ones who keep the key of great leader. It is considered as a social influence process. Abdul,(2004), mention that the effective of leadership is considered a determining factor in creating high performance organization. Because of its significance, leadership as topic has received considerable attention particularly in the western world, beginning early this century and continuing until the present. Thus, this study focuses on the examination of the impact of transformational leadership behavior on Polytechnic Educational System in North Central Nigeria and it also recommended that leader at all level of tertiary institutions of higher learning in Nigeria should adopt this style of leadership to achieve an excellent learning and teaching that would propel wheel for change in educational system in Nigeria

Statement of Problem

It is widely believed that leadership creates the vital link between organizational effectiveness and people's performance at an organizational level Avolio, (1999); Bass, 1998; Judge, et al, (2002a), (2002c); Judge and Piccolo, (2004); Keller, (2006); McGrath and MacMillan, (2000); Purcell et al., (2004); Teece et al., (1997); Yukl, (2002). Substantial numbers of management scholars have debated the effectiveness of leadership styles and behaviors Analoul, (1999); Avery, 2004; Drath, (2001); House and Aditya, (1997), Kakabadse etal., (1999); Shamir et al., (1993); Shamir and Howell, (1999); Yukl, (1999). The existing research leaves many unanswered questions and gaps. In addition, much prior research has examined the assumed leadership- performance relationship, but it has examined a restricted number of leadership paradigms (e.g. visionary and transactional paradigms), while ignoring the potential role of other

paradigms (e.g. classical and organic paradigms). Bernard Bass' (1985) distinction between transformational and transactional leadership is one such example. Scholars have criticized Bass's (1985) theory of transformational leadership, finding that there is no one best way of thinking about leadership, rather that different kinds of leadership reflect social and historical roots, depending on the context, Avery, (2004); Bryman, (1992); Drath, (2001); Shamir and Howell, (1999); Yukl, (1999).This implies that different leadership paradigms could affect performance differently, depending on the context. Thus, when researching the leadership-performance relationship, the context needs to be taken into account and more paradigms need to be considered. Moreover, there are methodological problems with most existing studies.

The pitfalls of this research study can be posed to policy inconsistency by most leaders in Nigeria towards Federal Polytechnics which affect academic system in the institutions. Secondly, it can also be traced to that of non inclusions of followers by leaders in sensitive decision making in Nigerian's Federal Polytechnic institutions. Thirdly, lack of fulfillment of organizational vision, goals and mission to promote team spirit among employees, inability of a leader to motivate and challenge followers to be innovative in problem solving, lack of organizational commitment to tasks to improve job motivation and employees performance. Finally, lack of transparency, honest and probity, accountability and good governance in sustaining effective transformational leadership style in promoting academic sanctity and socio economic well - being of staff and students in Nigeria tertiary institutions.

Objective of the Study

The main objective of this research is to examine the impact of transformational leadership on employee's performance in Federal Polytechnics institution in North Central, Nigeria.

The specific objectives are includes:

- To determine the impact of leadership by example on quality of decision making as a result of transformational leadership style in Federal Polytechnics institution in North Central, Nigeria.

- To determine how transformational leadership enhance excellent teaching and learning in Nigeria institutions, via Federal Polytechnics Institution in North Central, Nigeria.
- To examine how transformational leaders helps to stimulate and inspires followers to achieve beyond organizational expectation and developing their own capacity so as to promote team work among employees in the institutions.
- To determine how leaders motivate and challenge followers to be innovative in problem solving in order to improves quality of service rendered by employees in the institutions.
- To examine the impact of transformational leaders on employees visionary skills and capacity development to enhance job motivation and satisfaction.

1.4 Research Questions

To further strengthen the fundamental guide and direction of this research and in view of the problems developed and objectives identified, it becomes pertinent to raise the following questions:

- What is the most dominant leadership style in the organization that you have worked?
- Does positive impacts of transformational leaders on employee's visionary skills and capacity development and share of identity among subordinates?
- Does transformational leadership style adopted by leaders stimulates and inspires? followers to achieve beyond expectation and thereby promote team work among employees in the institutions?

- Does a leader motivate and challenge followers to be innovative in problem solving in order to enhance quality of service rendered by the employees in the institutions?
- Does effective leadership enhancing excellent in teaching and learning in Nigeria tertiary institutions of higher learning?

Conceptual Framework

Transformational leadership has also been linked to an array of outcomes, follower job satisfaction and satisfaction with a leader (Hatter & Bass; Koh et al, (1995); Lowe & Kroeck, (1996) employee commitment to the organization (Barling, Weber, & Kelloway, (1996). Bass, (1998) also indicate that the relationship between transformational leadership and personal outcomes such as job satisfaction and commitment is well established. Because transformational leaders inspire their followers to go above and beyond their own self interests for the sake of the organization, leaders are able to bring a deeper insight and appreciation of input received from each member. Followers on the other hand are focused and look for new approaches to do their jobs. This challenge given to followers motivates them to become more involved in their tasks which result in an increase in the degree of satisfaction with their work and commitment to the organization. Graham (1988), providing a conceptual linkage between transformational leadership and organizational behavior suggests that transformational leadership leads to organizational citizenship behavior through the process of member empowerment. Citing Avolio and Bass (1988), Graham (1988, p. 79) argues that the leader's singular contribution is focused on empowerment of followers to serve as autonomous organizational citizens'. Empowerment, according to him, is attained through individualized consideration and intellectual stimulation. There is also empirical support for this position. Dvir, Eden, Avolio, and Shamir (2002) showed that transformational leaders had a direct impact on followers' empowerment, morality, and motivation. Transformational leaders are frequently good role models for their subordinates. As such, it is clearly possible for subordinates to perceive such leader behavior to be extra-role gestures, and subordinate imitation of these behaviors could enhance their own satisfaction on the job. Equally, Podsakoff, MacKenzie, Moorman and Fetter (1990) supported this assertion on the effects of transformational leadership style on organizational citizenship behavior with their study with petrochemical employees. Studying the impact of transformational leadership behavior effect on followers trust, satisfaction and citizenship behavior, they found that

transformational leaders influence organizational citizenship behavior, although this relationship was moderated by the degree of trust subordinates have in the leader. Identically, Bryman (1992) discovered that transformational leadership is positively related to a number of important organizational outcomes including perceived extra effort, organizational citizenship behaviors, and job satisfaction. He maintained that this emanate from the considerate nature of transformational leadership. These findings suggest the significant contributions of the transformational leader towards employee empowerment and enhanced job satisfaction of followers owing to the cultivated trust followers' repose in their leaders. Bolger (2001) also examined the effects of transformational leadership on principals' decision- making strategy, and teachers-occupation perceptions on teacher satisfaction, using the Multifactor Leadership Questionnaire (MLQ) and principal's and teacher job satisfaction questionnaires on 745 teachers in elementary, middle and high schools in Israeli. He found that principals' transformational leadership affected teachers' satisfaction both directly and indirectly through teachers' occupation perceptions. Most importantly, teacher's satisfaction also increased as they perceived their principals leadership style as more transformational. Interestingly, this study established that teacher's occupations strongly affected their satisfaction. This thus confirms the participative character of transformational leadership. The results of this study seems to agree with Koh et al,(1995) that transformational leadership had some form of effect on both teachers and students behavior. In another vein, Koh et al (1995) examined transformational leadership skills in 89 secondary schools in Singapore using a split sample technique. The Multifactor leadership Questionnaire was used to assess 846 teachers from the eligible secondary schools. The study sought to examine the influence of transformational leadership behavior as it related to organizational commitment, organizational citizenship behavior, teacher satisfaction, and student academic performance. The findings showed transformational leadership had significant add-on effects to transactional leadership in the prediction of organizational commitment, organizational citizenship behavior, and teacher satisfaction; it further revealed substantial add-on effects of transformational leadership on transactional leadership as a prediction of organizational commitment and employee satisfaction. By and large the singular effect of transformational leadership is exhibited in this study as impinges on the various aspects of organizational functioning. This finding lends credence to the argument that transformational leadership may be effective in enhancing attitudes and behaviors among employees.

Studies in Christian higher education institutions using the transformational model in North America had a similar story to tell. (Webb (2009) using 104 higher education institutions supported the study of Koh et al (1995) that the transformational model was approximately equal in predicting follower job satisfaction. Webb (2009) investigated the degree to which a combination of transformational leadership, transactional leadership, and laissez-faire leadership practiced by presidents of member colleges and universities in the Council for Christian Colleges and Universities (CCCU) was predictive of followers' job satisfaction than transformational, transactional, or laissez-faire leadership alone. He established that Charisma, Individual Consideration, and Contingent Reward were significant predictors of followers' job satisfaction in all three combined models and concluded that a combination of transformational leadership attribute of 19 Charisma and Individual Consideration with transactional leadership attribute of Contingent Reward, leaders could implement leadership behaviors that enhance followers' satisfaction and motivate followers to work harder which will end up in increased followers' perceptions of leadership effectiveness. This finding offer support to the view that a combination of charisma leadership, personal consideration, and use of a positive reward system increases followers' job satisfaction, motivation and perceptions of leaders' effectiveness. Hetland & Sandal (2003) revealed another side of transformational leadership in their study in Norway to investigate the relationship between transformational leadership and followers rating on satisfaction, effectiveness and work motivation as well as the relationship between transformational leadership and personality in five private and public institutions. The results yielded substantial support for a strong and consistent link between satisfaction, effectiveness and motivation. However, a modest relationship was found between transformational leadership and personality measures suggesting that the context in which leadership occurs might be a more important determinant than the leaders' traits. This draws attention to the fact that the personality factor of leaders can also contribute in the success story. Besides, the perceptions of the leader come into view as strongly related to the role of the rater which draws attention to the fact that leadership is a dyadic process involving the perceived and the rater. This finding is consistent with previous studies Hater & Bass (1988) which posit that transformational leadership correlated positively with how leaders were perceived, and how much effort followers were willing to invest in their leader and the extent of satisfaction followers had in their leader. In line with this, Judge and Bono (2000) in a study indicated work motivation as the essential factor

predicted in followers ratings on transformational leaders and their satisfaction. These findings provide empirical support that the motivational aspects of transformational leadership are what make it unique and successful. The expectation of the success of transformational leaders is predicted to translate into a stable and low staff turnover with accompanying student progress. But contrary to expectations, Griffith (2005) established that the success story of transformational leadership was not associated directly with either school staff turnover or school-aggregated student achievement progress. Rather transformational leadership showed an indirect effect, through staff job satisfaction, on school staff turnover (negative) and on school-aggregated student achievement progress (positive). For him, higher levels of staff job satisfaction in his case were associated with smaller achievement gaps between the type of students within a school (minority and non-minority students).This results is contrary to expectations that transformational leadership in its entirety may have a bearing on school staff satisfaction and student progress.

Transformational leaders exhibit the following:

1. Idealized Influence: They display conviction, emphasize trust, take stands on difficult issues, present their most important values, and the importance of purpose, commitment, and the ethical consequences of decision.

2. Inspirational Motivation: They articulate an appealing vision of the future, challenge followers with high standards, talks optimistically and with enthusiasm, and provide encouragement and meaning for what needs to be done.

3. Intellectual Stimulation: They question old assumptions, traditions and beliefs, stimulate in others new perspectives and ways of doing things, and encourage the expression of ideas and reasons.

4. Individualized Consideration: They deal with others as individuals, consider their individual needs, abilities and aspirations, listen attentively, further their development, advice, and coach (Bass, 1985). Junga, Chow and Wu (2003) found out that leaders who display the four behaviours of transformational leadership are able to realign their followers' values and norms, promote both personal and organizational changes, and

exceed their initial performance expectations. According to Junga, Chow and Wu (2003), transformational leaders go beyond exchanging contractual agreements for desired performance by:

Akin to leadership, transformational leadership, although not an entirely new or an unknown concept in leadership studies, also has no concise definition Hoover et al, (1991), Leithwood & Jantzi (1990). The concept was associated with Weber's (1947) work on charisma. Burns (1978) contends it is a process in which leaders and followers raise one another to higher levels of morality. Bass (1985) described a transformational leader as influencing followers to transcend their self-interests for the good of the group or organization by raising their awareness of the importance and value of group outcomes. Graham (1991) observed transformational leaders as encouraging charismatically led followers to develop their skills so that they might eventually develop initiative in working for the leader's goals. This type of leadership is all about building a unified common interest between leaders and followers.

More recently, Leithwood (1992) in attempting a definition considered transformational leadership as a form of leadership that facilitates a redefinition of a people's mission and vision, a renewal of their commitment and the restructuring of their systems for goal accomplishment. He explains that the central focus of this leader is commitment and capacities of organizational members for accomplishing goals that are assumed to result in organizational functioning and greater productivity. All these definitions allude to a form of leadership where leaders work to transform their followers' standards and ideals towards the realization of organizational feats. The leaders persuade followers into doing what he wants them to do. In so doing such leaders are able to create significant change in both followers and the organization with which they are associated. This form of leadership was originally developed for a business mode but researchers such as Leithwood (1992) and Fullan (2001) have developed the theory further as it applies to an educational setting. Summarizing from the above definitions, transformational leadership could be inferred as an interaction between a leader and his followers in which the leader, working through his workers aims at advancing workers attitude to accomplish organizational goals, mission and purpose. These processes involve the arousing of follower interest and zealous commitment most important to the fulfilment of organization's visions, goals and mission. Transformational leadership appears to offer the most comprehensive description and generate

the most beneficial results. Leithwood (1992) believes that transformational leaders have three main goals that help to make transformational leadership effective in a school. The first is that, Transformational leaders' help staff develop and maintain a collaborative school culture by collaborating and participating in shared decision-making. The second goal is fostering teacher development by giving teachers a role in solving school problems by allowing them some ownership of the problem and its solutions. Ultimately, transformational leaders help teachers solve problems more effectively by encouraging collaboration and promoting the idea that staff, working together, can often find a better solution to a problem than the teacher or administrator acting alone. Transformational leaders employ various strategies to achieve their goals. In the school set-up these are attained through the organization or provision of facilities for workshops, recommendation for staff to attend conferences useful to the professional growth of staff, sharing information gained from conferences with staff members as well as sharing individual talents with one another. A common strategy of transformational leaders is the active involvement of staff in decision-making; decision is implemented out of compromise of staff but not necessarily an imposition from the leader. Collective decisions on institutional targets to be achieved are discussed and strategies mounted to ensure its attainment. Such leaders share and discuss research projects with staff in addition to stimulating staff to areas of research. Another feature is the public recognition of staff contributions. In this respect, leaders express appreciation for special efforts made by staff. At all times leaders also keep the staff on task; staffs are given responsibilities commensurate to their individual talents, abilities or strengths in order to foster staff involvement in governance functions. This makes leaders more receptive to staff attitudes.

Methodology

The research design used for this research was survey method and the population for the study was three thousand four hundred (3400) which consists of both academic and non academic staff of Federal Polytechnic in North Central, Nigeria. A sample size n of 358 was drawn from population N of 3400 via Yamane's formula of sample size derivative. Primary and secondary source of data was used to elicit information for the study. The questionnaire was structure into three parts with 31 items. The statistical package for social sciences (SPSS) is used for descriptive (Frequencies', means, standard deviations, percentage etc) and inferential statistic. Administered questionnaire was designed using the likert scale in order to make it easier for the application of SPSS. However, to ensure the reliability of the performance variable, cronbachs

alpha coefficient for 35 items on 10% of respondents was conducted two week after the study. The coefficient was 0.7. Suggesting the items has relativity high internal consistency. Alpha > 0.7 indicate high reliabilities to Nunaling (1978) in king- Jeng, and Yun- Huei (2011).

Data Presentation and Analysis

Table 1.1: What is the most Dominant Leadership Style in the Organization that you have worked?

		Frequency	Percent	Valid Percent	Cumulative Percent
	transformational leadership style	160	44.7	44.7	45.5
	servant leadership style	83	23.2	23.2	68.7
	transactional leadership style	61	17.0	17.0	85.8
	charismatic leadership style	19	5.3	5.3	91.1
	autocratic leadership style	32	8.9	8.9	100.0
	Total	358	100.0	100.0	

Sources, Field Survey 2017

Table 1.1: reveal that 160 (44.7%) of the respondents agree that transformational leadership style is the most dominant styles of leadership adopted by the institution while 83 (23.2%) of the

respondents went for servant leadership style. However, 61 (17.0%), 19 (5.3%), 32(8.8%) went for transactional, charismatic, and autocratic leadership style. This implies that the leaders of these institutions adopt transformational leadership style.

Table 1.2: Positive Impacts of Transformational Leaders on Employee's Visionary Skills and Capacity Development and Share of Identity among Subordinates.

Variables	N	Minimum	Maximum	Mean	Std. Deviation
I encourage employees to make the most of their real skills and capacities	358	1.00	5.00	3.6872	1.27348
I help others find meaning in their work and build strong relationships with others	358	1.00	5.00	3.5559	1.31399
I encourage the development of positive identification with the organization.	358	1.00	5.00	3.6397	1.30986
I create a share identity and emotional maturity among team through good leadership	358	1.00	5.00	3.6527	1.29490

Source: Field Survey, 2017

Table 1.2: Respondents were asked to respond to questions on the positive impacts of transformational leaders on employee's visionary skills and capacity development and share of identity among subordinates in Federal Polytechnics in North Central, Nigeria. Desire to make the most of their real skills and capacities scored the highest mean of 3.6872. This is closely followed by the respondents who choose transformational leadership style because it

creels a share of identity and emotional maturity among subordinates with a mean scored of 3.6527. Finding meaning in their work and building strong relationships with others have scored a mean of 3.5559. Positive identification with the organization and create a degree of personal commitment scored mean of 3.6397 respectively. This analysis implies that employees to make used of their visionary real skills and capacity factors has greater prospective for motivating followers to do their best towards achieving organizational objectives through transformational leadership style.

Table 1.3: Influence of Transformational Leaders in Stimulates and Inspires Followers to Achieve beyond Organizational Expectation and Leading by Example.

Variables	N	Minimum	Maximum	Mean	Std. Deviation
I believed in stimulates and inspires followers to achieve beyond expectation and developing theire own capacity	358	1.00	5.00	3.8408	1.18809
I provide strong sense of commitment through effective leadership	358	1.00	5.00	3.6816	1.23635
I provide greater organizational commitment and higher job satisfaction among employees	358	1.00	5.00	3.6397	1.35815
I prefer leading by example to others in any work place to sustained good leadership	358	1.00	5.00	3.8296	1.19594

Source: Field Survey, 2017

Table 1.3: investigated the influence of transformational leaders in stimulating followers to achieve beyond expectation and leading subordinates by example in Federal Polytechnics institutions in North Central, Nigeria. The

table reveals that transformational leaders prefer leading followers by example in any work place with a mean scored of 3.8296. This is closely followed by the influence of stimulates and inspires followers to achieve beyond expectation and developing their own capacity with 3.8408. These activities among other include strong sense of commitment through effective leadership with a mean scored of 3.6816. Provision of greater organizational commitment and higher job satisfaction among employees with scored mean of 3.6816. This analysis implies that transformational leaders stimulate and inspires followers to achieve beyond expectation and always lead by example in order to foster academic excellent in Federal Polytechnics institutions in North Central, Nigeria.

Table 1.4: Enhancing Effective Leadership towards Excellent in Teaching and Learning.

Variables	N	Minimum	Maximum	Mean	Std. Deviation
I provide effective leadership towards excellent in teaching and learning	358	1.00	5.00	3.7793	1.34056
I seek to convince others rather than coerce others to respond	358	1.00	11.00	3.6955	1.34499
I motivate and challenges followers to be innovative in problem solving	358	1.00	5.00	3.7402	1.48082
I shapes, alters and elevated followers motive and values to achieve organization goals	358	1.00	5.00	3.6453	1.30066

Source: Field Survey, 2017

In investigating whether transformational leadership style enhances effective leadership towards excellent in teaching and learning in Federal Polytechnics in North Central, Nigeria, the table reveals that effective leadership can be achieve towards excellent in teaching and learning through transformational leadership style. These activities among others include convince others rather than coerce others to respond with a mean scored of 3.6955.Motivation and challenges

followers to be innovative in problem solving with scored mean of 3.7402. This analysis implies that transformational leadership enhance effective leadership towards excellent in teaching and learning in Federal Polytechnics in North Central, Nigeria.

Findings

The findings of this research study are as follows:

- It was observed that transformational leadership style helps to foster leaders/followers relationship and thereby sustained academic excellent in teaching and learning in Federal Polytechnic institutions in North Central, Nigeria.
- Transformational leadership style helps to improve a well desires inspirational and visionary skills and capacity development of employees in Nigeria tertiary institutions.
- It reveals that transformational leaders ensure significant changes in followers and organizations in problem solving to achieve a desirable result from the most activities undertaken by the institutions understudy.
- It asserts that transformational leaders stimulate and inspires followers to achieve beyond organizational targets.
- Transformational leaders help to motivate and challenges followers to be innovative in problem solving in order to improve quality of service in the Polytechnic institutions North Central, Nigeria.

Conclusions

Transformational leadership has the potential to build high level commitment in teachers to the complex and uncertain nature of the school reform agenda and to foster growth in followers (Bass& Avolio,1988).Moreover transformational leadership is seen to be sensitive to organization building, developing share vision, distributing leadership and building school culture which necessary for current restructuring in higher learning institution in Nigeria. Transformational leadership motivates and challenges followers to be innovative in problem solving, empowers followers, addressees followers sense of self worth, pay attention to individual needs and personal development and inspires followers to a commitment of shared organizational goals and vision. Transformational leadership facilitates share of decision making, inspirational job motivation, building team spirits, and improves quality of service of employees in Nigeria tertiary institutions via Federal Polytechnic institutions in North Central, Nigeria in order to ensure academic excellent in teaching and learning.

Recommendations

- Effective leadership issues should not be handled with levity; it should rather be strengthened and encouraged through provision of incentives and adequate facilities. Organizations should not hamper with leadership training of staff for fear of cost and thereby sacrificing quality for financial gains.

- Special leadership training programmes should be designed to provide staff with adequate leadership skill ability in order to achieve the organizational targets.
- Every tertiary institution in Nigeria should have a well defined fulfillment of organizations visions, goals and mission in order to build team spirits among employees to foster job satisfaction.
- The organizational should try to adopt transformational leadership style in order to ensure leaders/followers relationship which is an ingredient for improving work performance of staff in organization and thereby increase productivity of output.
- Every leader in Nigeria tertiary institutions should try to motivate and challenges it followers to be innovative in problem solving in order to give room for achievable academic excellent in teaching and learning to be sustained in educational system in Nigeria.

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LEADER AND LEADERSHIP BEHAVIOUR FOR SUPERIOR RESULT

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Abstract

This paper examined leadership behaviour which was based on love and care for the people. It was also based on the fundamental rule of management, "that you can't change people's character, you can't even control their actions most of the time". Change comes from within or not at all, can you really inspire people you don't care for and who are not very fond of you? The saying goes, "If you want to influence people, love them. Your influence goes as far as where your love stops". the results of the paper properly defined leader and leadership behaviour, leadership Attitude, Skills and Knowledge Identified, the processes of Leadership and theories, different kind of people's behaviours in the organization, assessment of the various leadership behaviours for superior result, leadership behaviours for superior result were calculated. The calculated behaviors should be applied in our day to day activities based on the ranking. The main recommendations were that each leadership behavior should be treated in an organization, the leadership behaviors should be extended to other private and public institutions, leadership training of this nature should be organized bi-annually.

Keywords: Leadership, grade, people and Behaviour

Introduction

The growing complexity of globalization and its demands for efficiency and effective management in the unfolding dynamism in the Nigerian public and private sectors today require that leaders be not only experienced but also qualified and informed of global developments within the macro-environment. A singular factor that will be a sine-qua-non for effectiveness, efficiency, professionalism, proficiency and productivity, therefore, is a workforce capable of delivering superior value to clients with skills, flexibility, speed and right attitude.

Additionally, leadership has always been in existence, but the way it is practiced and applied has diametrically changed. The management of the world economy over the years has not brought significant success because of misapplication of managerial efficiency and effectiveness. The society is characterized with low productivity, low profitability, inconsistent performance, poor

sales and porous market leadership. People such as Board of Directors, Human Resource Practitioners, Project and Programme managers etc in world, like others in sub-Sahara Africa and Asia remain the poorest in the continent due to inadequate knowledge on transformational leadership. Companies in the world today are mostly operating below capacity and finding it very hard to attract funds from International financiers. As we are in a new era, there are many factors affecting leadership such as global and business institutions, National advance in information and communication technology, competition, technological innovation in production and so on. For people to survive, transformational leadership is needed.

Superior result in the world requires leadership, men and women of vision, strong leadership behaviours, dynamic personal development, who are able to set long-term goals, develop spiritual strategies to bring about fundamental and adaptive changes and above all, motivate increasingly independent, highly knowledgeable and geographically dispersed people to achieve divine ambition of the maker. Today's successful leaders manage continuous change of behaviour. They think strategically which requires the ability to manage both human and non human resources.

It is essential to state that corporate leadership vis avis globalization is the most fundamental set of transformation going on in the world political system today which has led to universal challenges. Leaders can no longer produce qualitative and quantitative service deliveries due to the exposure of effective communication, poor leadership skills, inadequate managerial rituals and general organizational management. They lack the rudimentary of effective leadership and managerial skills which have hitherto led to ineffectiveness, inefficiency, non-productivity and poor service delivery world over.

The political and socio-economic environment in the world requires leadership, men and women of vision, strong public speaking skills, dynamic personal development, who are able to set long-term goals, develop management strategies to bring about fundamental and adaptive changes and above all, motivate increasingly independent, highly knowledgeable and geographically dispersed people to achieve service ambition. Today's successful leaders manage continuous change. They think strategically which requires the ability to manage both human and non human resources.

Objectives:

- Properly define a leader and leadership behaviour
- Identifies leadership Attitude, Skills and Knowledge.
- Discuss the processes of Leadership and theories
- Assess various leadership behaviours for superior result
- Identifies different kind of people’s behaviours
- Calculate and rank Leadership behaviours for superior result
- Recommend the best behaviour to be adapted for superior result.

Expected Outcome:

- Leader and leadership behaviour defined
- Leadership Attitude, Skills and Knowledge Identified.
- The processes of Leadership and theories discussed
- Different kind of people’s behaviours in the Church identified

- Assessment of the various leadership behaviours for superior result
- Leadership behaviours for superior result calculated
- Recommendation of the best behaviour to be adapted for superior result.

Conceptual Framework

Who is a leader?

A leader is a person with 13% calculated personality who has the attitude, skills and knowledge to influence others for a result.

What is Leadership?

Leadership is a component of **controlling** in **management** after **coordination** and **communication**. For result to be obtained in management, both the top leader, middle leader and lower level leaders must combine both communication and leadership alongside with coordination to achieve result globally.

Robbins (2000) defined leadership as "**the ability to influence a group towards the achievement of goals"**.

Bennis (1999) sees leadership as the **ability to know you, have a vision that is well communicated, build trust among colleagues and take effective action to realize one's own leadership potential.**

Leadership may be defined as that aspect of management which focuses attention on influencing the organizational members to put forth efforts directed at achieving organizational goals. In other words, leadership is the process, by which a person exerts influence over other people and in spites, motivates and directs the activities to help in achieving group or organizational goals (Yukl, 1995 and Hay, 1998).

What are the processes of leadership?

Leadership has five processes which are examined thus:

- Leadership is a Reciprocal Process, 2. Transactional Process, 3. Transformational Process, 4. Cooperative Process 5. Adaptive Process.

Leadership is a Reciprocal Process {RP} : Any aspect of the leader, group member or setting can influence and be influenced by every other variable in the system.

Leadership is a Transactional Process {TP}: The leader/member relationship is a form of social exchange; leaders and group members trade their time and energy in exchange for valued monetary and social rewards.

Leadership is often a Transformational Process {TP}: The transformational leader increases group members' motivation, confidence and satisfaction by uniting members and changing their beliefs, values and needs.

Leadership is a Cooperative Process {CP}: Of legitimate influence rather than sheer power (Grimes, 1978). In a small group, for example, the individual who influences others the most is often designated the leader (Hollander, 1985**Leadership is an Adaptive and Goal-seeking Process [AGP}:** for it organizes and motivates group members' attempts to attain personal and group goals.

LEADERSHIP THEORIES

Three identifiable theories are found in leadership. These are:

- Behaviourial Theory
- Contingency theory
- Trait theory

1. **Trait Theory**

These theories tried to understand and explain leadership the analysis of the personal, physical and psychological features or traits of strong leaders. The theory postulated that leaders are born and not made. The theory further assumed that there are some basic traits that are peculiar to leaders that if those traits could be isolated then potential leaders can be predicted.

2. **Behavioural Theory**

It deals with actions of leaders that measure performance.

3. **Contingency Theory**

Contingency theory is grouped into eight categories as follows.

a. **Situational Theory**

The foundation of the situation theory was laid by Tannenbaurn and Schmidt (1958) who proposed the leadership continuum with seven identifiable levels of subordinate centered leadership at the other extreme. The points of the manager subordinate at a given situation.

b. Path-Goal Theory

Path-goal theory of leadership effectiveness was developed by House (1971). This theory sees a leader's job as that of assisting followers to attain their personal goals and creating the required direction and for support to ensure that their goals are in line with that of the organization.

c. Leader-Member Exchange Theory

Leader-Member Exchange (LMX) Theory looks beyond the leader to say what leadership is. LMX addresses the interactions between leaders and followers.

d. Leadership Attribution Theory

Trait and behavioural theories fail to provide explanations as to why certain leadership behaviour or phenomena occur, while leadership attribution theories attempt to describe underlying reasons. One theory focuses on implicit leadership theories of followers, while the other leadership attribution theory focuses on attributions made by the leader.

E Leadership Skills Theory

This theory is similar to the trait theory but instead of focusing on leader traits, skills possessed by the leader are considered to be the most relevant component for effective leadership.

f**. Servant Leadership Theory**

Greenleaf (1998) developed the servant leadership model, and this model is based on the idea of the servant as a leader, or more conceptually of a leader having the duty to serve his/her followers. Servant leadership was created as an attempt to link previous paradoxes concerning leadership. Task accomplishment is a focus, yet it is also recognized that leaders should be aware of the social implication associated with task accomplishment.

g. Transactional Leadership Theory

The transactional leader is given power to perform certain task and reward or punish for the team's performance. It gives the opportunity to the managers to lead the group and the group agrees to follow his lead to accomplish a predetermined goal in exchanged for something else. Power is given to the leader to evaluate, correct and train subordinates when expected outcome is reached.

h. Transformational Leadership Theory

Transformational leadership theory was developed by Burns (1978). It is a process that changes can transform individuals. It is often associated with ethics and involves long-term goals.

Managing Various Types of People in the Society

i. The Hero

Some people out of sheer luck and not necessarily intelligence become successful at early age push and push themselves, coworkers and subordinates as a way of dealing with their own doubtful and shaky self esteem. They push themselves, coworkers and subordinates to breaking point. They are referred to as "Hero . The major problem of a hero is lack of empathy to understand what others are going to keep up the pace. Valuable people resign and leave the organization when they cannot cope.

ii. The Meritocrats

Maritocrats are people that once excelled at school and wrongly believed that the world is a far market in which the best ideas will always win on their own merit they do not accept that in the real world, ideas, opinions, viewpoints, like products in the market place have to be packaged and negotiated, to meet political and organizational realities before they are sold.

iii. The Bulldozers

Bulldozers do not trust others and others don't trust them. They are extremely loyal to their bosses and they intimidate and alienate everyone in their paths. They are often reluctant to change their styles. So to change a bulldozer, you have to become one yourself. Intimidate him by asking him the number of enemies he has created and how people describe him in the organization.

iv. The Pessimists

Pessimists have the best intentions for the organization, but they are timid. They think every change is ill advised, hence stifling creativity and lock fretful opportunities. They lock over everyone's shoulder lest a mistake be made their motivation is fear if shame and being wrong or inadequate. Fear of shame kills innovations.

v. The Rebels

They are the ones that always ask the inappropriate questions and therefore easy to recognize in the organization they consistently make jokes about the organization's management and publicly questions the motive behind any move by management. What rebels enjoy most is a game of tug of war. The Human resource manager's tactics is to refuse to play the game.

vi. The Home Run Hitter

He is an employee who wants to see his photography on the front pages of magazines and newspapers. He imagines dinning with influential people and leaders in the society. Human resource managers help such ambitious employees by appreciating his intelligence, drive, ambition and self confidence.

vii. The Central Connectors

viii. Boundary Spinners

xi . Peripheral Specialists

xx Information brokers

In handling the ten types of people, the Human resource managers work like psychologists to maximize the potential of employees in their organizations.

The A, B and C, Players

Axelrod, Handfied Jones and Michaels (2002) identified A,B and C, players in organization and values and the problems they pose to organizations. The Human resource managers need to manage them so as to generate optimum benefits to the organization.

A. The A Player

Ludeman and Erlandson (2004) worked on the A player extensively and coined them "Alpha Male". The A players have the following attributes:-

i. Highly intelligent
ii. Self-confident and opionated
iii. Action oriented
iv. High performance, expectation for himself and others
v. Direct communication style
vi. Highly discipline
vii. Unemotional

Values that an A player adds to an organization come in the form of good intuition, decisive action, taking creative leaps, visionary attitudes, result orientation, setting and achieving high goals and move people to action. They are extraordinarily productive.

B. **The B player**

Delong and Vijayaragharan (2003) worked on B players and identified four types of B player: **recovered A player, truth tellers, Go-go people and the middliers**. A player is an A player who has rejected the pressure of an A life for a variety of reasons. He has made a conscious decision to drop off the fast track. The truth tellers are individuals with an almost religious zeal for honesty and reality in their interactions with people in the organization. Go-go people are prolific net workers. They become the persons others go to when they do not know whom they should approach or when they have to negotiate difficult political terrain. Middling are the less competent of the B players. They feel that they have accomplished something if the company is running well. Their own careers take a back seat to the company's well being.

C. The C players

The players are assessed average performance. Note that the "C" refers to the performance of the individual but not the individual. Company's C employees barely deliver acceptable results. Create anything bold or innovative and they don't inspire others. Some A and B players may drop to C performance level. Companies manage C players because they constitute about 30% of the total knowledge workforce. Human resource manager helps C players through training and development. Putting in cross-functional committees to learn basic hard and soft skills. Some have risen to become A and B players.

Leadership Skills

Technical Skills

This involves the ability to use the procedures, techniques and knowledge to perform tasks of a specialized field. Engineers, Doctors, Musicians and Pilots all have technical skills in their respective fields.

Human Relation Skills

Human relation skills are the skills that are required in order to understand other people and interact effectively with them. Skills include leadership, motivation, coaching, communication, moral building, training and development. This skill is needed at all levels of management.

Conceptual Skills

Conceptual skill is the ability to see the organization as a whole and understand the relationship of various parts and how one part depends on another, and anticipating how a change in any of its part will affect the whole.
Other skill needed by managers includes:

Computer Skills

Managers with computer skills have a conceptual understanding of computer and know how to make use of computer and software to perform many aspects of their jobs. This skill is valuable to today's managers and is essential for advancement in management. In minutes, computers can perform tasks in financial analysis, human resource planning and in other areas that will otherwise take hours and even days to complete. The computer is very helpful for decision-making and assists managers with a vast array of flexible and usable information.

Decision-Making Skills

All managers must make decision or choose from alternatives. The quality of these decisions determines their effectiveness. A good understanding of analytical skills largely influences decision-making skill. A poor analytical skill, even with comprehensive information inevitably results in poor decision-making.

Analytical Skills

Analytical skills involve using scientific approaches or techniques such as materials requirement for planning, inventory control models, activity-based accounting, forecasting and human resource information systems to solve management problems. Analytical skill is actually an ability to diagnose and evaluate business problems. It is needed to understand the problem and to develop a plan of action. Without analytical proficiency, there is little hope for long-term success.

Communication Skills

Managers at all levels require developing professional communication skills. They are required to write comprehensive report on monthly basis so as to achieve result.

Team Building Skills

Successful manager is one who extols the virtue of individual but celebrates the cohesive team. He has the rare ability to judge talent when he sees it. He has positive regards for team members but also willing to encourage open and honest communication.

Leadership Behaviour

A	B	C	D	E	F	G	H	I	J	K	L	M	TOTAL
1	2	3	4	5	6	7	8	9	10	11	12	13	91

N	O	P	Q	R	S	T	U	V	W	X	Y	Z	TOTAL
14	15	16	17	18	19	20	21	22	23	24	25	26	260

GRAND TOTAL: 91+260= 351

LEADER AND LEADERSHIP BEHAVIOR FOR SUPERIOR RESULT

LEADER = 45
AND = 19
LEADERSHIP = 97
BEHAVIOR = 71
FOR = 39
SUPERIOR = 121

RESULT = 95

TOTAL = 416

416/351*100= 119%

If the arithmetic calculation is below the following parameters, the interpretation is seen thus:

- 49% and below ; ignore the result
- 50% - 59%; less important (accept the result)
- 60% - 69%; Important (accept the result)
- 70% and above; Very important (accept the result)

From the above calculation, quantitatively, **LEADER AND LEADERSHIP BEHAVIOR FOR SUPERIOR RESULT is** calculated at 119% which is interpreted qualitatively as **"Very important".**

Result

A leader without his/her behavior is graded at 13% and should be ignored based 0n our decision rule. We have 14 behaviors of a leader as discussed and calculated below:

- Leadership by authoritative behavior 104% -4th position
- Leadership by democratic behavior 81% - 14th position
- Leadership by laissez-faire behavior 93% - 8th position
- Leadership by objective behavior 85% - 12th position
- Leadership by bureaucratic behavior 84% - 13th position
- Leadership by sitting on the pants behavior 121% 1st position
- Leadership by walking about behavior 94% - 7th position
- Leadership by surprise behavior 91% - 10th position
- Leadership by exception behavior 87% - 11th position
- Leadership by paternalistic behavior 97% - 6th position
- Leadership by coaching and development behavior 115% - 3rd position
- Leadership by competitive edge behavior 103% - 5th position
- Leadership by consensus behavior 92% - 9th position
- Leadership by work simplification behavior 119% - 2nd position

Based on the calculation above, leadership behavior re-ranked below;

- Leadership by sitting on the pants behavior 121% 1st position
- Leadership by work simplification behavior 119% - 2nd position
- Leadership by coaching and development behavior 115% - 3rd position

- Leadership by authoritative behavior 104% -4th position
- Leadership by competitive edge behavior 103% - 5th position
- Leadership by bureaucratic behavior 98% - 6th position
- Leadership by paternalistic behavior 97% - 7th position
- Leadership by walking about behavior 94% - 8th position
- Leadership by laissez-faire behavior 93% - 9th position
- Leadership by consensus behavior 92% - 10th position
- Leadership by surprise behavior 91% - 11th position
- Leadership by exception behavior 87% - 12th position
- Leadership by objective behavior 85% - 13th position
- Leadership by democratic behavior 81% - 14th position

CONCLUSION

In view of the research findings, it revealed that all the styles of leadership have effect on the employees' productivity. It also indicates that no leadership style is the best or effective to all situations. The situational approach in which the leader applies the style that suit the prevailing situation is not the most effective. Therefore, for a manager to be effective, he or she should be able to understand the various styles of leadership, the situations under which each of them can be applied and should be able to adopt and apply each of the styles taking into cognizance of the situations (Nwachukwu, 1988).

The organizations also should understand the styles and the respective situations under which each of them can be applied and should employ the manager that can apply the styles that suite the prevailing organizational situations in order to achieve organizational objectives (Blanchard, 1967).

RECOMMENDATIONS

Based on the research findings, the researcher makes the following recommendations.

- That leaders should be flexible and be able to apply a situation styles as the application of the wrong style leads to job dissatisfaction, resentment, lack of commitment to the job and ultimate decrease in productivity of the employees.

- That leaders should not concentrate much on structuring the organization because it has negative effect on employees' productivity.

- That leaders should establish inter-personal relationship that suit the prevailing situation for efficiency and effective result.

- That leaders should minimize the way he gives freedom to employees to make decision and perform their work without much supervision.

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Effects of Organizational Structure on effective Implementation of Strategy

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Abstract
In today global market place and the severe competitive pressure has absolutely made it necessary for firms to consider the relevance of their organizational structure; strategy implementation and as well determine how business activities are conducted. Organizational structure assigns unique value of developing tasks and roles to the employees and states how these tasks and roles can be connected so as to maximize quality and customer satisfaction. This article therefore, explored the effects of organizational structure on effective implementation of strategy. The objectives of this research were to: (a) find out the extent to which organizational structure impact positively on effective implementation of strategy (b) examine the degree to which strategy implementation impact positively on the profitability of firms in Nigeria and (c) ascertain the extent to which organizational structure currently in use by the firm impact positively on firm competitive advantage. Relevant data were reviewed, this afford a thoughtful consideration of prior work in the area of exploration thereby providing foundation for the researchable problem. The researchers used theoretical and empirical framework in this investigation. Data were sourced from management text books, journals and internet and the

data was analyzed using Chi chi-square statistical technique. The results of the analysis proved that organizational structure impact positively on effective implementation of strategy and strategy implementation impact positively on the profitability of firms in Nigeria. Firms should therefore adopt structure that will effectively enhance implementation of strategy and profitability of their firms.
KEYWORDS: Strategy, Implementation, Structure,Organization

- **Introduction**

The severe competitive pressure in the global market place today has utterly made it essential for firms to consider the relevance of their organizational structure; strategy implementation and as well determine how business activities are conducted, with some degree of interest in what happen in the market place, the attitude of customers, competitors, suppliers amongst others. Strategy implementation is the way in which a firm develops, exploit, and integrate organizational structure, control systems, and way of life to follow strategies that lead to firm enhanced performance and competitive advantage. Strategy implementation is the transformation of chosen strategy into main organizational action that will enhance achievement of strategic organizational objectives.

The relationship between strategy and structure was first described by Chandler (1962) in his review of the growth and development of four large American firms: du Pont, General Motors, Standard Oil of New Jersey, and Sears, Roebuck and Company. He establishes that as each of these companies grew through a strategy of product diversification, they implemented a divisional organizational structure. He describes structure as the design of organization through which the enterprise is administered. This design whether formally or informally has two aspects. It includes, first the lines of authority and communication between the different administrative offices and officers and, secondly the information and data that flow through these lines of communication and authority. Such lines and data are essential to assume the effective

coordination, appraisal and planning necessary in carrying out the basic goal and policies of an organization.

Organizational structure assigns unique value of developing tasks and roles to the employees and states how these tasks and roles can be correlated so as to maximize quality and customer satisfaction. Burns and Stalker (1969) argue that structure is a process in itself, a means of holding together an organization so that it is able to determine its own destiny. They maintain that organization's that operate in dynamically changing and uncertain environments tend to need organic/flexible structures and processes while more stable environments lend themselves to more familiar mechanistic bureaucratic structures.

Hamza (2009) opines that good organizational structure serves many benefits to a company. It facilitates the attainment of goals and objectives, it reduces conflict among individuals and groups over area of jurisdiction, it minimizes the duplication and overlapping of functions, it makes communication to be faster and easier, it provides a sound basis for effective strategic planning, it enhances increased co-operation between individuals and groups, it leads to proper job grouping and definition, it enhances the assignment of tasks to people and position and clarification of responsibilities, it facilitates training and promotion of personnel etc.

Researchers argue that the relationship between the strategy and structure of a firm leads to better performance because the structure provides the necessary systems and processes essential for successful strategy implementation. Though, research at the international level is yet to provide empirical evidence showing that firms that matched strategy and structure perform better than those that have not. Firms which are able to achieve a fit between their strategy and structure can create a significant competitive advantage, while firms that do not have a fit are left vulnerable to external changes and internal inefficiencies (Miles & Snow, 1984).

Organizational structure provides a framework intended to make possible coordination and communication between members of the organization to facilitate transformation. The relationship between strategy and structure can be thought of in terms of utilizing structure for strategy implementation because structure is a means to an end, that is, to provide facilities for

implementing strategy. Therefore, both should be integrated. In the absence of such integration, outcome may be confusion, misdirection and fractured effort within the organization. It's against this panorama that this investigation seeks to look at *the relevance of using organizational structure for effective implementation of strategy.*

1.1 Research Objectives

The objective of this research is to examine the effect of organizational structure on effective implementation of strategy. However, the research specifically seeks to:

- *Find out the extent to which organizational structure impact positively on effective implementation of strategy.*
- *Examine the degree to which strategy implementation impact positively on the profitability of firms in Nigeria.*
- *Ascertain the extent to which organizational structure currently in use by the firm impact positively on firm competitive advantage.*

1.2 Research Questions

- *To what extent does organizational structure impact positively on effective implementation of strategy?*
- *To what degree does strategy implementation impact positively on the profitability of firms in Nigeria?*
- *How and to what level does organizational structure currently in use by your firm impact positively on firm competitive advantage?*

1.3 Research Hypotheses

- *Organizational structure impact positively on effective implementation of strategy.*
- *Strategy implementation impact positively on the profitability of firms in Nigeria.*
- *Organizational structure currently in use by the firm impact positively on firm competitive advantage.*
- **Theoretical and Conceptual Framework**

Organizational structure usually is a hierarchical array of lines of interactions, authority, rights duties or responsibilities of an organization. A structure depends on the firm's objectives and strategy. In a centralized structure, the top layer of management has most of the decision making power and has tight control over departments divisions and units of the organization. However, in a decentralized structure, the decision making power is spread and the departments

and divisions may have diverse degrees of freedom. Organizational structure determines how information flows between the different levels of management and how the roles, power and responsibilities are assigned, controlled, and coordinated.

Organizational theorists such as Lim, Griffiths, and Sambrook (2010) proposed that organizational structure development is very much dependent on the expression of the strategies and behavior of the management and the workers as constrained by the power distribution between them, and influenced by their environment and the outcome.

Strategy formulation entails serious doses of vision, analysis, and entrepreneurial judgment, successful strategy implementation depends on the skills of working through others, organizing, motivating, culture-building, and creating stronger relationship between strategy and how the organization operates. Strategy implementation involves four broad areas:

- Performing the recurring administrative tasks associated with strategy implementation.
- Creating "fits" between strategy and the various internal "ways of doing things" in order to align the whole organization behind strategy accomplishment.
- Figuring out an agenda and a set of action priorities that matches up well with the organization's overall situation in which implementation must take place.
- What managerial approach and leadership style to adopt in inducing the needed organizational changes.

The strategy implementer’s challenge in performing these tasks is to bring (the organization's conduct of internal operations into good alignment with strategy and to unite the total organization behind strategy accomplishment.

However, Mohr, (1982) one of the early theorists of organizational structure pointed out that Taylor, Fayol, and Weber "saw the importance of structure for effectiveness and efficiency and assumed without the slightest question that whatever structure was needed, people could fashion accordingly. Organizational structure was considered a matter of choice... When in the 1930s, the rebellion began that came to be known as human relations theory, there was still not a denial of the idea of structure as an artifact, but rather an advocacy of the creation of a different sort of structure, one in which the needs, knowledge, and opinions of employees might be given

greater recognition."Though, a different view arose in the 1960s, suggesting that the organizational structure is "an externally caused phenomenon, an outcome rather than an artifact."

Heckscher, (1994) developed the post-bureaucratic organization theory, in which decisions are based on dialogue and consensus rather than authority and command. He argues that organization is a network of system rather than a hierarchy, open at the boundaries (in direct contrast to culture management); there is an emphasis on meta-decision-making rules rather than decision-making rules. This sort of horizontal decision-making by consensus model is often used in housing cooperatives, other cooperatives and when running a non-profit or community organization. It is used in order to encourage participation and help to empower people who normally experience oppression in groups.

Every organization has a structure that clarifies the roles perform by individual member of the organization; to enhance everyone understands of their responsibilities to the group. Organizational structure defines how tasks are divided, grouped, and coordinated in organizations.

2.1 Rudiments of Organizational Design/Structure

Organizational structure basically consists of a combination of seven basic rudiments. Each of these rudiments consists of job specialty, sequence of command, sub-division, span of control, formalization, centralization and decentralization all these element has an impact on how the responsibilities are carried out in an organization.

Job specialty - the first rudiment that affects the structure of an organization is how tasks are subdivided into separate jobs. Is a job performed by an individual or group, or is it busted down into separate steps and completed by several individuals or group of individual? The more a job is busted down into small tasks, there is a high tendency of specialization resulting in high efficiency, but these can lead to boredom by employees who are required to perform the same task repeatedly.

However, every organization has a **sequence of command**, which provides a reporting line of authority that reaches from the top of the organization to the bottom and spells out who reports to whom in the organization. This facilitates effective communication through the right

channel using the organizational chart of the firm and the line of authority as spelt out in the mission statement of the organization.

The next rudiment of organizational structure is **sub-division**, which establishes how jobs are grouped together or divided into department. Jobs can be grouped in many ways, including by job function, product line, or region.

The structure of every organization must also dictate how managers are required to direct their employees. This is what Henry Fayol called **span of control** and determines how many individuals manager can efficiently and effectively manage their unit. Companies with wider spans of control require fewer managers and are more efficient than companies with narrow spans of control, but if the span of control becomes too large, employees may not receive adequate leadership and support from their managers.

Another rudiment of organizational structure is **formalization**, which determines to what degree the jobs in the organization are standardized. A highly formalized job has clearly defined procedures and leaves organizational members little freedom in regard to how they perform their tasks. A low degree of formalization, on the other hand, allows employees a high degree of flexibility in how they get their jobs done.

Centralization is another rudiment of organizational structure which determines 'where does decision-making or managerial authority lie?' If top management makes all the organizational decisions with no input from lower-level personnel, the organization is considered to be centralized.

However, the last but not the list of the rudiment is **decentralization.** This indicates that, the more the lower and middle-level managers are involved in the decision-making process, the greater the degree of decentralization that exists in the organization leading to democratization of all the functional unit of the firm.

2.2 Nature or Approaches of Organizational Structure

The complexity and nature of organization determines the type of structure to adopt, it’s significant, level of authority and who has responsibility for accomplishing a particular job, objectives or goals of the firm. There are several approaches of organizational structures found in organizations and there is no single best structure that is applicable to all form of organizations. Organizational structure defines the chain of command in which a firm will operate. The

structure adopted will be based on the given situations and on what strategic managers believe will yield the best results for them in the circumstances they face. The types discussed in this article include the functional structure, division/SBUs structure,

2.2.1 Functional Organizational Structures

A firm can be structured according to specialization of functions. In this case, tasks are grouped together on the basis of common functions. For instance, marketing activities, production activities, or financial activities are grouped into a single function which undertakes all the parts required of that function. Organizing structure on the basis of employee functions is a simple concept for organizing the firm activities. Functional structures are common in organizations with a particular or distinct product focus that requires well defined skills and areas of specialization to build competitive advantages in providing goods and services.

Organizing by functional specialties promotes full utilization of the most up-to-date technical skills and helps a business capitalize on the efficiency gains resulting from use of those technical skills; it also helps a business capitalize on the efficiency gains resulting from the use of specialized manpower, faculties, and equipment. These are strategically important considerations for single-business organizations, dominant-product enterprises, and vertically integrated firms, and account for why they usually have some kind of centralized, functionally specialized structure. A footwear firm might be organized around production, quality control, purchasing, marketing, finance or accounting, and personnel. A service firm (e.g. a hotel) may be organized around, reservations and sales, restaurant operations, maintenance, front desk, finance or accounting, and personnel etcetera. Fig.1.1 presents a clearer view of the nature of functional structure.

Fig. 1.1 Functional Organizational Chart

Source: Culled by the author

Hamza (2009) identified the following advantages and disadvantages of a functional structure: (1) is a logical reflection of functions, (2) achieves efficiency through specialization, (3) develops functional expertise, (4) differentiates and delegates day to day operating decisions, (5) retains centralized control of strategic decisions, (6) tightly links structure to strategy, by designating key activities as separate units. The disadvantages are: (1) creates problems of coordination between functions, (2) promotes narrow specialization and functional conflict, (3) reduces the development of general managers but encourages the growth of specialists.

2.2.2 Divisional/Strategic Business Units (SBUs) Structure

A strategic business unit (SBUs) is one of the approaches common to formal organizational structure. They are usually used for large firms operating in diverse fields - such as MTN, GLO and Dangote Group etcetera, operating in many markets in several countries. Strategic business units – SBUs are formed separate to avoid any concentrated decision making in the central management. This type of structure has a considerable elasticity or flexibility in decision making and management at the level of global strategy of the corporation and in coordinating its activities with the top management. Example of SBUs is decentralization where decision making does not lie in the hand of top management alone rather, both lower and middle level are involved in decision making.

A strategic business unit (SBU) is also a grouping of business units based on some important strategic elements common to each; the possible elements of relatedness include an overlapping set of competitors, a closely related strategic mission, a common need to compete globally, an ability to accomplish integrated strategic planning, common key success factors, and technologically related growth opportunities. Strategic business unit (SBU) is often the organizational structure chosen to meet the increased need for coordination and decision making requirements that arise from increased diversification and size. SBUs are distinct businesses set up as units in a larger company to ensure that certain products or product lines are promoted and banded as though each was an independent business.

For instance SBU must have its own mission, distinct from the missions of other SBU; be of an appropriate size, neither too large nor too small; manage its own resources in key areas; have identifiable groups of competitors; and develop its own unit or divisional plans fairly distinct from those of other SBUs. In reality, it might be difficult to establish SBUs that fulfil all of these requirements. In another instance, a car company could have one division for TOYOTA Brand, one for luxury cars, and another for economy vehicles. Each division contains all the necessary functions to handle business for product line because everyone in the division shares a common goal, such as boosting sales and profits for their products.

However, as firms grow they often restructure as a means of invigorating the organization which is often accompanied by a growth in administration, as positions are created to facilitate developing needs or opportunities. Constant changes in the external business environment may

obstruct this administration rather than to help, not purely because of the complexity and size of the organization but also because of a lethargic bureaucratic way of thoughts.

Figure 1.2 demonstrate one approach to encourage new ways of thinking as parts of the company effort in reorganizing into largely autonomous groups or SUBs.

Pur

Fig. 1.2 SBU Structure/Chart

Source: Culled by the Authors

Each of this units are as indicated in the chart are usually set up like separate companies, with full profit and loss responsibility invested in the top management of the unit—frequently the MD of the unit and/or a senior staff of the larger corporation. This manager is accountable to the top management of the corporation. The SBUs might be based on product lines, geographic markets, or other differentiating factors. Figure 3 depicts SBUs structured by geographic area.

Hamza (2009) identified the following strategic merits and demerits of divisional or SBUs structure. (1) maintains functional specialization within each division/SBU, (2) puts strategy development and implementation in close proximity to the unique environments of the divisions/SBUs, (3) places accountability and performance at divisions/SBUs level, (4) pushes

coordination and necessary authority down to the appropriate level for quick response, (5) provides excellent training grounds for strategic managers, and (6) ensures that proper attention is given to products, markets, and rapid response to change.

It strategic demerits are: (I) creates problems of competition for corporate-level resources, (2) it may lead to the problem of determining how much authority should be given to division/SBUs managers, (3) creates problem of maintaining overall corporate image, (4) increases cost incurred through duplication of functions, and (5) may produce problem of policy inconsistencies among divisions/SBUs.

2.2.3 Linear Organizational Structure

Linear structure is a type of organizational structure where: every employee has only one superior (manager), the main link between organizational levels is hierarchy, there is no specialization of managers, usually formalization is low and centralization high. Each superior has clearly assigned subordinates and each subordinate has clearly assigned superior. This type of structure has been used in military organizations, thousands of years ago in ancient Babylon and Roman army. Linear structure presents the oldest written text concerning the creation of the linear structure as part of Exodus in the Old Testament.

Today linear structure in its unadulterated, classical form occurs only in small firms, since this solution is characterized by a number of limitations. However, the following advantages and disadvantages are link to linear type of organizational structure. The major advantages of linear structures include: (a) Easy and plain management roles, (b) quick decisions making is permissible, (c) there high level of discipline among employees, (d) responsibility are clearly defined and (e) is effortlessness in setting clear areas of competence. The strategic disadvantages of linear structures include: (a) Adequate knowledge is required by manager to takes care of all functions, i.e. recruits, settles wages, evaluates, plans, etc., (b) there is difficulty in adapting to changing operating conditions, such as the introduction of new legislation, (c) it promotes the centralization of authority and power, limiting workers' initiatives and contribution, (d) there is risk of restriction of the company as a result of the pause of business routes (during the absence of a manager), (e) low flexibility causes problems during changes and alteration in the substance of the information in the submission from the bottom level to upper levels. Table 1.3 depict linear organizational chart/structure where business route it process of transferring

information from the first to last level of management along hierarchy lines. Therefore, an employee who wants to pass information to the managing director of the firm has the responsibility of providing that information through the direct supervisor of the employee.

Fig. 1.3 Linear organizational chart
Source: Culled by the authors

In linear organizational structure, there is risk of altering the substance of the information in the submission from the bottom level to upper levels, and possibility of enrichment of the substance of the information transferred from pinnacle (top management) level to bottom (lower management) level of the organization. Manager passes to upper levels only information it deems to be pertinent. Communication to bottom levels is often accompanied by additional instructions to complete a given assignment.

2.2.4 Staff and Line Organizational Structure

Staff and line organizational structure is a military-type organizational structure commonly used in large, centralized organizations. Line and staff management has two separate hierarchies: (1) the line hierarchy in which the departments are revenue generators and their managers are responsible for achieving the organization's main objectives of efficiency and effectiveness by performing the key functions of policy making, target setting and decision making (2) the staff hierarchy, in which the departments are revenue consumers, and their managers are responsible for activities that support line functions (such as proper accounting system, maintenance, personnel management and good record keeping, etcetera. **Fig. 1.4** clearly depicts a staff and line organizational structure.

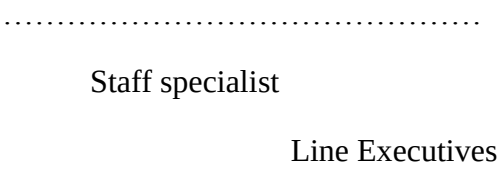

Fig. 1.4 Line and Staff Structure

Source: Culled by the authors

Though both hierarchies have their own line of authority, a line manager may have direct control over staff employees but a staff manager on the other hand may not have such power over the line employees perhaps as a result of its revenue generating power. In contemporary practice, the difference in the two hierarchies is not too clear and jobs often have essentials of the both types of functions.

The following are strategic advantages and disadvantages of line and staff organizational structure. The strategic advantages are: (a) Specialism: The staff officers concentrate mainly on the planning function and the line officers on the "doing" function. By this method, specialization is attained. **(**b) Flexibility: Staff can be added to the line and new activities may be introduced without disturbing the line procedure. Hence, there is greater flexibility in the organization. (c) Expert Advice: The staff officers provide expert advice and guidance to line officers and by this, the enterprise as a whole gets benefit. (d) Sound Decisions: In this type, the decisions are made by experts and hence, there is a likelihood of making sound managerial decisions. (e) Relief to Line Executives: The Staff officers look after the detailed analysis of each significant executive activity which is a big relief to the line officers. (f) Opportunities for Advancement. A greater variety of responsible jobs are available in this type of structure and this provides more opportunities for development of capable employees. The Disadvantages of Line and Staff Organization include: (a) Uncertainty: If the pattern of authority relationship between line and staff executives is not clearly indicated, there may be considerable uncertainty throughout the organization. (b) Overlooked Advice: **S**taff officers lack authority to put their recommendations into practice, therefore their advice may be ignored by the line executives. (c) Lack of Carefulness: The staff officer most time is not worried with the execution of the plan; he may not take good precautions and care before he advises the line officer. Consequently, this system may give confidence to carelessness on the part of the staff officer. (d) Costly: This type requires the appointment of a large number of experts involving heavy expenditure. Thus, it is quite expensive and small and medium-sized firms cannot afford it. (e) Conflict between Line and Staff: there is always conflict between the line and staff officers because of different viewpoints of both line and staff. For instance, staff authority undermines line authority and

interferes in the work of line managers and authorities are not acquainted with the practical problems of the enterprise as they are only academics while line officers do not make proper use of advice given by staff and often reject the advice without giving reasons, etcetera.

2.2.5 Geographic Organizational Structure

Organizational structure defines the pecking order in which a firm will operate. There are several types of organizational structure, but some organizations may create their own, or use a combination of several structures to run their business efficiently. Geographic organizational structure is used for organizations that have offices in different geographic locations such as: South-South, South East, North West, North Central etc.

However, large-scale enterprises and manufacturing organizations with several plants in different geographical locations and industries like retail, transportation and other large national and international organizations whose strategies need to be tailored to fit the particular needs and features of different geographical areas also used geographic forms of organization. In the private sector, a territorial structure is typically utilized by chain store retailers, power companies, cement firms, and daily products enterprises. In the public sector, such organizations as the Internal Revenue Service, the Social Security Administration, the federal courts, the Nigeria Postal Service, and the Red Cross have adopted territorial structures in order to be directly accessible to geographically dispersed clients.

A geographic organizational structure defines a reporting and functional system across multiple locations. This type of structure allows an organization's offices to operate individually while adhering to company policies and values. The locations of the offices can be local, national or international. Fig. 1.5 present geographical form of organizational structure, were each geographic location is directed by one or several executives. These executives oversee and direct the activities of the location and have responsibility for the entire operation and its finances.

Fig.1.5: Geographical Organizational Structure
Source: Culled by the authors

Geographical organizational structure is usually adopted where the realities of a nation or international network of activities make some kinds of regional structure essential for decision making and control. Because a geographical structure causes problem for top management, it is usual to find a control group of corporate staff or functional managements located at head quarters that provide directions and guidance for the regional managers in the performance of their line roles.

Business organizations resort to this method when similar operations are undertaken in different geographic areas. For instance, car assembling, oil refining, retailing and wholesaling as well as government institutions like the central bank, the courts, tax department and postal service, may adopt this basis of organization structure in their efforts to provide similar services concurrently across various locations.

Some of the strategic advantages and disadvantages of a geographic structure as identified by Hamza, (2009) are: (1) it enables the organization to customize it strategy to reflect the needs of each geographic market, (2) it places profit/loss responsibility to the lowest strategic level, (3) improves functional coordination in a region, (4) takes advantage of economies of local operations, and (5) provides measurable training grounds for higher level general managers.
It strategic disadvantages are: (1) it increases problem of top management control, (2) creates problem of deciding whether headquarter should impose geographic uniformity or geographic diversity should be allowed, (3) can result in duplication of staff services at headquarters and regional or district levels, (4) makes it more difficult to maintain consistent organization

image/reputation from area to area, and (5) places another layer of management to run the geographic units.

2.2.6 Matrix Forms of Organizational Structure

Some organizations noted that none of the above mentioned structures meet their peculiar needs. One of the approaches that attempt to conquer the inadequacies is the matrix structure, which is the combination of two or more different structures. A matrix organization is a structure with two or more channels of command, two lines of budget authority, and two sources of performance and reward. The key feature of the matrix is that product (or business) and functional lines of authority are overlaid (to form a matrix or grid), and managerial authority over the activities in each unit/cell of the matrix is shared between the product manager and functional manager.

In large organizations, there is often a need to work on major products or projects each of which is of major strategic significance to the firm. The result is the need for an organizational form that supplies skills and resources where and when they are most critical. For instance, a major project may require that a computer analyst/engineer be available for one or two months. This situation will call for a matrix structure that is used temporarily to put people and resources where they are most needed. For the period of the project, the specialists from different areas form a group or team and report to a team leader. Simultaneously they may also work in their respective parents departments. Once the project is completed, the team members go back to their parent departments. Among the organizations that use some form of matrix structure are Microsoft, Citicorp and Daimler Chrysler etcetera.

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Fig. 1.6 Matrix Organizational Structure

Source: Hamza, (2009).

The matrix structure may be easy to design, it is difficult to implement. The strategic advantages that the matrix structure offers as identified by Hamza, (2009) are: (1) facilitates use of specialized skills, knowledge, capital and facilities (2) permits growth and diversity of products and services, (3) fosters creativity because of the pooling of varied talents, and (4) accommodates a wide variety of project oriented business activity (5) maintaining functional departments promotes functional expertise.

The strategic disadvantages of matrix structure are: (1) requires a huge amount of horizontal and vertical coordination, (2) conflict in organization authority exists due to dual accountability for- individual team members, (3) creates confusion and contradictory policies (4) authority and the chain of command become more confused, as team members answer to both the project manager and their department supervisor.

From the previous discussion, it can be seen that there are various forms or patterns of organizational structure (or architecture). Each has its strengths and weaknesses as there is no single form of organizational structure that is best for all organizations and applicable to all situations.

What will determine the best or most suitable organizational structure for a company are the job/task to be done and the way they should be done to implement a strategy, the technology utilized, the people involved and their skills and personalities, the customer being served, the size of the organization, and several other internal and external environmental factors in the situation (Hamza, 2009).

2.3 The Relationship between Strategy and Structure

Structure is not just an organization chart rather is all about the people, positions, procedures, processes, culture, technology and related elements that comprise the organization. It defines how all the pieces, parts and processes work together (or do not in some cases). This

structure must be totally aligned with strategy for the organization to achieve its mission and goals.

Structure supports strategy because is on the basis of structure that strategy are formulated. If an organization changes its strategy, it must change its structure to support the new strategy. When it does not, the structure acts like a bungee cord and pulls the organization back to its old strategy.

When an organization changes its structure and not its strategy, the strategy will change to fit the new structure. Strategy follows structure. Management suddenly realizes the organization's strategy has shifted in an undesirable way. It appears to have done it on its own. In reality, an organization's structure is a powerful force that you cannot direct it to do something for any length of time unless the structure is capable of supporting that strategy.

It is well known in management that an organization structure follows it strategy. This prescription is derived from the work of Chandler (1962). Chandler's argument that strategy changes require structural changes to achieve economic efficiency is logically powerful. The admonition to let strategy guide structure rather than the other way around is very important today. While, this may appear simple and obvious, the real situation is that resistance to changing existing structures, the basic ways different activities are organized continues to be a major challenge to new strategies in many organizations.

Though Chandler's study on how strategy shapes structure has guided the thinking of many strategists, subsequent researches have not conclusively establish relationship that structure follows strategy. In spite of this, several management theorist agree that for a strategy to be successfully implemented there should be a "match" or "fit" between strategy and structure. This is because:

- Organization can and do fail if there is an inappropriate fit between structure, environment and strategy;
- Strategy Structure misalignment Occurs when organization structure is rooted in its history rather than its present situation;
- Organizations that are successful are those that overcome these problems by changing their structure.

Each strategy creates its own special requirements that should be fulfilled by the structure. If it does not, then the structure will have to be redesigned (Hamza, 2009).

2.4 Factors Influencing Organizational Structure

Hamza, (2009), is of the view that, shape, the size and the hierarchies of an organization structures depends upon the following:

Company strategies: It is well known in management that an organization structure follows it strategy. This implies that the mission and broad goal of the organization help to shape the organization's structure. The strategy or strategies adopted by the firm will determine the lines of authority, channel of communication, the speed with which decision are taken and the extent to which the firm responds to changes, how people and resources are organized etc.

He argues that organizational structure is shaped by the people involved in the organization. The employees' abilities and attitude including their needs to work with each other in specific ways must be taken into consideration when the structure is designed and tasks allocated. In addition, people outside the organization also shape the structure through the need to maintain regular interaction with customers, suppliers, and others outside the firm.

Technology: Technology employed in an organization influences the organization structure. Technology influences communication and coordination mechanism, the level at which decisions are made, and the size of the organization. For instance, the internet allows global organizations with different functions, offices, and activities spread around the world to be connected so that employees, suppliers, and customers that are geographically dispersed can work together in real time. It gives everyone in the organization, or working with it, the ability to immediately access information from anywhere.

Size: The overall size of an organization, the size of its sub units, its scale of operations, the number of its products, the size and number of its customers, and the geographical area covered by the company's sales operations shapes it structure. As an organization grows in size it reaches a level at which it must decentralized and develop ways of coordinating its activities.

Environment: Changes in the overall business environment such as: globalization, deregulation, the need to get closer to customers, advances in computer technology and

telecommunications, market fragmentation, rising level of competition, and so on influences organizational structure.

- **Methodology used**

Methods describe the modes of data gathering that occasionally specify how specific result is to be calculated in an experimental research. However, the researchers used theoretical and empirical framework in this investigation. Data were sourced from management text books, journals and internet.

- ***Data Presentation***

Presentation of data is the method by which people recapitulate, classify and converse information using a variety of apparatus, such as tables, diagrams, distribution charts, histograms and graphs (*Omale, Duru, Oriaku & Chima (2017).* Incidence table is used to summarize categorical or numerical data as the percentage of the total number in the sample. *However, the test of hypotheses was engaged in this research using chi-square statistical technique.*

Three hundred and fifty five (355) questionnaires were prepared and distributed to management staff of the selected private firms within the North central zone of Nigeria; however, twenty three copies of the questionnaires (23) were not filled and returned. Thus, the researchers based their analysis on the number that was acceptably filled and returned.

Table 4.1 shows the questionnaire distribution and collection chart.

Table 1 *Questionnaire Distribution and Collection chart*

No Distributed	***No returned***	***No rejected***	***No accepted***	***No not return***
355	*332*	*0*	*332*	*23*
100	*93.5%*	*0%*	*93.5%*	*6.5%*

Source: *Researchers Field Survey, 2017*

Table 4.1 depict that 355 questionnaires representing 100% were distributed, 23 (Representing 6.5%) were not returned. The researchers therefore based their analysis on the number that was correctly filled and returned which are 332.

4.1 Analysis of Data

Table 2 *Organizational Structure impact positively on effective implementation of strategy*

Option	***Responses***	***Percentages***
Strongly agreed	*133*	*40.1*
Agreed	*181*	*54.5*
Strongly disagreed	*13*	*3.9*
Disagreed	*5*	*1.5*
No idea	*0*	*0*
Total	***332***	***100***

Source: *Researchers Field Survey, 2017*

Table 2 shows that, 433 respondents representing 40.1% strongly agreed that organizational structure impact positively on effective implementation of strategy. 181 respondents representing 54.5% agreed entirely, 13 respondents representing 3.9% strongly disagreed and 1.5 % that is, 5 respondents disagreed completely. On the basis of the above analysis, the researchers conclude that organizational structure impact positively on effective implementation of strategy.

Table 3 *Strategy implementation impact positively on the profitability of firms in Nigeria*

Option	***Responses***	***Percentages***
Strongly agreed	*205*	*61.7*
Agreed	*116*	*34.9*
Strongly disagreed	*02*	*0.6*

Disagreed	*4*	*1.2*
No idea	*5*	*1.5*
Total	***332***	***99.9%***

Source: *Researchers Field Survey, 2017*

Table 3 indicates that, 205 respondents representing 61.7% strongly agreed that strategy implementation impact positively on the profitability of firms in Nigeria 116 respondents representing 34.9% agreed that strategy implementation impact positively on the profitability of firms in Nigeria, 02 respondents representing 0.6% strongly disagreed and 1.2% that is, 4 respondents disagreed while 5 respondents representing 1.5% offer no reply. This shows that strategy implementation impact positively on firms' profitability in Nigeria

Table 4 *Organizational structure currently in use by the firm impact positively on firm competitive advantage*

Option	***Responses***	***Percentage***
Strongly agreed	*34*	*10.2*
Agreed	*192*	*57.8*
Strongly disagreed	*74*	*22.3*
Disagreed	*14*	*4.2*
No idea	*18*	*5.4*
Total	***332***	***99.9***

Source: *Researchers Field Survey, 2017*

Tables 4 divulge that, 34 respondents representing 10.2% agreed strongly with the fact that organizational structure currently in use by the firm impact positively on firm competitive advantage, 192 respondents representing 57.8% agreed entirely with the statement, 74 respondents representing 22.3% and 4.2% of the respondents strongly disagreed and disagreed respectively. Though, 5.4 percent of the respondents did not respond to the question. This indicates that organizational structure currently in use by most of the firms investigated impact positively on their firm competitive advantage.

4.2 Test of Hypotheses

Hypothesis one

To test the hypothesis one, data on tables 2 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 5.

Contingency Table one

Table 5 Chi Square Contingency table for hypothesis (A)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$
Strongly Agreed	133	66	67	4489	68.01515152
Agreed	181	66	115	13225	200.3787879
Strongly Disagreed	13	66	-53	2809	42.56060606
Disagreed	5	66	-61	3721	56.37878788
Undecided	0	66	-66	4356	66
Total	332				433.3333333

Since the calculated value of $x^2(433.33)$ is greater than the critical value of $x^2(9.49)$, we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that *organizational structure impact positively on effective implementation of strategy.*

Hypothesis two

To test the hypothesis two, data on tables 3 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 6.

Contingency Table two

Table 6 Chi Square Contingency table for hypothesis (B)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$
Strongly Agreed	205	66	139	19321	292.7424242
Agreed	116	66	50	2500	37.87878788
Strongly Disagreed	2	66	-64	4096	62.06060606
Disagreed	4	66	-62	3844	58.24242424
Undecided	5	66	-61	3721	56.37878788

Total	332				507.3030303

Since the calculated value of x^2(507.30) is greater than the critical value of x^2(9.49), we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that s*trategy implementation impact positively on the profitability of firms in Nigeria.*

Hypothesis three

To test the hypothesis three, data on tables 4 were used. The data obtained by these questionnaire items were tabulated into a contingency table as presented in table 7.

Contingency Table three

Table 7Chi Square Contingency table for hypothesis (C)

Variables	*O*	*E*	*O-E*	$(O-E)^2$	$\frac{(O-E)2}{E}$
Strongly Agreed	34	66	-32	1024	15.51515152
Agreed	192	66	126	15876	240.5454545
Strongly Disagreed	74	66	8	64	0.96969697
Disagreed	14	66	-52	2704	40.96969697
Undecided	18	66	-48	2304	34.90909091
Total	332				332.9090909

Since the calculated value of x^2(332.91) is greater than the critical value of x^2(9.49), we reject the null hypothesis (Ho) and accept the alternative hypothesis (H1), which states that *organizational structure currently in use by the firm impact positively on firm competitive advantage.*

- **Findings**

The following findings were arrived at after due consideration of analysis and text of hypotheses.

- *Finding depicts that organizational structure impact positively on effective implementation of strategy as both depend on each other for effective organizational performance.*
- *It was revealed that s**trategy implementation has positive impact on the profitability of firms in Nigeria as success and failure of firms depend on how well they are able to implement their strategy effectively.*

- *Most firms believed that organizational structure currently in use by the firm impact positively on the firm competitive advantage as stricture in use well positioned the firms in today highly competitive market place.*

- **Conclusion**

Structure limits and determines strategy and strategy determines structure. The real concern is whether the strategy and the structure are dependable. The single principal implementation associated duties of most top level management involves choosing an organizational structure that can effectively facilities implementation of major goals and objectives of the organization. Numerous factors must be considered when selecting an organizational structure as some strategies and structures seem to be better aligning in terms of likely success while others may not have better support in terms of expected achievement.

However, one optimal organizational design or structure for a given strategy, appropriate for one organization may not be appropriate for a similar firm as several internal and external forces affect an organization. When a firm changes its strategy in response to these forces, the existing organizational structure may become unproductive. It is also indisputable that structure can influence strategy.

- **Recommendations**

The following recommendations were arrived at after based on the findings of the study.

- *The structure of a firm should be aligned to it strategy and* when a firm changes its strategy in response to some environmental forces, the existing organizational structure *should be change for effective organizational performance.*

- *The profitability of firms in Nigeria to some extent depends on how well they are able to structure and implement their strategy effectively.* It is also beyond doubt that structure and strategy can influence firms' profitability, therefore, organizations should ensure their organizational structure facilitate it profitability as structure appropriate for one organization may not be appropriate for another organization.

- *Since the organizational structure currently in use by the firm enhances firms competitive advantage, it should be strengthen and it strategy should be adequate to well positioned the firms to remain ever competitive in today global economy.*

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Creativity Concept and the Performance of Selected Foods and Beverages Industries in Nigeria

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Abstract
Creativity concept has taken organizations that adopts wave to south-line its competitors who remains in her old believes. This study general objective is to ascertain the influence of creativity concept on the performance of selected food and beverage industries in Nigerian. Specifically, the study examined the extent to which creativity and innovation affects the profitability of foods and beverages industries in Nigeria. The study employed the ex-post factor research design. Three (3) industries were selected purposive to represent the study sample size out of the twenty one (21) quoted food and beverage industries with the Nigerian stock exchange. The study adopts the use of multiple regression analysis which employed four functional models in other to determine and select the model that will best fit the analysis. These models are: Linear regression model, Exponential regression model, Double log regression model and Semi log regression model. Decisions shall be taken on best appropriate to choose as the best fit model in the analysis. Findings reviewed that semi log Regression model was chosen because it has the highest number of significant variables as well as a very sig. F-ratio (5.510) value which indicated that is the choice model best fitted for the analysis. Also, the results of the analysis revealed an R^2 value of 0.579 which is indicating that 57.9% variation is the profitability ratio (dependent variable) of the selected food and beverages understudy for the explanatory*

(independent) variables considered in the analysis. It concludes that creativity concept in business through technological advancement has called on organizations to go for deep environmental scanning and be up to date in consumer taste. It recommends that organizations are to streamline their processes so as to reduce costs, lead time and improve performance. Finally, it also called for originality inculcation for organizational survival.
Key Words: *Creativity, Competitiveness, Performance, Foods and Beverages.*

Introduction

Organizational effectiveness depends on the creativity of the workforce to a large extent. For any given organization, measures of effectiveness vary, depending upon its mission, environmental context, nature of work, the product or service it produces, and customer demands. Thus, the first step in evaluating organizational effectiveness is to understand the organization itself — how it functions, how it is structured, and what it emphasizes. The ability to make capacity operate competitively requires something more: the tacit knowledge, skills and experience related to specific technologies that is collected by enterprises and cannot be imported or brought in. These processes involve creating new skills, partly by formal education but usually and more importantly by training and the experience of new technologies. Creativity is the only gateway to reaching innovation which means that without creativity, there will be no innovation and no business survival. According to Osisioma (2009), creativity is the generation of novel ideas while the successfully implementation of this idea is innovation. However, if business processes are left unattended and not consciously adapted to the changing environment, they become impediments to innovation (Prahalad & Krishnan, 2008). Creativity can appear in different form such as technology creativity (innovation), economic creativity (entrepreneurship) artistic and cultural creativity and attitude to change. All these sub-variables of creativity enhance the growth of every business enterprises. Organizations in the competitive global economy require managers and team leaders that are capable of bringing out new ideas and techniques from their subordinates and can create environment in which new thinking is encouraged and welcomed (Dauda & Akingbade, 2011). The important nature of manufacturing industry on economic growth and development and most especially as it serves as a veritable vehicle for the achievement of national economic objectives of employment generation and poverty reduction, low investment cost as well as the development of entrepreneurial capabilities including the turning around nature of our indigenous technology which makes it to serve as the propeller that

moves the country's engine economic growth and development which in most cases, is been facilitated by the adoption of new technology. Many industries embark on improving customer satisfaction by getting the latest machines to improve their organizations performance. They believe that acquisition of latest technology will improve operating practices and the quality and quantity of their goods and services. This is often complemented by other opportunistic customer responsive practices such as aggressive marketing strategies, sales promotion, public relations and others. But in spite of these, many organizations still fail to reap the benefits of their strategic innovations because these innovations are not supported by effective human resource strategies for their implementation (Dauda & Akingbade, 2011).

Most developing nations of Africa, Asia and Latin America could not harness their natural, material and human resources for socio-economic development as a result of their inability to utilize science and technology. This is not unconnected with the failure of their governments to encourage technology innovation and/or lack of commitment of their people to innovate. But the advanced countries of Europe, America, Russia and few emerging countries such as China have succeeded through creativity to transforming their material and human resources into goods and services and dominate the world market. In the developed countries, government and organizations provided enabling environments and rewards to motivate their scientists, engineers, technologists, technicians and artisans/craftsmen to innovate and be more creative. Creativity is the ability to develop new ideas and discover new ways of looking at problems and opportunities while innovation is the ability to apply creative solutions to those problems and opportunities to enhance or to enrich people's lives (Zimmerer & Scarborough, 2005, in Nnabuife, 2009). Considering the challenges and the need to adapt and survive in this present knowledge era, research and development department of foods and beverages industry need to be innovative and creative to implement actions that will increase the ability to develop, attract and retain talents. Creativity is viewed as the process of generating business ideas and needs in an enabling environment conducive to both the development of ideas and their implementation to facilitate organizational growth (European Innovation Score Board, 2009). This requires the existence of a culturally diverse and open environment, adequate funding and support for knowledge transfer mechanism. The most creative and innovative organizations achieve higher sales turnover in their products or services introduced within a period of time. In order to grow in the business of food and beverages industries, they organizations have to adapt with the spirit of

creativity and innovation approach that will enable them gain a competitive edge in the dynamic business environment (Mwangi & Namusonge, 2014).

In a contemporary Nigerian business environment, performance of Nigeria companies is predicted on the major peril for their product not to compete favorably in the market and also, suffering more with the Nigerian common mentality that any Nigerian locally made products are sub-standard, therefore, must be lower in market price. The devaluation of Naira, unemployment and staff retrenchment has contributed to the struggling to survive in the food and beverage industries in the Nigerian capital market. This always results to low-sales; high cost of production, low capital utilization, lack of foreign exchange to source needed inputs all this resulting in the failure to achieve the stated organizational goals and objectives. It is increasingly necessary for enterprises to streamline their processes so as to reduce costs, lead time and improve performance as most Nigerian organizations are faced with the decision to ascertain the right input level, that is, people, information, ideas, equipment and funds to advance innovation in their organization. The major problems encountered in achieving success in the food and beverages industries include epileptic power system, low quality of goods and services among subsystems in Nigerian organizations which will results to: high cost of production, sales decrease and devaluation of product improvement that would suit both customers' expectation and organizational objectives. Studies in technology management has revealed that having a well-organized, articulated, consistent approach to technology planning and implementations are the major factors necessary to ensure successful program (Haselkom, Rosenstain, Rao, Zuiden & Coye, 2007).

Objectively, this study is to ascertain the influence of creativity concept on the performance of selected food and beverages industries in Nigerian. Specifically, Creativity and innovation affects the profitability of foods and beverages industries in Nigeria. A hypothetical guess was drawn in line with;

H_1: Creative innovation affects the profitability of foods and beverages industries in Nigeria.

This study will be of great Significance to the food and beverages industries and other related businesses operating in Nigeria as well. It will contribute as a source of literature to other researchers and finally suggest what business organizations need to do in other to achieve success in this competitive and globalized business environment.

Its scope concentrates on the performance of selected food and beverages industries quoted in the Nigerian stock exchange this includes: Cadbury Nigeria Plc, Honey-well flour mills Plc and Flour mills of Nigeria Plc.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Organizational Creativity

Due to the market competitiveness, organizations are expected to be creative in developing new products and services that will survive in the highly competitive environment (Epetimehin, 2008). Creativity is the ability to combine ideas in unique way or to make unusual association between ideas while innovation is the process of taking a creative idea and turning it into a product that can be used or sold (Coulter, 2006). Creativity is the only gateway to reaching innovation which means that without creativity, there will be no innovation and no business survival. According to Osisioma (2009), creativity is the generation of novel ideas while the successfully implementation of this idea is innovation. If business processes are left unattended and not consciously adapted to the changing environment, they become impediments to innovation (Prahalad & Krishnan, 2008). The ability to make capacity operate competitively requires something more: the tacit knowledge, skills and experience related to specific technologies that is collected by enterprises and cannot be imported or brought in.

Technological innovation

Technology is considered as one of the strategic resources that has contributed to firms' performance and forms the cornerstone of gaining competitive advantage (Kraaijenbring, Spender & Groen, 2010).

Several factors recently have accelerated the need for rapid improvement of business processes, the most obvious is technology. Technology helps firm to improve in their business processes and decrease cost. New technologies are rapidly bringing new capabilities to the business, thereby, raising the competitive bar and the need to improve business processes dramatically. Another apparent trend is the opening of the world market and increase in free trade. Such changes bring in more firms into the market place and competing becomes more tougher (Osisioma, Orogbu & Mgbemena, 2015). These processes involve creating new skills, partly by

formal education and more importantly by training, development and experiences of new technologies. Technological capability refers to the ability to make effective use of technological knowledge in production, engineering and innovation in order to sustain competitiveness in price and quality (skills, knowledge and institutions). Firm have to compete with a larger number of international rivals and this often compels them to upgrade their products and processes (technological progress) (Archibugi & Michie, 1997).

Arnold & Thurriaux (1997) suggest that this requires firms to search for opportunities, change their behaviours and have technological capabilities including the absorptive capacity needed to evaluate and exploit ideas from outside.

Conceptual Model of Creativity Concepts and the Performance of Food and Beverage

Creativity	**Performance of Food and Beverage**	
	Current Asset	
Technology and Innovation	Fixed Asset	
	Exchange Rate	Net Profit
	Investment	
	Inventory	
	Turnover	

Source: *Researchers view (2017)*

Organizational Creativity and the Performance of Food and Beverage Industries

Today's dynamics of businesses and competitiveness are too complex to forgo the adoption of creativity concept most especially as it relate to the food and beverage since we live in an information age, and no business of any size can survive and compete effectively without embracing information technology.

Due to the market competitiveness, organizations are expected to be creative in developing new products and services that will survive in the highly competitive environment (Epetimehin, 2008). Product innovation is essential to the success of any enterprise as sales success of the product innovation depends on the extent at which the product's design influences customer expectation and needs. As a result of this, food and beverages companies in Nigeria are faced with an increasing level of competition as they struggle to improve and introduce new products

and secure a good market share. The going concern ability of an organization is greatly anchored on the continued solvency of that organization (Enyi, 2011). According to Padachi, (2006) he identifies internal and external factors as major determinants of success or failure of the firm. According to him, external factors include: availability of attraction financing, economic conditions, competition, government regulations, technology and environmental factors. On the other hand, internal factors include: managerial skills, workforce, accounting systems and financial management practices are the problems facing Nigerian firms especially the food and beverage.

Theoretical Framework

Honing theory, developed by Liane Gabora (2011), posits that creativity arises due to the self-organizing, self-mending nature of a worldview. The creative process is a way in which the individual hones and re-hones an integrated worldview. Honing theory places emphasis not only on the externally visible creative outcome but also the internal cognitive restructuring and repair of the worldview brought about by the creative process. When faced with a creatively demanding task, there is an interaction between the conception of the task and the worldview. The conception of the task changes through interaction with the worldview, and the worldview changes through interaction with the task. This interaction is reiterated until the task is complete, at which point not only is the task conceived of differently, but the worldview is subtly or drastically transformed as it follows the natural tendency of a worldview to attempt to resolve dissonance and seek internal consistency amongst its components, whether they be ideas, attitudes, or bits of knowledge. Honing theory posits that creative thought proceeds not by searching through and randomly 'mutating' predefined possibilities, but by drawing upon associations that exist due to overlap in the distributed neural cell assemblies that participate in the encoding of experiences in memory. Midway through the creative process one may have made associations between the current task and previous experiences, but not yet disambiguated which aspects of those previous experiences are relevant to the current task. Thus the creative idea may feel 'half-baked'. It is at that point that it can be said to be in a potentiality state, because how it will actualize depends on the different internally or externally generated contexts it interacts with. Honing theory is held to explain certain phenomena not dealt with by other theories of creativity, for example, how different works by the same creator are observed in studies to exhibit a recognizable style or 'voice' even through in different creative outlets. This is

not predicted by theories of creativity that emphasize chance processes or the accumulation of expertise, but it is predicted by honing theory, according to which personal style reflects the creator's uniquely structured worldview. Creativity is commonly considered to be fostered by a supportive, nurturing, trustworthy environment conducive to self-actualization. In other economists view, they have added a dimension to imitating as adapting to innovation. This entails that successful imitators bring out imitating product in a better way than the original product innovators which is called innovators innovation (Ile, 2001). Hence, this study adopts this theory.

Empirical Review

The relationship between creativity/innovation and entrepreneurial development in Nigeria was conducted by Sanusi, (2007) the study focused on the extent to which creativity/innovation has impacted on the entrepreneurial development with its consideration on the sales volume and firms' profitability. It case study is centered on the Agro- Allied companies quoted in the Nigerian stock exchange market. The study adopted the correlation technique for data analysis and findings showed that a positive significant relationship exit between creativity/innovation and entrepreneurial development in Nigeria. The study concluded that considering the level of global competition and the consumer's expectation and needs, product creativity/innovation is the only solution to ensure theirs' sustainability and continues patronage globally. The study suggested that government should ensure a conclusive business environment where creativity/innovative ideas are shared among various units of an enterprise for their continue sustainability.

Okpara, (2007) conducted a study on creativity and innovation in entrepreneurship in Asia. The main aim of the study was to determine the effect of creativity and innovation on the sustainability of entrepreneurship businesses in Asia through sales volume. The study employed secondary data which was obtained mainly through the reviewed literature. The findings showed that creativity and innovation leads to high sales volumes which variably influence the sustainability of entrepreneurship in Asia. The study concludes that creativity and innovation are at the heart of the spirit of enterprises. The volume of creativity and innovation is to facilitate a gateway for astute entrepreneurship activity seeking for opportunities, to do new things, to do existing things in extraordinary ways. The study recommended that successful medium scale

enterprises should require an edge from the combination of creative idea and superior capacity (innovation) for execution to have competitive advantage globally.

Iyayi, Akinmayowa & Enaini, (2012) studied on corporate innovation and entrepreneurial development in Nigeria. The study determined the effect of creativity and innovation on entrepreneurial development. It employed secondary data and the results shows that positive relationship exists between creativity/ innovation and entrepreneurial development. It however concluded that creativity/innovation stand as the gateway to ensuring consistencies in entrepreneurial development which will lead to increase in the country's national income level. The study suggested that for an enterprise to grow and survive, such enterprise should employ radical measures and transformational strategies for new product development, new method of production, new ways of delivering product, new process and new ways of managing relationships within and outside the enterprise and this can be achieved through creativity and innovation.

Adeoti, Odekunle & Adeyinka, (2010) disclosed that tackling innovation deficit in the agro-food processing in Nigeria remains difficult in spite of improved contribution of agriculture to GDP in recent years. The empirical evidence from the analysis demonstrated that building innovation capacity in the Nigeria agro-industry is constrained by poor infrastructure, inadequate policy and inappropriate attitude of key innovation agents. Consequently, there has been limited firm-level R & D capability and knowledge institution such as the universities have been unable to achieve commercialization of inventions that could engender innovation in agro-industry.

Mwangi & Namusonge, (2014) conducted a study on the influence of innovation on small and medium enterprises (SME) growth: A case of garment manufacturing industries in Nakuru Country Kenya. The study is aimed at determining the influence of technology, product and process innovation/creativity on growth of garment manufacturing industries in Nakuru considering the sales volume and profitability of the firms within the industry. The study was mainly descriptive survey design. Research respondents were selected through stratified random sampling and purposive sampling techniques. Data was collected using structured questionnaire and was analyzed with the aid of statistical packages for social sciences (SPSS 20). The findings showed that there is strong link between innovation/creativity and growth of business as a result to increase in sales volume and higher profitability. The study concluded that the medium scale industry was one of the key sub-sector targeted under the country's strategy for economic

recovery creativity and innovation to enhance their sustainability. The study recommended that government should establish close link with manufacturers to encourage them implement the strategy of creativity and innovation which will help the sector to grow.

However, many scholars researched on the area of manufacturing, industrialization and globalization. But greater majority of these studies undertaken and the volume of literature sourced from them almost exclusively focus their attention on funding, managerial and infrastructural problem aspect of the manufacturing sector and industrial habitation in Nigeria, Asia and Kenya. This study is therefore prompted generally by the need to determine all of the above mentioned issues of contention through analyses and assessment of related variables; creativity and innovation adoption of organizational change slogan towards increasing sales, market growth and organizational performance.

METHODS

Research Design

Basically, research work of any kind attempts to study in detail some aspect to chosen area or discipline. Therefore, this Study adopts the ex-post factor research design. This is because, according to Onwumere (2009), it involves an already existed event. This study is ought to investigate into the records of 1990-2015 a period of twenty-five years of Cadbury Nigeria Plc, Honeywell flour mills Plc and Flour mills of Nigeria Plc. The variables that will be tested in the studied industries are: Net Profit, Current Asset, Fixed Asset, Exchange Rate, Investment, Inventory and Turnover.

Population of the Study

The study population comprises of the all the twenty one (21) selected foods and beverage industry quoted in the Nigerian stock exchange. Out of the quoted industries, three (3) was purposively selected to serve as the study sample size this includes: Cadbury Nigeria Plc, Honeywell flour mill Plc and Flour mills of Nigeria Plc. This is prompt to getting an updated record of the company's financial statement with the Nigerian stock exchange.

Method of Data Collection

The study used only secondary data extracted from the Annual Reports and Statements of Account of the selected food and beverage industry understudy. The reliability confidence of the data is subjected to the law of the companies and Allied Matters Decree Arts of 1990(11):1. That

company is mandated to prepare the balance sheet, profit and loss account, name of directors and their reports, Auditors Report and must be published. Based on this concept, this study uses the Annual Reports and statements filled in the Nigerian stock exchange. The data for this study include the Net Profit, Current Asset, Fixed Asset, Exchange Rate, Investment, Inventory and Turnover.

Method of Data Analysis

This study adopts the use of classical linear regression model in analyzing the data. These statistical tool is ought to determine the degree of strength between the dependent variables (Profitability) and independent variables (Organizational creativity).

Variables of the study

The dependent variable of this study is profitability of the firms understudy. The independent variables include the following data of food and beverages industries under study: Current Asset, Fixed Asset, Exchange Rate, Investment, Inventory and Turnover.

Model Specification

Profitability equation examines the level at which creativity concept influence the profit level of food and beverage industry in Nigeria.

$Y=B_0 + B_1 + B_2 \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots B_6 + U_1$ (i)

Where,

Y= Profitability

B_1 = Current Asset

B_2 = Fixed Asset

B_3 = Exchange Rate

B_4 = Investment

B_5 = Inventory

B_6 = Turnover

B_0 = the intercept of the regression line

U_1 = the error margin

This is to be modified thus:

Profitability $= B_0 + B_1 (CAST) + B_2 (FAST) + B_3 (EXCH) + B_4 (INVST) + B_5 (INVT) + B_5 (TUNR) + U_1 \ldots\ldots\ldots\ldots\ldots\ldots$(ii)

Where Profitability is Net Profit, CAST is the Current Asset, FAST is the Fixed Asset, EXCH is the Exchange Rate, INVST is the Investment, INVT is the Inventory and TUNR is Turnover. This study adopts the multiple regression analysis which employed four functional models of multiple regressions in other to determine and select the model that will best fit the analysis. These models are: Linear regression model, Exponential regression model, Double log regression model and Semi log regression model. Decisions shall be taken on best appropriate to choose as the best fit model in the analysis. This model shall be used for result interpretation.

Validity and Reliability of the Instrument

The decision and choice of the best fit model were taken into measures for considering the highest number of significant variables, sig. of F-ratio is ought to measure the fitness of a model in using the independent variables to explain the dependent variable and the magnitude of the coefficient of multiple determination (R^2). The decision of the choice models were based mostly on ones with highest number of sig. variables and result of the analysis must necessarily show sig. F-ratio. The coefficients of multiple determination (R^2) was used to quantify the extent of variation in the dependent variable (Profitability) caused by the explanatory (independent) variables considered for this study. It was conducted at 1%, 5% and 10% level of significance and denoted as *, ** and ***.

PRESENTATION AND ANALYSIS OF RESULTS

The descriptive statistic was presented and also multiple regression of the dependent and independent variable. Statistical averages and standard deviation of the variables are compared for the whole samples. These variables are also compared across the selected study industries in order to establish industrial pattern of organizational creativity in Nigeria. The dependent variable for the study is Profitability which is measured by the Net Profit while the independent variables comprises of Current Asset, Fixed Asset, Exchange Rate, Investment, Inventory and Turnover.

Food and beverages industries

The selected food and beverages firms are considered for study in this research: Cadbury Nigeria Plc,

Honeywell flour mill Plc and Flour mills of Nigeria Plc.

Descriptive statistics showing minimum, maximum, mean, standard deviation and variance of the selected foods and beverage industries

	N	Mean	Maximum	Minimum	Std. Deviation	Variance
Net Profit		.013601		-.015		
Current Asset	36	.957749	.2000	2896	.1214106	21.307
Fixed Asset		1.106720				.355
Investment	36	-.023640	27.8800	.0207	4.6159511	.543
Inventory		2.3346				.276
Turnover	36	.577688	1.0095	.2048	.5961645	16487.197
Valid N		49.422831		-.7367141	.	
(Listwise)	36		3.1212	2.1581		
			691.7300			
	36			.0682	.5257076	
				-85.3800		
	36				128.4024824	
	36					

Source: ***Computed from the annual Report and account of three (3) quoted foods and beverage 1990-2015, Nigeria Stock Exchange fact book (Various issues).***

Results base on the descriptive statistics analysis shows that the Profitability of the firm in this sub-sector is not effective. Considering the measures which found that the Net Profit (NPT) is not up to 1 % (mean = .013601) as at the period of consideration. This signifies that more are expected to be put in place so as to be more creative since the industries invested more on availability of competitive resources. At the current Asset, there is an average of about 96% (mean=.9577). These also reflect that the current asset is at the high side. The Turnover rate shows an average of 58% (mean= 0.5775) above average. The result also shows that as sales grows, so also its current asset. But their investment is very poor. They are expected to put more effort so as to do better in subsequently.

Comparative analysis of the Mean, Maximum and Minimum values of variables in the selected foods and beverages sector

Variables	Measures	Cadbury Nigeria Plc	Honeywell flour mill Plc	Flour mills of Nigeria Plc
Net Profit	Mean	-0.0102	-0.0356	0.0867

	Maximum	0.0659	0.2000	0.1809
	Minimum	-0.2417	-0.2896	0.0452
Current Asset	Mean	0.1931	2.5045	0.1754
	Maximum	0.3481	27.880	0.3082
	Minimum	0.0207	0.0225	0.1023
Fixed Asset	Mean	0.9885	0.6165	1.7150
	Maximum	1.4836	1.2224	2.3346
	Minimum	0.6094	0.2048	0.7131
Investment	Mean	0.5387	-0.6414	0.2317
	Maximum	0.8333	1.0095	0.5386
	Minimum	-0.8681	-2.1581	-0.4001
Inventory	Mean	0.6572	0.6460	0.4297
	Maximum	1.0412	3.1212	0.5923
	Minimum	0.4496	0.0682	0.2579
Turnover	Mean	16.826	114.81	16.6292
	Maximum	54.04	691.730	71.290
	Minimum	-21.080	-85.380	-15.360

Source: SPSS Computation, version 17.1 software

Cadbury and Honeywell Plc did not make any profit during the period of this study. Flour mills profit average rate is not up to 10%. This shows that the financial performance of this sector as at the time of study is underpin. Generally, their performance is at the lower side. Their average receivable rate is low, only Honeywell flour mills has mean of 2.50 as its receivables. This is dangerous for turnover rate to be low in the flour mills with mean of 0.43, while other companies have above average. This means they have too much unsold stock during the period of study gap. Honeywell mills Plc Investment is negative while only Cadbury has more than 50% average rate. This shows that generally they did not do well in their raw material into finish goods. Cadbury and Honeywell have much to pay to its creditors even when they did not make profits they have a fixed asset of 0.9885 and 0.62 respectively which is low. Flour mills of Nigeria Plc have reasonable investments to work with (mean 1.72), while Cadbury do not have enough investment to work with. This shows that Cadbury made the highest sales during this period. It does not have enough investments to work with despite it much sales and profit was not recorded from the past five years. This is at the bad side even if they are listed on the Nigeria stock exchange. The same is also applicable to Honeywell Plc, it made profits in few years and none in the subsequent once.

H_1: Creative innovation affects the profitability of foods and beverages industries in Nigeria.

Multiple Regression Analysis showing the relationship between Profitability ratio and CAST, FAST, EXCH, INVST, INVT and TUNR of food and beverage firms in Nigeria

Variables	Linear Regression	Semi Log Regression	Double Log Regression	Exponential Regression
Constant	-0.102*** (-1.732)	-0.048 (-0.923)	-0.690*** (-1.867)	0.124 (0.417)
Current Asset Ratio (CAST)	0.000 (-0.050)	0.057 (1.357)	-0.043 (-0.146)	0.008 (0.238)
Fixed Asset Ratio (FAST)	0.089** (2.422)	0.138 (1.503)	-0.727 (-1.122)	-0.023 (-0.084)
Exchange Rate Ratio (EXCH)	-0.024 (-0.439)	-0.027 (-0.494)	-0.078 (-0.200)	-0.166 (-0.419)
Investment Ratio (INVST)	0.019 (0.0345)	-0.078 (-1.018)	-0.478 (-0.883)	-0.023 (-0.084)
Inventory Ratio (INVT)	0.039 (0.0617)	0.071 (1.217)	-0.271 (-0.657)	-0.024 (-0.076)
Turnover Ratio (TUNR) (Control)	0.000*** (1.800)	0.087 (4.088)	-0.160 (-1.062)	0.000 (0.418)
R^2	0.469	0.579	0.147	0.337
Adjusted R^2	0.336	0.474	-0.066	0.172
F-Ratio	3.532*	5.510*	0.688	2.036***

N.B *1. Profitability = $B_0 + B_1 (CAST) + B_2 (FAST) + B_3 (EXCH) + B_4 (INVST) + B_5 (INVT) + B_6 (TUNR)(Control) + U_1$*
*2. 1%, 5% and 10% levels of Sig. are represented by *,** and *** respectively.*
3. The coefficients values are those in brackets while outside brackets are t-values of the variables.
4. TUNR is the control variable so is not interpreted.

Decision Rule

The hypothesis was used to test the influence of technological innovation on the profitability of foods and beverages industries in Nigeria. The results revealed that the coefficient was positive but not significantly related. However, the Alternate hypothesis was accepted and null hypothesis rejected.

Discussion of Findings

The result of multiple regression analyses for the variables influencing the profitability ratio of food and beverages firms in Nigeria were summarized above. The results showed that out of the four functional models of the multiple regression calculated, the semi log Regression model was chosen because it has the highest number of significant variables as well as a very sig. F-

ratio(5.510*) value which indicated that the choice model best fitted the analysis. Also, the results of the analysis revealed an R^2 value of 0.579 which is indicating that 57.9% variation is the profitability ratio (dependent variable) of the selected food and beverages understudy for the explanatory (independent) variables considered in the analysis. Specifically, the results also revealed that CAST, FAST and INVT had sig. positive relationships with the industries' profitability ratio at 1% level of sig. this also implies that a unit increase in the values of CAST, FAST and INVT shall bring about corresponding increases in the profitability ratio of the food and beverage industries understudy. On the other hand, Exchange rate and Investment had negative and non-significant relationship with the profitability ratio at 1% level of sig. This implies that unit increase in Exchange rate and investment shall bring corresponding decrease in the profitability ratio of food and beverages industries in Nigeria. These results addresses the rate by which organizational creativity investments from the industries lead to increase in turnover, to current asset, and back into organizational investments. This shows that when investment increases, profitability also do same.

Conclusion

In today's business concept, firms are to embrace the creativity culture and be innovative in her enterprise through the adaptation of change slogan. Organizations are adverse to be entrepreneurial incline which is the anchoring symbol on creativity and innovation for the sustainability and growth of an enterprise. Creativity and innovation are the only means to resurrect and stand firm to challenge her foreign counterparts and regain her pride in the nation's economy. Creativity concept through technological advancement has called on manufacturing industries to be more effective on environmental scanning in order not to be left behind in this competitive/global business environment.

Recommendations

Based on the findings, the following recommendations are appropriate for food and beverages industries to transit into its creativity trend.

- The owners/managers and staff of any industry should be creative and innovative in their daily operations.
- Intensive training and development programs should be adhered to as it will help in meeting up the current global market challenges.

- Organizations are advised to be applying a retain earnings methods as this will increase organizational profitability.
- Organizations are to streamline their processes so as to reduce costs, lead time and improve performance.
- Organizational growth can easily be reached through the number of branches established.
- Finally, originality culture in the rebranding exercise should be an inculcating factor to every organization that wants to survive in this competitive/global business environment.

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Appendix

Profitability Indicators of Cadbury Nigeria Plc (1990-2015)

YEAR	NPT	FAST	CAST	EXCHR	TNOR	INVT	TECH
1990	3,033,510	15,234,201	11,675,275	8.04	20,303,077	8,627,804	0
1991	3,033,973	15,234,041	11,675,928	9.91	20,303,203	8,627,276	1
1992	3,034,124	15,234,160	11,676,594	17.10	20,302,307	8,625,715	2
1993	3,032,433	15,234,402	11,673,304	21.89	20,303,724	8,630,421	3
1994	3,035,361	15,233,562	11,677,887	21.89	20,303,576	8,625,691	4
1995	3,034,579	15,234,516	11,678,590	21.89	20,299,623	8,621,034	5
1996	3,027,359	15,235,129	11,663,436	21.89	20,307,973	8,644,538	6
1997	3,044,146	15,231,043	11,691,634	22.89	20,303,133	8,611,500	7
1998	3,032,233	15,237,376	11,680,700	22.89	20,287,764	8,607,065	8
1999	3,005,698	15,236,968	11,617,975	92.69	20,333,022	8,715,048	9
2000	3,094,508	15,218,784	11,776,227	102.1	20,288,613	8,512,387	10
2001	2,996,492	15,256,376	11,647,899	111.9	20,241,657	8,593,759	11
2002	2,926,095	15,235,744	11,429,799	121.9	20,468,797	9,038,998	12
2003	3,360,936	15,164,233	12,250,982	129.4	20,155,386	7,904,404	13
2004	2,702,446	15,369,150	11,262,915	129.4	20,100,789	8,837,875	14
2005	2,714,902	15,173,849	10,775,501	133.5	21,150,216	10,374,715	15
2006	4,665,459	14,949,699	14,714,529	132.1	19,215,152	4,500,623	16
2007	726,978	15,983,903	8,298,714	128.7	19,937,000	11,638,286	17
2008	2,752,268	14,587,945	9,313,261	131.4	24,298,496	14,985,235	18
2009	1,235,917	14,308,294	10,938,632	130.7	25,585,571	14,646,939	19
2010	1,168,167	13,940,148	14,385,696	130.3	29,170,534	14,784,838	20
2011	1,718,784	14,278,796	11,545,863	155.8	26,351,534	14,805,671	21
2012	1,374,289	14,175,746	12,290,064	156.7	27,035,880	14,745,816	22
2013	1,420,413	14,131,563	12,740,541	156.7	27,485,983	14,778,775	23
2014	1,504,495	14,195,368	12,192,156	157.3	26,957,799	14,776,754	24
2015	1,433,067	14,167,559	12,407,587	157.0	27,159,887	14,767,115	25

Source: *Nigeria Stock Exchange fact book (Various issues)*

Profitability Indicators of Honeywell Flour Mill Plc (1990-2015)

YEAR	NPT	FAST	CAST	EXCHR	TNOR	INVT	TECH
1990	16,769	236,008	151,401	8.04	843,643	206,192	0
1991	21,893	307,533	197,345	9.91	1,097,723	268,643	1
1992	28,414	400,494	256,858	17.10	1,433,206	349,932	2
1993	37,265	522,104	335,177	21.89	1,859,964	455,998	3
1994	47,978	679,379	435,398	21.89	2,439,654	593,798	4
1995	63,817	886,934	570,131	21.89	3,140,238	774,195	5
1996	80,115	1,151,203	736,066	21.89	4,178,724	1,007,200	6
1997	111,337	1,509,598	974,326	22.89	5,241,991	1,315,385	7
1998	129,009	1,944,012	1,233,873	22.89	7,286,896	1,706,214	8
1999	205,001	2,584,782	1,689,106	92.69	8,439,076	2,239,942	9
2000	182,027	3,247,255	2,012,513	102.1	13,421,614	2,878,700	10
2001	432,977	4,507,091	3,054,804	111.9	11,895,615	3,841,126	11
2002	113,106	6,234,673	2,982,734	121.9	28,369,226	4,794,974	12
2003	168,827	7,286,599	3,126,873	129.4	28,369,226	6,728,404	13
2004	170,492	5,182,747	2,838,596	129.4	7,317,620	5,525,509	14
2005	167,161	9,390,452	3,415,149	133.5	7,790,058	7,968,618	15
2006	722,557	2,948,121	4,868,156	132.1	13,146,833	2,468,618	16
2007	636,343	3,584,465	4,860,375	128.7	15,599,805	2,077,229	17
2008	816,452	5,190,480	7,449,989	131.4	18,773,815	4,934,457	18
2009	209,107	5,399,587	8,137,475	130.7	25,964,192	4,032,490	19
2010	1,948,396	14,275,123	17,866,031	130.3	28,483,098	3,285,067	20
2011	2,412,769	15,815,570	19,478,042	155.8	29,310,102	3,226,626	21
2012	2,787,775	17,016,014	18,916,157	156.7	38,052,227	4,931,032	22
2013	2,843,520	18,553,083	20,468,350	156.7	45,709,382	10,009,275	23
2014	3,351,564	20,605,248	27,744,989	157.3	55,084,305	11,287,037	24
2015	3,742,560	22,426,540	30,221,842	157.0	58,478,435	13,234,443	25

Source: *Nigeria Stock Exchange fact book (Various issues)*

Profitability Indicators of Flour Mills of Nigeria Plc (1990-2015)

YEAR	NPT	FAST	CAST	EXCHR	TNOR	INVT	TECH
1990	79,686	236,008	151,401	8.04	399,715	206,192	0
1991	109,823	307,533	197,345	9.91	1,199,144	268,643	1
1992	129,237	400,494	256,858	17.10	3,181,699	349,932	2
1993	145,304	522,104	335,177	21.89	415,732	455,998	3
1994	183,425	679,379	435,398	21.89	5,387,776	593,798	4
1995	200,119	886,934	570,131	21.89	7,084,189	774,195	5
1996	235,794	1,151,203	736,066	21.89	9,079,137	1,007,200	6
1997	275,794	1,509,598	974,326	22.89	12,173,431	1,315,385	7
1998	327,565	1,944,012	1,233,873	22.89	15,063,981	1,706,214	8
1999	379,816	2,584,782	1,689,106	92.69	21,456,312	2,239,942	9
2000	602,878	3,247,255	2,012,513	102.1	23,735,633	2,878,700	10
2001	390,828	4,507,091	3,054,804	111.9	30,922,902	3,841,126	11
2002	1,537,104	6,234,673	2,982,734	121.9	43,306,511	4,794,974	12
2003	254995	7,286,599	3,126,873	129.4	42,250,029	6,728,404	13
2004	1,370,485	5,182,747	2,838,596	129.4	53,563,211	5,525,509	14
2005	1,027,108	9,390,452	3,415,149	133.5	40,017,290	7,954,274	15
2006	1,304,675	2,948,121	4,868,156	132.1	50,985,842	12,899,963	16
2007	3,015,210	3,584,465	4,860,375	128.7	64,864,235	11,887,898	17
2008	4,324,760	5,190,480	7,449,989	131.4	104,051,379	14,924,094	18
2009	2,469,512	5,399,587	8,137,475	130.7	147,388,331	20,739,600	19
2010	13,370,731	14,275,123	17,866,031	130.3	157,094,863	22,024,084	20
2011	10,095,752	15,815,,570	19,478,042	155.8	161,796,284	23,260,224	21
2012	-12,339,687	17,016,014	18,916,157	156.7	157,110,371	28,787,944	22
2013	8,440,528	18,553,083	20,468,350	156.7	225,629,747	40,992,727	23
2014	11,113,370	20,605,248	27,744,989	157.3	245,701,366	45,371,104	24
2015	13,267,204	22,204,106	30,425,420	157.0	253,671,221	49,430,121	25

ASSESSMENT OF IMPLEMENTATION OF THE NATIONAL POLICY ON TERTIARY EDUCATION IN NIGERIA

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Abstract

This paper examines the implementation of the National Policy on higher or tertiary education in Nigeria. The paper acknowledges the importance of education for which every society or country makes laudable policies. However, the problem usually is not with the formulation of such policies but their implementation. The factors which impede effective implementation of Nigeria's national policy on tertiary education have been identified and elaborately discussed. Data for the study were collected from secondary sources (documents) such as textbooks, journals, magazines, bulletins, government publications and internet materials, while analysis was done qualitatively. The paper recommends that Government and the private sector should, as a matter of priority, increase budgetary allocations or contributions to tertiary education. It is also recommended, among others, that politics should not be allowed to impede the implementation of educational policies and programmes. Politicians should be educated of the importance of supporting the adoption and implementation of good policies even in areas other than theirs. When these and the other recommendations made herein are actioned, tertiary

education can be effectively used as one of the means for realizing the national objectives from which the policy was derived.

Keywords: *Implementation, National Policy, Tertiary Education.*

1. Introduction

Higher education remains the pivot of national development in Nigeria (Akinyemi and Bassey, 2012). This is because the stock of highly educated individuals produced by higher educational institutions plays an important role in the innovation and the sustainable development of any society. Therefore, higher (or tertiary) educational institutions are recognized all over the world as centres of excellence where knowledge is not only acquired but also disseminated through teaching and research to those who require it (Ogbogu, 2013). According to the World Bank (1999), knowledge is the most important factor for economic development in the 21st century and it constitutes the foundation of a country's competitive advantage because of its capacity to augment productivity.

Higher (tertiary) education includes all types of study, training or trainings for research at post-secondary level, provided by the universities or other educational establishments that are approved as institutions of higher education by competent State authorities (UNESCO, 2003). Thus, because of the important roles that higher educational institutions play in the society,

countries all over the world, including Nigeria, are giving higher education the needed policy attention.

Policies are not only essential for effective institutional management, but also for ensuring sustainability of all the systems and institutional transformation (Akilagpa, 1992). Policy issues in the administration of higher educational institutions (like those in the lower ones) in Nigeria are embedded in the National Policy on Education. The policies are geared towards ensuring that the goals of educational institutions are achieved. Furthermore, policies in higher educational institutions define roles and responsibilities of individuals in management and define targets for units, departments and faculties in order to improve teaching and learning. They also define effective and transparent criteria and processes for the appointment, promotion and reward of staff (Abdulrahman and Ogbaondah, 2007).

However, the problem is usually not with the formulation of such policies but their implementation. This is because a formulated and adopted policy is merely a statement of intentions, explanations and targets for attaining a particular goal. The selected goals and objectives (i.e. policies) as conceived mentally must be translated into tangible reality. It is the process of translating policies into reality that matter most. This paper therefore assesses the implementation of national policy on higher education in Nigeria with a view to identifying its successes and challenges and suggesting ways by which the problems can be curbed.

2 Conceptual Clarifications

(a) Public Policy

Public Policy, as a concept, has been given different definitions and descriptions by various scholars. All of them seem to agree that an organization cannot function effectively without a policy or policies. What then is this public policy which appears to direct the actions or activities of an organization?

According to Sharkansky (1970), Public Policy refers to important activities of government. This definition however highlights actions only and, therefore, fails to give a complete picture of what public policy entails. Another definition holds that public policy is a major guideline for action, as general directives for action (Dror, 1973). Dror feels that policy, in most cases, lays down general directives, rather than detailed instructions, on the main lines of

action to be followed. Obikeze and Anthony (2004) see public policy as governmental action and programmes of action toward solving societal problems. Anderson (1975) conceptualizes public policy as a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern. According to him, it is a course setting involving decisions of the widest ramifications and longest time perspective in the life of an organization. One can infer from the foregoing discussion that the idea of public policy stands for various types of goal articulation and normative regulation of government activities. It is what government intends to do or accomplish (objectives) and how it intends to do it (i.e. implementation). Public policies are developed by governmental bodies, what David Easton calls the "authorities" in a political system, viz, elders, paramount chiefs, executives, legislators, judges, administrators, councillors, monarchs and the like.

(b) Education

As an academic concept, education does not have a single definition that is universally accepted. For example, the term has been seen as involving essential processes which intentionally transmit what is valuable in an intelligible and voluntary manner and which create in the learner a desire to achieve it. Education is perceived as initiation (Peters, 1972). According to Good (1973), education is the aggregate of all processes by means of which a person develops abilities, attitudes and other forms of behaviour of positive value in the society in which he lives.

Education is the development of human beings in the cognitive, affective, psychomotor and psycho-productive domains, by which an individual is enabled to function effectively and happily in the society to which he belongs (Olisa and Obiukwu, 1992). It also involves a desirable approach in human behaviour change through the process of teaching and learning (Kingdom and Maekae, 2013). Education is what each generation gives to its younger ones which makes them develop attitudes, abilities, skills and other behaviours which are the positive values in the society in which they live (Fafunwa, 1974). Thus, education is the total development of the individual through acceptable methods and techniques according to his abilities and interests to meet up the needs of the society and for the individual to take his rightful place and contribute meaningfully to the enhancement of the society. This definition embraces all the processes (formal, non-formal and informal) and the various levels: primary, secondary and tertiary.

Education has both intrinsic and extrinsic aims or values. It is intrinsically good because it imbues confidence, ability to communicate with others and enables its possessor to keep abreast with the goings-on in the country and in the world at large. The chief extrinsic aim of education is to prepare recipients for future employment. One can become self employed thereby applying one's knowledge to create jobs or be employed by either private or public agencies. One can eke out a living through this. Little wonder then that government places such a high premium on education as to make elaborate policies on it. The issue however is whether such laudable policies are being implemented in Nigeria accordingly or not. This is the task of this paper.

(c) Educational Policy

Educational policy refers to specific goals arrived at that must be pursued through educational institutions (Ogbonnaya, 2003). It can refer to a proposal, an on-going programme, or the goals of a programme, or major decisions. Educational policy concerns the formulation of a decision, its implementation and evaluation. Educational policy consists of the principles and government policies in the educational sphere as well as the collection of laws and rules that govern the operation of education systems (http://en.wikipedia.org/wiki/Education_Policy). Educational policy affects all the processes and stages of pre-primary, primary, secondary and tertiary. This paper is however concerned with tertiary education in Nigeria.

Policy plays important roles in the lives of organizations generally and educational institutions in particular. No educational institution, for example, can function effectively without policies. Policies therefore supposedly direct the actions/activities of educational institutions from pre-primary to the tertiary levels.

(d) Tertiary Education

Tertiary education, also referred to as third stage, third level, and post-secondary education, is the educational level following the completion of a school providing a secondary education (http://en.m.wikipedia.org). According to the World Bank (2015), tertiary education includes universities as well as institutions that teach specific capacities of higher learning such as colleges, technical training institutes, community colleges, nursing schools, research laboratories, centres of excellence and distance learning centres. Thus, it refers to any type of education pursued beyond the high school level. This includes diplomas, undergraduate and

graduate certificates and associates, bachelor's, master's and doctoral degrees (http://www.learn.org).

Similarly, the Nigeria National Policy on Education (2004 edition) refers to tertiary education (also called higher and professional education) as the education given after secondary education, in universities, colleges of education, polytechnics, monotechnics including those institutions offering correspondence courses. Tertiary education therefore embraces the third tier or higher level of the educational system. They also include the education or training given in the National Institute for Policy and Strategic Studies, the Administrative Staff College of Nigeria, Institute of Chartered Accounts of Nigeria, Colleges of Agriculture and Institute of Journalism (Ogbonnaya, 2003).

(e) Policy Implementation

Implementation of policy refers to those activities directed towards putting a project into effect (Chukwuemeka, 2008). It refers to the process of converting inputs (money, information, materials, technology, personnel, supports, demands, etc) into outputs – goods, services and values – for the beneficiaries. Policy implementation deals with the transformation of policy ideas, intents and objectives into concrete reality (Ogwola, 2011). It entails the mobilization of human, financial and material resources towards the attainment of the declared goals of the adopted policy. Contributing to the definition of the concept in a similar vein, Ikelegbe (1996) sees policy implementation as involving the commitment of funds, the establishment of structures and methods, the hiring of personnel, the administering and execution of activities and the securing of policy goods, services and other intended outcomes. The process involves organizing the bureaucracy, marshalling out resources, assigning duties and responsibilities and also making interim decisions. It is sometimes at the policy implementation stage that interested groups and individuals become aware of the existence of a new policy and usually try to push for either its modification or total rejection.

3. National Policy on Education

(a) Meaning:

The National Policy on Education is a document/booklet in which the philosophy and objectives that underline government investment in education are spelt out in clear and

unequivocal terms. It is a policy document which guides all educational institutions in Nigeria. Thus, it is the national guideline followed for the effective management, administration and implementation of education at all tiers of government and at all levels of education – pre-primary, primary, secondary and tertiary. The policy is a statement of the government's regulations, goals, requirements, reforms and standards for quality education delivery in Nigeria (Nigeria-Finder, 2016).

(b) Its Historical Background

According to the National Policy on Education (2013 edition), the need for a national policy on education came about as a result of the 1969 National Curriculum Conference which was attended by a cross-section of Nigerians. The conference was a culmination of expressions of general dissatisfaction with the then existing education system which had become irrelevant to national needs, aspirations and goals.

After the National Curriculum Conference, a seminar of experts drawn from a wide range of interest groups in Nigeria was convened in 1973. The seminar deliberated on what a national policy on education for an independent and sovereign Nigeria should be.

The outcome of the seminar was a draft document which, after due comments were received from the States and other interest groups, led to the final document, the National Policy on Education. It was first published in 1977. Since 1977 when the first edition was published, the 2nd, 3rd, 4th, 5th and 6th editions were published in 1981, 1998, 2004, 2007 and 2013 respectively in keeping with the dynamics of social change and the demands on education.

Therefore, the National Policy on Education, in a nutshell, was nursed in 1969, fashioned out in 1977 and officially promulgated in 1981 (Ojong, 2002; Eishet and Ntukidem, 2003).

The policy states the main objectives of education as:

(i) a free and democratic society;

(ii) a just and egalitarian society;

(iii) a united, strong and self-reliant nation;

(iv) a great and dynamic economy; and

(v) a land full of bright opportunities for all citizens.

(c) Current National Policy on Tertiary Education

Section 8, sub-sections 58-87 of the National Policy on Education spell out the following policies or goals of tertiary education in Nigeria.

(a) to contribute to national development through high level relevant manpower training;

(b) to develop and inculcate proper values for the survival of the individual and society;

(c) to develop the intellectual capability of individuals to understand and appreciate their local and external environments;

(d) to acquire both physical and intellectual skills which will enable individuals to be self-reliant and useful members of the society;

(e) to promote and encourage scholarship and community service;

(f) to forge and cement national unity; and

(g) to promote national and international understanding and interaction.

It is distinctly stated in the policy document that tertiary educational institutions are to pursue these goals through:

(a) Teaching;

(b) Research and development;

(c) Virile staff development programmes

(d) Generation and dissemination of knowledge;

(e) A variety of modes of programmes including full-time, part-time, block-release, day-release, sandwich, etc.

(f) Access to training funds such as those provided by the Industrial Training Fund (ITF);

(g) Students Industrial Work Experience Scheme (SIWES);

(h) Maintenance of minimum educational standards through appropriate agencies;

(i) Inter-institutional co-operation; and

(j) Dedicated services to the community through extra-mural and extension services.

It should be pointed out, at this juncture, that the various revisions of the policy document did not affect any significant changes in the policies on tertiary education. The major change was in nomenclature: change from "Higher and Professional Education" to "Tertiary Education."

4. Importance of Tertiary Education

The importance of tertiary education cannot be over-stressed. This sub-sector renders the following essential services which contribute to the social, economic and political development of a country (Ogbonnaya, 2003; Akinyemi and Bassey, 2012; Ogbogu, 2013).

(a) Manpower Development

Tertiary educational institutions contribute greatly to the development of a country's manpower or human resources. For example, highly skilled labour force such as medical doctors, lawyers, engineers, educationists, lecturers, accountants, agriculturists, scientists of various fields etc. are developed by tertiary educational institutions. The general belief in contemporary times is that tertiary education is the key to securing jobs. It is however unfortunate that some of the people turned out from some of the tertiary institutions nowadays are unemployable because they are "half baked graduates" who are unable to express themselves properly, write good sentences, neither can they discuss issues constructively. This is because the standard of education in the country has pathetically fallen to the lowest ebb.

(b) Provision of Research Fields and Data

Tertiary institutions provide facilities for research. Through resources and scientific investigations, a lot of scientific discoveries and technological breakthroughs have been made across the globe. For instance, in 1946, the Electronic Digital Computer (EDC) was first invented in Pennsylvanian University, United States of America. Another example is the invention of the Electronic Delayed Storage Automatic Computer (EDSAC) by the Cambridge University in 1949. In Nigeria, too, several discoveries have been made. A ready example is kidney transplantation which now takes place in University of Nigeria Teaching Hospital, Enugu.

Tertiary institutions also provide data and research findings to government and industries which are used to improve living standards of the people. However, according to Odukoya (2009), most of such research findings are not translated into implementable policies. This is

tantamount to waste of colossal financial, human and material resources used in carrying out the research.

(c) Job Opportunities

Opportunities for employment into various positions are offered by tertiary educational institutions. Qualified applicants are offered appointments in academic, administrative and technical positions by tertiary educational institutions. Such appointments are however usually politicized and hijacked by politicians and top government functionaries who see the job positions as exclusive reserves of their relations, friends and associates.

(d) Avenues for Continuing Education

Avenues for continuing education in various fields are provided by tertiary educational institutions. Such avenues or opportunities include full-time and part-time academic and professional programmes, sandwich programmes mainly for teachers, evening law courses, week-end programmes and extra-mural classes organized by this education sub-sector. Workers who are engaged in full-time employment or business can avail themselves of these opportunities to develop themselves while still doing their jobs (Apeh, 2003).

(e) Expert Advice

Personnel from tertiary educational institutions are competent people who are versed in different fields such as politics, education, science, economics, sociology, etc. They offer expert advice to government from time to time. All the same, it is one thing to give someone advice, while it is quite another for the advice to be accepted by him. In Nigeria, government officials especially political appointees and other top government functionaries more often than not jettison such sound advice in preference for their own selfish interests. This ugly practice often retards socio-economic and political development of the country.

(f) Promotion and Encouragement of Community Service

Tertiary educational institutions provide well-qualified and dedicated personnel for community service. Some of them are appointed Ministers, Commissioners, Heads of Parastatals or members of boards of commissions of enquiry. In addition, they organize training workshops and conferences for primary and secondary school teachers. They also organize extension

services in various departments. Examples include agricultural extension and rural health services.

(g) Promotion of National and International Understanding and Co-operation

Tertiary educational institutions promote national and international understanding and co-operation. Some departments in these institutions, such as Departments of Foreign Languages, History, Anthropology etc. organize exchange visits through which students not only learn such foreign languages but also get to know about other people's cultures, acts, traditions, etc.

(h) Fostering of National Unity

Educational institutions in this sub-sector help to promote and foster national unity. This is done through teaching courses and programmes that promote national unity, inter-state visits, music, arts and culture that promote national unity and the encouragement of students to participate actively and happily in the mandatory one-year National Youth Service Corps (NYSC) Scheme. This laudable role however tends to be marred in Nigeria by the differential tuition fees charged for indigenes and non-indigenes. Some State-owned tertiary institutions in the country make non-state indigenes pay higher fees than the indigenes. This is an act of discrimination which can only result in national disunity rather than unity. Moreover, the practice where graduates who are usually posted to States other than theirs for the National Youth Service Corps (NYSC) Scheme are discriminated against, molested and even murdered on political or religious grounds leaves much to be desired.

5. Implementation of the National Policy on Tertiary Education in Nigeria

The criteria for assessing any educational system are the curriculum of study, the state of infrastructural facilities, the quality of students, the quality and quantity of staff, the competence of leadership, the level of funding, the philosophy of education and the direction and consistency of policy (Osisioma, 2002; Odukoya, 2009; Ogbogu, 2013; Adekoya, 2016). These factors will serve as a guide in this discussion on why the national policy on tertiary education suffers serious problems in the area of implementation. Such problems are discussed below, starting with the Philosophy of Education.

(a) Nigeria's Philosophy of Education

Prominent among them is the country's philosophy of education. The Policy document states in Section 1, Sub-section 5 that Nigeria's philosophy of education is based on the development of the individual into a sound and effective citizen. It further stresses the full integration of the individual into the community, and the provision of equal access to educational opportunities for all citizens of the country at the primary, secondary and tertiary levels both inside and outside the formal school system. Nigeria now (as at 15th November 2017) has an estimated human population of about 193 million – based on the latest United Nations' estimates (www.worldometers.info). Of this figure, illiteracy rate is still as high as 55 per cent. Besides, there are thousands of educated but unemployed and unemployable Nigerians who cannot pay taxes. It is absurd to describe these people in the words of the National Policy on Education as "effective." There are also some educated elites holding positions of responsibilities in the country who have looted the treasury so massively that they cannot be honestly described as "effective citizens." This is a negation of the policy.

(b) Inadequate Funding

The Federal Republic of Nigeria, in her National Policy on Education states that education is a social service which requires adequate financial provision from all the three tiers of government (i.e. Federal, State and Local) for successful implementation of educational programmes. Government also encourages private sector and non-governmental organizations to participate in funding education.

However, the Federal, State and Local Government annual allocation and assistance to this sector are, so far, so meagre that it can hardly carry out any major capital projects. The money usually allocated to education is far below the United Nations Educational, Scientific and Cultural Organization (UNESCO) recommended 26 per cent of annual budget. The table below, for example, depicts Federal Government percentage budgetary allocations to education in selected years from 1999 to 2009.

Table 1: Federal Government Percentage Budgetary Allocations to Education in Selected Years

Year	Allocation (%)
1999	11.12

2000	8.36
2001	7.00
2006	8.77
2008	10.02
2009	8.08

Source: Abubakar, S. and Murtala, A.R. (2010)

One of the inevitable consequences of this under-funding is serious deterioration of infrastructures, notably buildings, equipment and materials. As the education sector is not properly funded, it cannot fully implement the national policy on education. Thanks however for the commendable efforts of the Education Trust Fund (ETF) and Tertiary Education Trust Fund (TETFund) which are now assisting in the provision of infrastructural facilities in educational institutions in the country. They also help in funding staff training and development programmes.

Under inadequate funding, one can mention irregular payment of salaries to workers. A healthy economy in which workers' emoluments are paid to them as at when due, among others, is a pre-requisite to a high quality of work life which embraces the satisfaction of higher order needs (Onah, 2008). This cannot happen when workers go about their work on empty stomachs because their salary payment has been delayed. As the saying goes, "a hungry man is an angry man." In this situation, workers find it difficult to contribute efficiently and effectively to the implementation of the policy.

(c) Unstable Political Environment

Another point to be examined is unstable political environment which usually results in frequent changes of government. From independence in 1960 to-date, there have been several regimes and administrations in the country. These changes invariably lead to frequent changes of Nigeria's educational policy. The successive political leaders, whether military or civilian, often

suspend existing policies and replace them with newly fashioned ones that characterize their own political agenda. By this practice, educational policy formulators are compelled to drop a plan still on the drawing board (or one that is already being implemented) and take up new ones which are geared towards meeting the current political demand. A ready example is the introduction of the 9-3-4 system of education in the country whereas the 6-3-3-4 system was not fully implemented. This frequent, and often hasty, change in policy results in lack of continuity in educational policy formulation and implementation. However, with the entrenchment of democracy in Nigeria since 1999, the issue of frequent change in government has improved.

Similarly, education is politicized in Nigeria (Afolabi and Loto, 2012). Educational policies in Nigeria are seen as high political orders, directives and assertions that lack synergy. In other words, envisaged educational plans and objectives are usually manipulated politically to suit the whims and caprices of the policy formulators. That is why some political appointees are made ministers and commissioners for which they are least qualified. In some public universities, for example, it is unfortunate for one to observe that political appointments are made without regard to due process.

(d) Policy on Science and Technology

The National Policy on Education recommends 70 per cent admission of students into science and technology programmes. However, less than 50 per cent of graduates of Nigerian tertiary institutions are products of science and technology. This implies that graduates of humanities and social sciences are far more than the former.

(e) Policy on Establishment of Universities

There were only two universities in Nigeria in 1960/1961, and the student population stood at only 1,395 (Odukoya, 2009). This figure rose to 32,282 students in 13 universities by 1975, 116,822 in 27 universities by 1983 and 180,871 in 31 universities by 1990. This figure consists of both public and private universities. It is noteworthy that private universities came due to the inability of public universities to cope with the demand for university education. The key justification for their existence is that they offer an alternative to crisis-ridden public universities and provide quality education in a stable and conducive learning environment

(Olukoju, 2016). However, with the current 40 federal universities, 44 state universities and 68 private universities operative in Nigeria (www.campusbiz.com.ng), not all the students who qualify for admission are taken. In fact, it is only about 25 per cent of the over one million candidates who apply for university admission yearly that are absorbed. The situation is the same in polytechnics and colleges of education and other tertiary institutions in Nigeria. This is due to poor implementation of the policy which recommends greater expenditure on education to create more space for the youths (Odukoya, 2009).

(f) Staff and Students Problems

Also important to be mentioned is staff and students problems. These problems embrace poor attitudes to work, including frequent industrial strikes by both teaching and non-teaching staff, poor attitudes to learning (which include playing of truancy and engaging in examination misconduct) by students. According to Uduigwomen and Ozumba, (2004):

> *Time has gone when teachers were the best in both character and learning. Today, teachers at all levels of the educational system do more of "cheating" than "teaching". Teachers have become businessmen in academic garb. A situation where teachers are making industry of copyrights violation by way of "hand-out" sales to unsuspecting students at exorbitant prices, while the students themselves are just too glad to do less schooling, does not augur well for our educational system and the future of our country. What we have today is a pathetic story of pathetic teachers producing pathetic students.*

This reminds one of what some staff (especially, the non-teaching ones) do. Some of them perform their work with levity. Such staff are known for lack of commitment to work, manifested in absence from duty, habitual lateness to work, buck-passing, loafing, refusal to take responsibility and other nonchalant or lackadaisical attitudes to work. Some of them take permissions to stay away from the workplace or office for many days for fabricated reasons, such as going for burial ceremonies or medical treatment. This group of staff can hardly care about the implementation of any policy. There are, however, others whose performance at work is excellent. Therefore, they are an asset to themselves, to their organizations and to the nation.

(g) Shortage of Required Manpower

The efficiency and effectiveness of tertiary education depend, to a large extent, on the quality and quantity of staff. Most tertiary educational institutions in Nigeria today are understaffed. This problem is often compounded by the brain-drain brought about in consequence of poor remuneration. Most seasoned academics seek "greener pastures" in private sector organizations in the country or abroad where workers are better remunerated with improved conditions of service. Apart from robbing tertiary educational institutions, especially the universities, of many of its competent hands, it hampers effective implementation of the educational policy.

(h) Curriculum

In the area of curriculum and policy, the main problem is not with formulation as such but implementation (Uduigwomen and Ozumba,, 2004). The implementation of laudable policies has often been hindered by unstable academic calendars, lack of motivation for staff, among other factors.

(i) Inculcation of Values

Another point is non-adherence to societal values. The inculcation of right value orientation constitutes one of the broad goals of the Nigerian tertiary education. Many people have expressed concern that Nigerian educational system generally and tertiary education in particular have not performed to expectation. Societal values such as respect for elders, politeness, honesty, order and disciplinary behaviours seem to be lacking among students of the educational institutions. Consequently, Nigerian schools and campuses have become breeding grounds for cultism, gangsterism, hooliganism, armed robbery, kidnapping, indecent dressing, sexual promiscuity, examination misconduct and a host of other social vices. These and other problems certainly militate against the implementation of the desired national policy on education.

(j) Political Opposition During Implementation

Many policies and programmes in Nigeria face opposition during implementation. The national policy on tertiary education is not an exception. For example, the establishment of the Federal Universities of Technology in Owerri and Ondo faced a lot of opposition because some other States felt that these institutions should be established in their own areas (Ogbonnaya, 2003).

Thus, there was resistance of all sorts from different groups, organizations, political elites and even individuals at the implementation stage.

6. Conclusion

Tertiary education remains the pivot of national development in a country (Akinyemi and Bassey, 2012). As education plays important roles in all societies, it has to be planned for. Policies from which decisions are usually made have also to be formulated. It is one thing to formulate a policy, and to implement that policy effectively is quite another.

This study has discovered that the Nigerian national policy on tertiary education is not effectively implemented. Prominent among the factors are poor funding, shortage of manpower, unsteady political environment and poor attitudes to work and studies by staff and students respectively.

Recommendations on how to ameliorate the identified problems have also been made. They can prove efficacious if taken into serious consideration by the stakeholders. They will help to revitalize tertiary education in the country for the greater good of its citizens.

7. Recommendations for Improvement

Having discussed the failures or problems that hamper effective implementation of tertiary educational policies in Nigeria and conclusion drawn, this paper recommends that:

- Government should, as a matter of priority, increase budgetary allocations to tertiary education. Industries, companies and other private concerns should increase their contributions to the funding of education since they use products and research findings of tertiary educational institutions. Tertiary institutions, on their part, should diversify their revenue base. This can be by way of investments, rendering of services to industries or buying up securities and bonds.

  Adequate funds will enable tertiary educational institutions to renovate dilapidated infrastructures such as classroom blocks, students' hostels, administrative blocks, libraries, etc. They can also erect new ones, where necessary. Adequate funds should also be provided for prompt and regular payments of staff salaries and allowances.

- Conditions of service of Staff should be improved upon. This will reduce the level of the prevailing brain drain. It is also recommended that tertiary institutions of learning be permitted to recruit competent applicants from the bloated labour market.
- Government should endeavour to supply the facilities needed for effective teaching and learning to take place.
- There is the need to urgently redefine the country's value system and incorporate it into the curriculum of study at all levels of education in general and at the tertiary levels particularly. Such values include faith, love, courage, honesty, gentleness, kindness, temperance, etc which must be taught and encouraged in schools. This will help to instill sanity in the depraved youths.
- Staff and students found wanting in the performance of their duties or in the process of their learning respectively should be brought to book pronto. Apart from sanitizing the system, this measure will serve as a deterrent to other recalcitrant staff and students, latent or manifest.
- Appointment of heads of tertiary institutions of learning and ministry of education should follow due process and be based purely on merit and not on political patronage. Such leaders should be people who would command the respect of majority of the members of that institution. They should therefore apparently be above aboard.
- Politics should not be allowed to impede the implementation of policies and programmes. Politicians should be educated on the importance of supporting the adoption and implementation of good educational policies even in areas other than theirs.
- Every policy statement enshrined in the National Policy on Education should be implemented to the letter by the various organs and agencies responsible for it. Defaulters of such implementation should be promptly and adequately sanctioned.
- Political leaders should exhibit strong political will to ensure continuity of educational policies as well as determination in the fight against corruption in the country. All culprits of economic and financial crimes and other corrupt practices should be severely punished in the educational sector without fear or favour.

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RECORD MANAGEMENT OF SECONDARY SCHOOLS IN BAYELSA STATE: THE CASE OF YENAGOA L.GA.

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Abstract

This paper focuses on record keeping as a strategy of managing secondary schools in Yenagoa local government area of keeping help to provide accurate and proper records of student, staff information towards promoting efficiency and effectiveness of the school system. Records restore teaching competence and help to maintain the pattern of teaching and learning processes. The study utilizes the survey method and simple random technique was adopted. The population of the study comprises teachers, school heads and students of various public secondary schools in Yenagoa. The findings Bayelsa State. One important aspect of school administration is keeping of records by both teachers and school heads. School records consists of official documents, files and books that maintains important information of actions which help to preserve the utilization of information when the need arise. Record showed that poor record keeping has affected the effective and proper management of records in schools; teacher's failure and improper keeping of records have been a strong factor responsible for poor record management in schools. The study recommended that teachers should be given regular in-service training in record keeping and retrieval development of record keeping. Government should provide materials for schools to enable effective documentation of files piled in the school. More so, government should provide Computers and build more offices to facilitate safe record keeping.

Keywords: *teachers, students, record keeping, management, educational system, programs, facilities, secondary schools.*

Introduction

Educational management is concerned with the planning and formulation of educational policies or programs with view to achieving educational goals. It is the systematic arrangement of human and material resources and programs that are available for education and carefully using them systematically within defined guidelines or policies to achieve educational goals (Nwankwo, 2007). Therefore, record keeping and management in education simply means the preserving of all educational information for future uses. Records management as "the field of management is responsible for the efficient and systematic control of creation, receipts, maintenance, use and disposition of records including the process for capturing and maintaining evidence of an information about business or educational activities and transactions in the form of records .Mbiti (2003) sees school records as comprising all the books and files or other documents containing information relating to 'what goes on in that school, who is in the school as well as what type of property the school owns.

Education resources are applied through the medium of school subjects to serve the needs of school programs and the goals and objectives of the educational system. Students are therefore enrolled in the schools; teachers and educational staff are employed to provide the services which are needed by students; classroom and others, buildings are erected and equipped to provide the required physical facilities for learning and teaching process. Experiences have shown that physical facilities are not only adequate in developing and management of education.

In a stable educational laws which guide school facilities and other operation that is, the educational law must stipulate or standardized the structure for teaching and learning in terms of size, equipment. The principal is expected to maintain maximum utilization of resources to achieve expected goals. he should be able to reconcile the cost and benefit if goals are well defined and the materials needed (both human and physical resources) are available in achieving the goals becomes very possible if all are available and the goals are not achieved, then there is deficiency in management. Co-ordination is very important in resource management, coordination of human resources means that they should utilize to achieve the desired goals as such the administrator (Principal) must be initiative. In terms of materials, the principal should be able to control men to control the material. The administrator should understand the nature of budget to make effective and efficient management of the school.

Records according to the fund and Wag nulls Standard Desk Dictionary (2000) is an account in writing or other permanent form serving as memorial or authentic evidence of facts or events. It is regarded as information handed down or preserved. Therefore, from the above explanation and discussion of record management, we can now see the importance of record keeping management as a way of presenting information as it is said that "information is power".

Records when properly preserved make everyone to become cautions and to act within the frame of the law of the school systems. School records can be used by school personnel as guidance which carries legal backing in a court of law, but it is odd to say

that large number of teachers had taken record keeping for granted and head teachers had also failed to supervise their teachers effectively.
The concern for a quality record management in educational system in Nigeria is driven by quality of education provided for her citizens. However, education in Nigeria today can truly be said to have faced numerous problems, one of which is poor record management. The number of causes of poor record keeping in our school especially in secondary schools is increasing at an alarming rate. This incessant of poor record management has been a major setback in the development of the country. Moreover, if record management' and other forms of lukewarm attitude towards duties are not checked, then the aim of education will not be worth their calling.

Conceptual Analysis

Introduction

Different scholars have given several explanations concerning the meaning attached to the issues of record keeping and management in schools; it would also be important to extensively review such scholarly works towards the factors which had influenced record management particularly in schools in Bayelsa State and in relation to Yenagoa L.G.A.

Record and Management

James (2016) Record entails documents prepared and kept by an organization towards future use and reference purposes, record help to showcase the effectiveness and efficiency of any organization growth, record promote a strong base of organizational efficiency at any point in time. Record according to Fund and Wagnulls Standard Desk Dictionary (2000) is an account in writing or other permanent form serving as a memorial or authentic evidenced of factors or events. It is regarded as information handed down or preserved. Mbiti (2008) sees school records as comprising all books and files or other documents containing information relating to what goes on in that school, which is in the school as well as what type of property the school owns. According to Okpetu and Peretomode (2005) the keeping of records predated the birth of man. For example, in "Genesis 1:1-31" the chronological records of God's creation of the world from day one when he created the heaven and earth to the seventh day when He rested from all his work which he had made (Genesis 2:1).Ademola et al (2012) Record keeping is the recording of business transactions in systematic manner so that the financial position of an organization can be ascertained at any point in time. Record keeping is not only inevitable for individuals, it is the organization life wire.

Management: Opakunle (2002) the term management is a general descriptive label, and administration is seen as relating to the more specific function of the operation of procedures used by management. Management is those plans and formulates organizational policies and programs. Schiibeler (1996:2) Management is a cyclical process involving the formulation of goals, planning and programming, implementation, operation and maintenance, monitoring and evaluation. Maicibi (2013:55) Management refers to organization and coordination of the activities of an enterprise in accordance with certain policies towards the achievement of clearly defined objectives. Management is often included as a factor of production along with

machines, materials and money .Because organizations can be viewed as a systems. Therefore, management is the processed practice through which the objectives of an organization are executed towards their achievement by optimizing the use of both human and non-human resources in the organization. Ezeani (2006) Management involves the achievement of results and personal responsibility by the manager for results being achieved. Hughes (1998:5) in Ezeani (2016) Management does include administration, but also involves organization to achieve objectives with maximum efficiency, as well as genuine responsibility for results.'

Types of Records in the School system

According to Opakunle (2002) the following records are kept in the school system:

- **Time Book**: it is the book where the Principal keeps the record and the teachers write the time they come to the school and the time they leave. There is a space for remarks; the space is used by the Principal to record his remarks on teachers who might leave the school before the close of the day's work.

- **Movement Book:** it is the book where by the Principal keeps, in this. Teachers fill their movements during the school hours, so that if any inspector visits the Principal have to approve his teacher's movement before he or she is allowed to go out. If any teacher leaves the school without the approval of the Principal, he or she stands the risk of being queried.

3. Farm Diary: This is a record kept by both the agricultural master and the pupils. Teacher writes in the book what he plants, when planted; pupils can keep this type of record in groups or by individuals. A chart would even be made by the teacher to be filled daily on farm development. This will show all the pupils and visitors a clear picture of the class on the school farm.

- **Register of Admission/Withdrawal**: This is the register, which contains names of all the pupils in the school, the day a child is registered in the school, his parents address his age, his early progress from class to class are recorded in the book. The column for "reason for learning" the school is also in the register, it is kept by the Principal of the school.

- **Register of Attendance**: This register is kept by every class teacher, its column contain the pupil's address, attendance for a week, for a term and for a year. The class teacher submits the register every weekend to the principal for checking and signature.
- **School Diary**: This is a document which contains both the scheme of work and record of work done. Scheme of work shows the work to be covered and how they will be covered within a given period.

- **Scheme of Work**: It is derived from the syllabus, but it is more detail, it normally contains the subject matter or concepts that pupils will learn in one year. The scheme of work is prepared by the Ministry of Education.

- **Punishment Book:** As its name; it is used mainly for recording punishment given to any student who goes against the rules of the school.

- **Visitors Book:** The Principal keeps record; it is filled by the visitors to the school themselves.

- **P.T.A Minutes Book**: This is the history book of a school. All important events that happen in the school should be recorded in the log book, names of teachers posted and transferred should be recorded on it.

- **Log Book**: This is the history. All important events that happened in the school should be entered on it.

- **Teacher Payment Voucher**: This is a record to be kept by the Principal. Teachers who received their salaries have to sign the payment voucher as a proof to show that a teacher has been paid his salary.

- **Inventory Book:** All school properties including furniture should be recorded in the book.

It is kept by the head teacher.

- **Report Book/Cards:** After entering the pupil's C.A results and termly examination results, students have to go home with their report card for their parents or guidance to see and sign.

- **Progress Chart**: This record is prepared by the teacher; he has a page for his or her information. All known facts about the student.

- **Teacher Personal Record Book**: This is a record kept by the Principal. For every Teacher, he has a page for his or her full information. All known facts about the teacher are kept in case of emergency.
- **Lesson Notes**: The lesson note is the property of both the school and the teacher. It is the property of teacher when it is still in use by the teacher and automatically becomes school property when the teacher stopped using it.

Importance of Record Keeping and Management in Yenagoa Local Government Schools.

According to Okeke (2004) the following are the importance of record keeping especially in the school system towards effective and efficient administrative processes.
Records when properly preserved make everyone to become cautious and to act within the frame of the law of the school system, School record can be used by school personnel as evidence which carries legal backing in the court of law, Records provide useful

information to an employee of labour who may want to recruit its personnel for jobs, It helps higher institution of learning who may seek information about pupil scholastic achievements, Parents may want to know how their children/wards get on in school as regards behavior, social relationships and general performance in school subjects and the school records help the school authority to easily provide the needed information, Records help the school administration in decision- making; for example, it provides the school Principal with the raw material to make objective and students discipline promotion, Accurate and comprehensive record keeping helps to facilitate the movement of children from one school to the other, From the use of school time table, it could be argued that school records help in the coordination of school activities and work.

Causes of Poor Record Keeping in Secondary Schools in Bayelsa State and in relation to Yenagoa Local Government Area.

Alale (2007) poor record keeping greatly affects secondary schools in Bayelsa states and in relation to Yenagoa in the following ways.

•**Lackadaisical Attitude of the Teachers Toward their Duties:** Most teachers in the school found it cumbersome to keep a concrete record such as attendance record, they never take record of students who are present and on the other hand absent from school. This has led to setback and a catastrophic and upheaval among students, parents and teachers.

•**Shifting and Movement (Transfer) of Office Materials:** Some records kept are lost through the process of shifting and transfer of office materials from one place to the other.

•**Governmental Apathy:** In most cases, it can be said that the government is not encouraging record keeping in school because they have abandoned the school to collapse; they never investigate and know problems faced by the schools.

•**Poor Materials:** Where there is an availability of an office, the office will lack facilities and in most cases, linkage of roofs which contributes to the destruction of record kept in school office.

Effects of Poor Record Management in Secondary Schools in Bayelsa State and in relation to Yenegoa.

The issue of poor record management has greatly affected the effective and efficient process of Bayelsa state educational system, where staff and Management of schools had showed negative attitude towards it.This process has also brought in misplacement of staff, students records, damaged of files, poor record of secondary schools in yenagoa and so on (Umbu,2016).

James (2016) Poor record keeping and management has retarded development in the educational system of Bayelsa State and in relations to secondary schools in Yenagoa local government area. At present, secondary schools in yenagoa has been greatly mismanaged due to absent of computers, special office in keeping records, poor attitudes

and culture towards keeping records by staff and schools head, lack of a web base management information system and so on.

According to Ogbodo (2003:40) Poor records in schools have adverse effects and among these are;

1. Due to improper record, it is difficult to cautiously act within the frame of the law of the school system.

- Due to poor record kept in school, it is difficult for school personnel to present evidence which carries legal backing in a court of law.

- Information is hindered due to the lack of concrete record.

- Parents may want to know how their children words get on in school as regard behavior, social relationship and general performance in school. Poor record keeping or management hindered this strategy.

- Delay in Decision Making: The availability of record or stored information could ease decision making; the lack of record keeping lead to delay in decision making.

- The absence of record keeping has led to poor development in the school. It is said that history that is preserved help in the correction of previous mistakes which could lead to tremendous and accelerating development. Source.

Solution to Poor Record Management in Secondary Schools in Bayelsa State and in relation to Yenagoa.

Umbu (2016) posits that records can be properly manage and control if there will be a web base management information system in all schools in yenagoa for registration, admission and staff matters, proper filling of documents of all concern issues in the school, provision of computer systems or appliances, provision of a special office for all records, retraining of teachers and head of schools towards effective management of school records and government should provide schools encourage schools to provide data base in keeping records and so on,

According to Muslims (2006) some possible solutions to record management are:

- The Government should educate the teachers and students on the importance of keeping records by organizing seminars/workshop and enlightenment campaign.

- Teachers should be trained properly to keep records that are under their care.

- Continuous assessment and supervision should be carried out to monitor how records are being organized and kept by Local Educational Authority.

- The Principal should monitor and ensure that records are properly kept in their school.
- Files should be opened for the various legal records that are to be kept in the school.

- Government should make improved provisions available for record keeping.
- Schools should be built in the locations or atmosphere whereby records can be maintained.
- The transfer of documents should be limited.
- Punishment should be introduced to teachers and schools who refused to keep needed records.
- Teachers should be trained professionally for record keeping.

Methodology

The study employed survey design and simple random technique was used to draw the sample size, the population comprised of teachers, school heads and students of public secondary schools in yenagoa local government .The study utilized qualitative research towards the nature of record keeping and management in secondary schools in yenagoa local government of Bayelsa state.

Findings

1. From the analysis, it was established that record are not properly managed in schools in yenagoa, because they did not know the importance of record keeping. Records that are not well managed can have negative effects on the school management and the academic performance of students at large.

- It is also noted that the schools lack equipment's to facilities record keeping, and poor supervision and unserious attitude of teachers is one of the factors affecting record keeping in schools.
- The above findings in relation with Ukpebu and Mba (2004) who discovered a number of factors militating using record keeping in Nigeria and in relations to Yenagoa Local Government schools. Some of such factors include; poor facilities to carter for records, inadequate personnel in management, poor funding, poor attitude of teachers, in capabilities of head teachers in schools, lack of awareness and poor supervision and control.
- The finding also showed that although the teachers were familiar with some principles of record, they were not proficient in most of the operational procedures and did not

demonstrate the knowledge using record keeping to further the development of teaching and learning activities.

- Equipment that could be used for keeping record was not available. Therefore teachers should be given regular in service training in record keeping and retrieval.

- Development of record skills should also be included in teacher's preparation programs.

Conclusion

It is clear from the findings of this research that records are not properly kept in secondary schools in Yenegoa Local Government Area of Bayelsa State. Given this fact, one will have to borrow the words of Chifwepa (2001) by saying that efforts should be geared towards employing preventive oriented strategies in curbing the menace of poor record keeping or management in secondary schools in Yenagoa Local Government Area of Bayelsa State. This research believes that the success of any educational system hinge on proper planning, efficient administration, adequate funding, motivation and more importantly record keeping as it is said that information is power and it is the foundation behind the success of any organization and educational system. The government needs to provide an enabling environment for record documentation in schools while teachers need to contribute their quota.

Recommendations

In order to effectively reduce the problem of record keeping that brought about by teachers unserious attitude, poor facilities, governmental apathy, lack of awareness, inadequate personnel, poor funding, incapability of school principals, etc. the following recommendations should be put in order towards improving the unique nature of record keeping and management.

- Teachers should be given regular in-service training in record keeping and retrieval development of record keeping.
- Skills should also be included in teacher preparation programmes.
- Teachers' activities and record should be checked from time to time.
- Institutions must periodically review educational system and present it to policy makers, all must be committed to change and part of change.
- Government must take to be lucrative job by employing and retraining the best brains and full short-falls in teacher supply in our schools.
- Government should provide materials for schools to enable effective documentation of files piled in the school.

- Seminars should be organized for teachers to enable them to keep proper record in the school.
- The government should build more offices to facilitate safe record keeping.

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SMALL AND MEDIUM SCALE ENTERPRISES ENGAGEMENTS ON ECONOMIC GROWTH IN NIGERIA (1991-2015)

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ABSTRACT

This study investigates the engagements of small and medium scale enterprises on economic development in Nigeria for the period 1991-2015. The broad objective of this study is to examine the engagement of SMEs on economic growth in Nigeria while the specific objectives are to investigate the impact of small and medium scale enterprise output on economic growth and investigate the impact of inflation, gross capital formation and interest rate on the output of small and medium scale enterprises. In order to achieve this objective, unit root test was conducted to determine the stationarity of the variables and the Auto Regressive Distributed Lag model (ADRL) was used to estimate the data collected during the period of this study. The variables used include Gross Domestic Product as the dependent variable and Small and Medium scale Enterprises output, Interest rate, inflation rate, and gross capital formation as the independent variables. The estimation results further suggests that SMEO and GCF are significant in the short run at 5% and they both influence the dependent variable at 11.4% and 10.8% respectively. The long run result shows that SMEO, INF and GCF are very significant in influencing economic growth in the long run. The study recommended that Banks should lower the rate of interest in order to make loan attractive to small and medium scale enterprises which will enhance their productive activities and Banks should encourage savings which will lead to investment and later boost output and Central Bank of Nigeria as the apex financial institution should establish entrepreneurial development centers across the country to encourage and build capacity for business-minded youths.

Keywords: *SMEs, Economic Growth, Inflation, Gross Capital Formation and Interest Rate*

Introduction

Small and Medium Scale enterprises are known to exist all over the country and most of them were established from the mid-1980s, with the inception of the Structural Adjustment Programme (SAP) in Nigeria. As observed by Cook & Nixson (2001), the development of small and medium enterprises should be seen as attempts towards the achievement of a wider economic and socio-economic objective, including poverty alleviation. Kuteyi (2013), stressed that small and medium enterprise drives their country's development as they create employment and contribute to the Gross Domestic Product (GDP). In the opinion of Ariyo (2008), Ayozie & Latinwo (2010), there is the greater likelihood that SMEs will utilize labour-intensive technologies thereby reducing unemployment particularly in developing countries and thus have an immediate impact on employment generation. Small and Medium Enterprises are expected to facilitate the growth and development of human and capital resources towards general economic development in the rural sector in particular. Aremu & Adeyemi (2011), examined that small and medium enterprises have been considered as the engine of economic growth and for promoting

equitable development. It was noted that the SME sector is the main driving force behind job creation, poverty reduction, wealth creation, income distribution and reduction in income disparity. However, there are a lot of things in which large companies have been considered as expert while the small and medium enterprises are expected to "dove-tail" after them. Those who believe that the large firms are only responsible for economic growth should keep in mind that the small vendors and small suppliers compliment the effort of the large firms. The reality on ground is that small and medium firms are held responsible for making large firms to attain their target. The impact of Small and Medium Scale enterprises is felt in the following ways: Greater utilization of local raw materials, employment generation, encouragement of rural development, development of entrepreneurship, mobilization of local savings, linkages with bigger enterprises, provision of regional balance by spreading investments more evenly, provision of avenue for self-employment, provision of opportunity for training managers and semi-skilled workers. The Nigerian economy has been in a process of continuous transition, both economically and politically. As regards the economy, it has been in transition from feudal to industrial, from primitive to modern and from a mixed economy to a market led one (Obi, 1988). In all these stages, small-scale enterprises and entrepreneurs are known to have taken part while the government plays the usual regulatory and facilitating role. Therefore, entrepreneurs and entrepreneurship constitute a vital engine to economic growth and development in Nigeria (Onuoha, 1994). The experience all over the world is that they play a significant role in the linkage of the various sectors of the economy, particularly, inter-industrial and commercial linkages.

Statement of the Problem

A lot of problems have been encountered in the drive towards giving Small and Medium Scale enterprise in Nigeria a firm footing, despite the fact that Small and Medium Scale enterprise has been acclaimed to be the fastest platform for nation building. It is worrisome that despite the favorable policies in encouraging Small and Medium Scale enterprise by successive government in Nigeria, the sector has performed below expectation. Abiodun (2011), identified the problems of Small and Medium Scale enterprises as financial problems, infrastructural facilities, Government unfavorable fiscal policy and policy inconsistencies, poor management, poor accounting standards, shortage of manpower, financial indiscipline and corruption. Beckam (1983), contend that most of the problems of SMEs are external to it, among them are those

related to capital shortage, taxation and regulations, product liability patent and franchising abuses. The internal problems of SMEs in Nigeria include: inadequate working capital, stiff competition from larger companies, difficulties in sourcing raw materials, low capacity utilization, lack of management strategies, poor educational background of operators, and huge financial problems. About 80% of Small and Medium Scale enterprises are stifled because of problem of poor financing and other problems associated with it (chukwuemeka, 2006). Despite the importance of Small and Medium Scale enterprise development towards nation building and the various efforts of government to accord Small and Medium Scale enterprise priority of place in its programmes and policies, the sector has performed below expectation It is in the light of the above that this research work attempt to assess the impact of Small and Medium Scale enterprises on economic growth in Nigeria.

Objectives of the Study and formulation of Hypotheses

The broad objective of this study is to examine the engagements of Small and Medium Scale enterprises on economic growth. Specifically, the study seeks to:

- Investigate the impact of inflation, gross capital formation and interest rate on the output of small and medium scale enterprises.

- Investigate the impact of small and medium scale enterprise output on economic growth. While the hypotheses are formulated thus:

H_1: Small and medium scale enterprises output do not have any significant impact on economic growth in Nigeria.

H_2: Inflation, gross capital formation and interest rate do not have impact on the output of small and medium scale enterprises

Scope of the Study

The scope of this study covers the period of 1991 to 2015 within Nigerian economy because of the inability to access adequate data for earlier periods especially on SME output. The variables used; SMEO, GCF, INT and INF are important in the model because they are crucial factors that influence economic growth and as such influence economic output.

Literature Review

Concept of Small and Medium Scale Enterprises

There is hardly any unique and universally accepted definition of SMEs because the classification of business into small or large-scale is a subjective and qualitative in nature, (Ekpenyong & Nyong, 1992). According to Ayyagari (2007), and World Bank (2001), small and medium scale enterprises have been recognized as an instrument of economic growth and development. This growing recognition has led to the commitment of World Bank group to Small and Medium Scale enterprises (SMEs) sector as core element in its strategy to foster economic growth, employment and poverty alleviation. Within a country, the definition changes over time, depending on circumstances and specific objectives of institutions. There are, however, some common indicators in most definitions, namely, the size of capital investment (fixed assets), value of annual turnover (gross output) and number of paid employees. The popularity of the three indicators derives largely from their ease of measurement. SMEs is defined as having a workforce of up to 200 employees (Matthews, 2007). The National Policy on SMEs in Nigeria has also addressed the issue of definition as to what constitutes micro, small and medium enterprises. They adopted a classification based on dual criteria, employment and assets (excluding land and buildings) as shown below.

Table 1: SMEs Classification

S/N	Size Category	Employment	Assets (million, ₦) excluding Land and building
1.	Micro enterprises	Less than 10	Less than 5
2.	Small enterprises	10 to 49	5 to less than 50
3.	Medium enterprises	50 to 199	50 to less than 500

Source: *National Policy on SMEs, (2012)*

Furthermore, small and medium-scale enterprises as defined by the National Council of Industries (2008) refer to business enterprises whose total costs excluding land is not more than one hundred million naira (100,000,000) only and a workforce of between (11) eleven and seventy full-time staff. A medium scale company is defined as an enterprise with total cost excluding cost of land of not more than 300 million naira and staff strength of between seventy one (71) and two hundred (200) full-time workers.

There is a general belief that SMEs as a result of their characteristics is the main engine of economic growth and development, a major variable for promoting private sector development and partnership. Gunu (2004), posited that desired employment generation in a developing

economy like Nigeria can be achieved through the development of SMEs. This is because SMEs are seen as variable engines for the development of entrepreneurial capabilities and indigenous technology which will generate employment in the country.

Measures Designed to Assist SMEs in Nigeria

Many countries have instituted enterprise support networks and structures to fuel the development of these enterprises. Nigeria is no exception because at various times since the 1970s, the government has designed and introduced measures to promote small and medium enterprise development (Yusuf & Schindehutte, 2000). The highlights of these measures as mentioned include:

- Fiscal incentives and protective fiscal policies
- Specialized financial institutions and funding schemes for the SSEs
- Favorable tariff structure
- The SMIEIS funding scheme
- Selective exemption and preferential treatment in excise duties
- Establishment of Export Processing Zones
- Selective reservation of items for exclusive manufacture in the SSE sub-sector
- Government's full weight and support for NEPAD and AGOA activities and operations.

The fiscal incentives included tax holidays and tariff concessions. For instance, small businesses were given a tax holiday for the first six years of their operations. In terms of monetary support, the Central Bank of Nigeria introduced credit guidelines requiring commercial and merchant banks to allocate a portion of their loan portfolio to small businesses. Several developmental financial institutions and schemes were also established to aid small businesses, including the Nigerian Bank of Commerce and Industry (NCBI), the Nigerian Industrial Development Bank (NIDB), and the World Bank SME I and SME II initiatives. There were also export incentives from the Nigerian Export-Import Bank (NEXIM) to stimulate export loan facilities to small businesses as well as export duty exemptions administered by the Nigeria Export Promotion Council (NEPC). Other small business incentive programs included personnel training, repair and maintenance of specialized machines, and extension services. Small-business assistance programs have also been established by local and state governments.

Over the past six years, the government has pursued a policy that should provide fertile ground for small-business including trade liberalization and making the operating environment friendlier to entrepreneurs. The International Monetary Fund (IMF) has agreed to support more economic growth in Nigeria by helping to finance infrastructure improvements (Akwani, 2007). It has however been worrisome that despite the incentives, policies, programmes and support aimed at revamping the SMEs, they have performed rather below expectation in Nigeria.

Concept of Economic Growth

Economists have long been interested in factors which cause different countries to grow at different rates and achieve different levels of wealth. Flammang (1979), discuss economic growth as related processes based on the structure and functions of the political economy. The issue of economic growth received considerable attention particularly after the Second World War. Contributions from different economic schools presented their own view on what determines economic growth paths and how stable these growth paths are. Economic growth means an increase in the average rate of output produced per person usually measured on a per annum basis.

The classical economic literature emphasized the rate of expansion in physical inputs, such as, capital and labor, as being the prime basis of growth (Rodriguez & Sachs 1999; Sachs & Warner 1995; Toman, Pezzey & Krautkramer, 1995). While the neoclassical growth approach recognizes the worth of technology, it focuses on prices, outputs, and income distributions in markets determined through supply and demand. The prime goal of neoclassical economic theory is to provide efficient allocation of scare resources. Neoclassical literature contends that the particular set of institutions in an economy 'does not matter' in the sense that equilibrium prices and the allocation of resources are unaffected by specific institutional structures. Thus, the traditional growth theory has concentrated on technology, transaction cost, and most importantly property rights instead of highlighting the functional significance of real-world institutions. Then the 'theory of firm' came to predominance as part of a broader movement known as institutional economics, which developed as a response to the perceived inadequacies of neoclassical approach. Coase (1937, 1960) was one of the first to point out that in addition to production cost of the usual sort, one must also consider transaction costs in explaining the institutions like the firm. Economic institutions also matter for economic growth because they shape the incentives

of key economic actors in society, in particular, they influence investments in physical, human capital, technology and the organization of production.

Theoretical Review

Small is Beautiful Theory of Small and Medium Scale enterprises

The Small is Beautiful theory is a classic critique of the trends towards centralization, corporation, and globalization of non-sustainability nature. The theory advances the promotion of small-scale economic markets and systems, co-operatives and greater decentralization (Schumacher, 1973). In a similar vein, Paulson (1980), found that the relative size of the small retail firm is associated with horizontal differentiation and levels of complexity. Also, Fullerton (2008), appreciated the observation of Schumacher's lead in his best-selling book, Small is Beautiful-Economic as if people mattered, with the opinion that the global system is broken not because of the credit crisis; it is broken because it is predicated on perpetual, resources driven with no recognition of scale limitation. It points out very skillfully what is exactly wrong with the modern industrial society, and offers an alternative; appropriate technology, respect for human values, and especially bringing things back to the small scale. Indeed, Schumacher (1973), argues that the phrase "too big to fail" makes people think that big business and big government are the optimum. But when people feel a sense of ownership over their work and lives, when they feel truly included in decision that affects them, they are more likely to take genuine care in making things the best way they can be. It is the difference between the mindset of an owner versus a renter.

The Organizational Life-cycle Theory

This follows the observations of historians and academics that organizations, like living organisms, have life cycles. A firm life cycle has been used to explain specific areas of size, growth and development, among others (Miller & Friesen, 1984). Also the development of firm life-cycle models has evolved over time (Adizes, 1979; Hanks et al, 1993). They are born, they grow and develop, they reach maturity, they begin to decline and age, and finally, in many cases, they die. Scholars hold different views on the number of stage of life cycle theory as some identified as many as ten stages while some flattened it down to as few as three stages. Most

models developed by scholars hold the view that organization life cycle is comprised of four or five stages, summarized simply as birth/existence/start-up, survival/early growth, maturity, survival/decline and death/revival.

The Classical Theory of Economic Growth

This is a theory of economics, especially directed towards macroeconomics, based on the unrestricted workings of markets and the pursuit of individual self-interest. Classical economics relies on three key assumptions –flexible prices, Say's law, and saving-investment equality in the analysis of macroeconomics. The primary implications of this theory are that markets automatically achieve equilibrium and in so doing maintain full employment of resources without the need for government intervention. Classical economics emerge from the foundations laid by Adams Smith and traced to the pioneering of his work in his book. "An Enquiry into the Nature and Courses of the Wealth of Nations", published in 1776. Classical economics dominated the study of economics for 150years after it was introduced. This work did not launch the modern study of economics; it continues to provide the foundation for modern microeconomics. Classical economics principles were also adapted to macroeconomic phenomena and provided a guide for macroeconomic policy until the beginning of the Great Depression in 1929.

David Ricardo considered by many to be the most noted classical economics. Ricardo made a number of contributions to national trade, labour market, and the distribution of income in the early 1800s that remain fundamental to the modern study of economic. Perhaps most important, Ricardo viewed the economy as a complex system of interrelated components and was a strong advocate of the principles laid out by both Adams Smith and Jean-Baptist Say. Jean-Baptist Say opined that "supply creates its own demand" classical law bearing his name. Say was a French economist who helped to popularize the work of Adam Smith in the early 1800s among other contributions, Say emphasized the importance of entrepreneurship as a productive factor and was among the first to observe that value and price depend on both supply (resource cost) and demand (satisfaction). The classical study of macroeconomics emerged from a set of axioms and assumptions that were used for all economic analysis, such as wants, needs are unlimited, resources are limited, people are motivated by self-interest, and more is preferred to less. However, three particular assumptions proved most important to the study of macroeconomics phenomena- flexible prices, Say's law, and saving-investment equality.

Flexible Prices: The first assumption of classical economics is that prices are flexible. With flexible prices, unrestricted by government regulations or market control, markets are able to quickly and efficiently achieve equilibrium. In particular, a market is able to quickly attain or eliminate any shortage and surplus that exists, reaching a balance between the quantity demanded and quantity supplied. This is especially important for resource markets in which equilibrium means that full employment is maintained and unemployment is not a problem.

Say's Law: The second assumption of classical economics is that the aggregate production of good and services in the economy generates enough income to exactly purchase all output. Say's law is commonly summarized by the phrase "supply creates its own demand" and is consistent with the modern circular flow model. With Say's law of markets, a mismatch between aggregate demand and aggregate supply is a rare and temporary occurrence. The economy is most unlikely to experience an aggregate surplus or shortage of production.

Saving-Investment Equality: The last assumption of classical economics is that saving by the household sector exactly matches investment expenditures on capital goods by the business sector. This assumption ensures that Say's law holds because any decrease in consumption demand for output due to saving is replaced by an equal amount of investment demand. The saving-investment equality is assured by applying the notion of flexible prices to interest rates in the financial markets.

Empirical Review

Taiwo, Awolaja & Yusuf (2012), studied the impact of small and medium scale enterprises on economic growth and development. A survey method was used to gather data from 200 SMEs and Managers from five selected local government in Nigeria namely; Ijebu North, Yewa South, Sagamu, Odeda and Ogun Waterside Local government. Data was collected with a structured questionnaire and analyzed with several descriptive statistics to identify the perception of the roles of SMEs in Nigeria. The results of the study therefore revealed that the most common constraints hindering small and medium scale business growth in Nigeria are lack of financial support, poor management, corruption, lack of training and experience, poor infrastructure, insufficient profits, and low demand for product and services.

Etuk & Baghebo (2014), examined the influence of Small and Medium Scale Enterprises (SMEs) on Nigeria's Economic Development. The study revealed that Small and Medium Scaled Enterprises (SMEs) have been identified as being beneficial in alleviating poverty through

wealth and job creation. This sector can benefit any government that develops it to the extent that it has the capacity to grow a country's GDP, generate taxes and other revenue, as well as assist in bringing stability in the polity of a country. Rasak (2012), found that the emergence of small and medium scale enterprises (SMEs) is a major catalyst and a key success factor for the development, growth and sustenance of the Nigerian economy. Study also revealed that most government and business circles have come to recognize the importance of small and medium scale enterprises (SMEs) and have consequently agreed that their growth constitutes one of the corner stones of economic development.

Zacheus, Omoseni, & Adepoju (2014), studied the Impact of Small and Medium Scale Enterprises on Economic Growth of Ekiti State, Nigeria. A survey research design was adopted to obtain data from 150 respondents comprising of traders, artisans, production factories and other small and medium enterprises which were selected using multi stage sampling method across 16 local government areas in Ekiti State. The findings revealed that there is a positive and significant relationship between SMEs and poverty reduction, employment generation and improvement in standard of living of people in Ekiti State. Furthermore, the result revealed that there was a 57% increase in the number of SMEs in the State between the years 2009-2013. The study concluded that access to capital funding by reduction in the interest rate on loan offered by banks can boost the performance of SMEs in Ekiti State and Nigeria at large.

Etuk & Baghebo (2014), examined the influence of Small and Medium Scale Enterprises (SMEs) on Nigeria's Economic Development. The study revealed that Small and Medium Scaled Enterprises (SMEs) have been identified as being beneficial in alleviating poverty through wealth and job creation. This sector can benefit any government that develops it to the extent that it has the capacity to grow a country's GDP, generate taxes and other revenue, as well as assist in bringing stability to a country. Rasak (2012), found that the emergence of small and medium scale enterprises (SMEs) is a major catalyst and a key success factor for the development, growth and sustenance of the Nigerian economy. Study also revealed that most government and business circles have come to recognize the importance of small and medium scale enterprises (SMEs) and have consequently agreed that their growth constitutes one of the corner stones of economic development.

Eze & Okpala (2015), studied the quantitative analysis of the impact of small and medium scale enterprises on the growth of Nigerian economy (1993-2011).The study adopted econometric

method of Ordinary least square methods (OLS), Johanson Co-integration test and error correction model (ECM). The Johansen test conducted showed the evidence of long run equilibrium relationship between small and medium scale enterprises and economic growth. However, in the mean time, output of SMEs (SMEO) does not make any significant contribution to Nigeria's economic growth performance. The study concluded that poor government policies, on tariffs and incentives, bribery and corruption, non-existent entrepreneurial development centers and poor state of infrastructure act as impediments to the growth and development of SMEs in Nigeria.

Imoisi & Ephraim (2015), studied small and medium scale enterprises and economic growth in Nigeria (1975-2012). The study polled 84 SMEs for primary data collection as well as statistical records for years 1975-2012 as secondary data. The ordinary least square, co-integration and error correction model was used to estimate the data collected during the period of this study. The variables used include Gross Domestic Product as the dependent variable and Finance Available to Small and Medium Enterprises, Interest rate and Inflation rate as the independent variables. The result showed that finance available to SMEs has a positive relationship with economic growth while Interest rate and Inflation rate has a negative and positive influence on economic growth respectively. Thus, it was concluded that the independent variables play an important role in determining the impact of Small and Medium Scale enterprises on economic growth in Nigeria.

Methodology

Model specification

In the model specified below, Gross Domestic Product (GDP) is the dependent variable and it is used as proxy for the measure of a nation's economic performance. The explanatory variables to be used in this research work are: SME, INT, INF and GCF.

The Model was adopted from the work of Eze & Okpala (2015), but was modified to include GCF which is as thus:

$GDP = F(SMEO, INT, INF, GCF)$ ---------- (1)

$GDP = a0 + a1SMEO + a2INT + a3INF + a4GCF + \mu$ ---------- (2)

Specifying equation 2 in log form, the equation now becomes

Log GDP = Log a0 + a1Log SMEO + a2Log INT + a3Log INF + a4Log GCF + U----- (3)

Equation (3) is therefore transformed into Auto Regressive Distributed Lag Model (ARDL) as follows:

……..(4)

Where: GDP = Gross Domestic Product;
SMEO = Small and Medium Scale Enterprises Output;
INT = Interest Rate;
INF = Inflation Rate;
GCF = Gross Capital Formation;
U = Stochastic or error term.

The following variables: INT, INF and GCF were included in the model on the consideration that they are among the proximate determinants of output in any economy.

Estimation Technique

The study opted for the ARDL estimation technique because of it advantage over Ordinary Least Square method (OLS) to choose appropriate number of lags for each of the independent variable and the most parsimonious model automatically. It estimates Pesaran et al., ARDL model which may include I(1) and I(0) variables.

In addition, tests for co-integration using bound test approach is provided for in the model and it also includes a provision of estimating the error term (co-integrating coefficient) for short run and long run coefficients directly.

Sources of Data

Based on the nature of variables incorporated in the formulated model, secondary data is employed for detailed analysis. The data were obtained from Central Bank of Nigeria Statistical Bulletin and World Development Indicator (WDI).

A priori expectation

Based on economic theory, a rise in the finance available to SMEs will bring about an increase in their productivity. Thus, a rise in their productive activities will enhance higher contribution to GDP and lead to an increase in the GDP position of the country. Hence, the

coefficient of SMEO will be positive; i.e. $a1 > 0$. Also, an increase in interest rate will discourage small and medium scale entrepreneurs from borrowing from banks and thus, reduce the level of productive activities in the country. Such reduction in the productive activities in the country will lead to fall in the GDP position in the country. Hence, the coefficient of INT will be negative; $a2 < 0$. Finally, an increase in inflation rate (persistent rise in the general prices of goods and services) will encourage small and medium entrepreneurs to produce more and thus, increase the GDP position of the country. Hence, $a3 > 0$. The coefficient of GCF is also expected to be positive since increase in investment will boost output. Hence $a4 > 0$.

Descriptive Statistical and Correlation Analysis of the Variables

The process of examining the statistical features of series is often referred to as descriptive statistics. The statistics of interest here are the mean, maximum, minimum, standard deviation, Skewness, Kurtosis and the Jarque-Bera Statistic. The Mean for example measures average value of the series summing it up and divide it by the number of observations. The corresponding maximum and minimum statistics measures the maximum and minimum values of the series for the period under consideration. The standard deviation (Std. Dev.) statistic deals with the degree of dispersion or spread in the series. For the Skewness, it measures the asymmetry of the distribution of the series around its mean, while Kurtosis on the other hand measured the peakedness or flatness of the distribution of the series. The Jarque-Bera is a test statistic for normal distribution and the null hypothesis for the test is that the series is normally distributed. There are three conventional chosen levels of significance used to evaluate the null hypothesis of no normality such as significance at 1%, 5%, and 10%. The correlation analysis also suggests that there is a mixture of both positive and negative relationship between all the variables. This is reported in Table 2.

Table 2: Summary Statistics of Variable and Correlation Analysis

DESCRIPTIVE STATISTICS					
	RGDP	**SMEO**	**INF**	**INT**	**GCF**
Mean	10.41894	10.24593	19.3035	19.53554	27.48831
Median	10.25072	10.15478	12.21701	18.36167	27.41483
Maximum	11.17751	11.40952	72.8355	31.65	30.42894

Minimum	9.881181	9.4375	5.382224	15.47983	24.53856
Std. Dev.	0.469277	0.604942	18.33701	3.608518	1.842132
Skewness	0.26448	0.289642	1.803734	1.688767	0.245759
Kurtosis	1.455558	1.776436	4.95267	6.174545	1.814736
Jarque-Bera	2.776145	1.90904	17.52787	22.3807	1.715044
Probability	0.249556	0.384997	0.000156	0.000014	0.424212
Sum	260.4736	256.1482	482.5876	488.3884	687.2076
Sum Sq. Dev.	5.29E+00	8.782912	8069.899	312.5137	81.4428
Observations	25	25	25	25	25
Correlation Analysis					
	RGDP	**SMEO**	**INT**	**INF**	**GCF**
RGDP	1				
SMEO	-0.48446	1			
INT	-0.66764	0.235846	1		
INF	-0.52639	-0.10129	0.561241	1	
GCF	0.97448	-0.40994	-0.64753	-0.54221	1

Source: Computed by the Author using Eview09

Stationarity Test

Rather than the exception, it is the rule in time series analysis to investigate the stationarity of macroeconomic variables before it can be used in regressions because estimation with non-stationary variables results in bias and inconsistent estimates of coefficient standard errors and thus increase the likelihood of drawing false inferences. As a result, Enders (1995), suggested that it is safer to use two unit root test. Therefore, the variables for the study`s analysis are subjected to two unit root tests to determine their stationarity and enable us have confidence in the results if the outcomes of the tests reinforce each other. The two tests employed are the Augmented Dickey –Fuller (ADF) and the Phillips – Perron (PP) and the null hypothesis in both the ADF and PP is the presence of unit root. The results of both tests using Schwarz Information Criteria (SIC) indicate that all the variables are non-stationary at levels. The variables are only stationary at first difference which implies that the variables are integrated of order one {I(1)}. The unit root results are presented below in table 3.

Table 3: Unit Root Test Result Using Augmented Dickey-Fuller and Phillips- Perron

Variable	ADF	Critical Values			Prob	I(d)
RGDP	-3.86217	-3.75295*	-2.99806**	-2.63875***	0.0078	I(1)
SMEO	-6.21759	-3.75295*	-2.99806**	-2.63875***	0.0000	I(1)
INT	-5.64149	-3.75295*	-2.99806**	-2.63875**	0.0001	I(1)
INF	-4.7592	-3.75295*	-2.99806**	-2.63875***	0.0010	I(1)
GCF	-4.95142	-3.7696*	-3.00486**	-2.64224***	0.0007	I(1)
Variable	**PP**	**Critical Values**			**Prob**	**I(d)**
RGDP	-3.86217	-3.75295*	-2.99806**	-2.63875***	0.0078	I(1)
SMEO	-6.03832	-3.75295*	-2.99806**	-2.63875***	0.0001	I(1)
INT	-6.3496	-3.75295*	-2.99806**	-2.63875***	0.0000	I(1)
INF	-4.95216	-3.75295*	-2.99806**	-2.63875***	0.0006	I(1)
GCF	-6.61421	-3.75395*	-2.99806**	-2.63875***	0.0000	I(1)

Source: Computed by the Author using Eview09

Note: *The model is with constant but without deterministic trend. Exogenous lags are selected based on Schwarz info criteria. ***, ** and * implies a series is stationary at 1%, 5%, and 10% respectively. The null hypothesis for ADF and PP is that an observable time series is not stationary (i.e. has unit root).*

Impact of Small and Medium Scale Enterprises Output on Economic Growth in Nigeria

From the results of the ARDL estimation, the ecm (-1) must be negative and should be significant. These conditions are important because they ensure that there convergence in the model which implies that there is a significant long run relationship. From the result in table 4.3, it is significant at 1% level and the value is -0.54596 thus implying that the speed of convergence from the initial short run disequilibrium is 54% annually in the long run.

The estimation results further suggests that SMEO and GCF are significant in the short run at 5% and they both influence the dependent variable at 11.4% and 10.8% respectively. However, SMEO does not possess the right sign in the short run.

The long run result shows that SMEO, INF and GCF are very significant in influencing economic growth in the long run.

Table 4: Estimated Results for the ARDL Model

ARDL Cointegrating And Long Run Form				
Short Run Results				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
D(SMES_OUTPUT)	-0.11423	0.028932	-3.94835	0.0017
D(SMES_OUTPUT(-1))	-0.14416	0.031315	-4.6036	0.0005
D(INTEREST_RATE)	0.000807	0.002854	0.282683	0.7819
D(INFLATION_RATE)	0.001588	0.000793	2.003103	0.0665
D(GROSS_CAPITAL_FORMATION)	0.108238	0.032091	3.37283	0.005
CointEq(-1)	-0.54596	0.125382	-4.35436	0.0008
Long Run Results				
SMES_OUTPUT	0.150815	0.054469	2.768846	0.016
INTEREST_RATE	0.001478	0.005289	0.279347	0.7844
INFLATION_RATE	0.005899	0.001556	3.79028	0.0022
GROSS_CAPITAL_FORMATION	0.31767	0.02285	13.9022	0
C	0.036398	1.198788	0.030362	0.9762

Source: Computed by the Author using Eview09

Discussion of Results

This study is in conformity to the works of Eze & Okpala (2015); Anthony & Ephraim (2015). According to Eze & Okpala, the variables; Bank credit to Small and Medium scale enterprise (BSCE), interest rate (INT), Small and Medium scale Enterprises output (SMEO), Inflation rate (INF) are significant to GDP. Also, the Johansen co-integration test indicated that the variables are co-integrated at both 5% and 1% level of significance.

According to Imoisi & Ephraim (2015), the variables; Gross Domestic Product (GDP), Finance Available to Small and Medium Scale (FASME), Interest Rate (INT), Inflation (INF) indicated that at 5% level of significance, all the variables were integrated of the order 1. The result showed that finance available to SMEs has a positive relationship with economic growth while Interest rate and Inflation rate has a negative and positive influence on economic growth respectively. Thus, it was concluded that the independent variables play an important role in determining the impact of Small and Medium Scale enterprises on economic growth in Nigeria.

The variables used in this study are only stationary at first difference which implies that the variables are integrated of order one. The estimated result from the ARDL model shows that SMEO, INF and GCF are very significant in influencing economic growth in the long run.

Summary, Conclusion and Recommendations

The study examines the impact of Small and Medium Scale enterprises on economic growth from 1991 to 2015. The broad objective investigate the impact of small and medium scale enterprise output on economic growth while the specific objective investigate the impact of inflation, interest rate and gross capital formation on the output of small and medium scale enterprises. Unit root test was conducted to determine the stationarity of the variables. Auto Regressive Distributed Lag Model (ARDL) was used as a technique of estimation. Variables of interest used are; RGDP, SMEO, INT, INF and GCF. However the findings of the study revealed that, it is significant at 1% level and the value is -0.54596 thus implying that the speed of convergence from the initial short run disequilibrium is 54% annually in the long run. The estimation results further suggests that SMEO and GCF are significant in the short run at 5% and they both influence the dependent variable at 11.4% and 10.8% respectively. The long run result shows that SMEO, INF and GCF are very significant in influencing economic growth in the long run.

Nigerian government need to understand the fact that Small and Medium Scale enterprises are the backbone of any economy because they bring about development of local goods, provision of employment, reduction of poverty among individuals and industrialization in the country. Nigerians are probably one of the entrepreneurial people on earth (Ariyo, 2000). But this is not enough. In order to positively encourage the spirit of enterprise among our young people, universities and other institutions of higher learning must be encouraged to develop more ties with local businesses and hold more business related activities on campus. Students should be encouraged to take up business, and provide the basic understanding of what to expect when doing business. The knowledge gained will help provide students with a variety option when they graduate, rather than wasting their time looking for jobs that are not readily available. This will ultimately help to reduce the pool of unemployed young people in the country. However, Government should take cognizant of interest rate because it has a negative relationship on economic growth, for small and medium scale enterprises to perform their work effectively banks should lower the rate of interest.

Based on the findings made in the course of this study, particularly the results of the ARDL model, the following recommendations are hereby made:

- The Central Bank of Nigeria as the apex financial institution should establish entrepreneurial development centers across the country to encourage and build capacity for business-minded youths.
- They should also lower the rate of interest in order to make loan attractive to small and medium scale enterprises which will enhance their productive activities.
- Central Bank of Nigeria should adopt expansionary monetary policy which will lead to increase in inflation rate and will encourage small and medium entrepreneurs to produce more and thus, increase the GDP position of the country.

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APPENDIX 1: DATA USED FOR ESTIMATION AND ANALYSIS (1991-2015)

Year	RGDP	SMES Output	Interest Rate	Inflation Rate	Gross Capital Formation
1991	9.881181	9.833743	20.04	13.01	24.53856
1992	9.885509	9.92329	24.76	44.59	24.98748
1993	9.906197	9.646199	31.65	57.17	25.30174
1994	9.915254	9.930738	20.48	57.03	25.38546
1995	9.912174	10.38513	20.23	72.84	25.681
1996	9.960905	10.65259	19.84	29.27	26.04351
1997	9.988542	10.61752	17.80	8.53	26.21775
1998	10.01534	10.65161	18.18	10.00	26.21538
1999	10.02007	10.75415	20.29	6.62	26.17104
2000	10.07188	10.70419	21.27	6.93	26.52743
2001	10.11505	10.8672	23.44	18.87	26.64436
2002	10.1522	11.31896	24.77	12.88	26.93872
2003	10.25072	11.40952	20.71	14.03	27.48796
2004	10.54142	10.91475	19.18	15.00	27.48484
2005	10.57528	10.83314	17.95	17.86	27.41483
2006	10.6542	10.15478	16.90	8.24	28.06798

2007	10.72025	10.62377	16.94	5.38	28.29287
2008	10.78106	9.511349	15.48	11.58	28.35109
2009	10.84811	9.702991	18.36	11.54	28.74688
2010	10.92359	9.4375	17.59	13.72	29.89185
2011	10.9713	9.655776	16.02	10.84	29.966
2012	11.01321	9.537012	16.79	12.22	30.01269
2013	11.06574	9.639069	16.72	8.48	30.12205
2014	11.12693	9.684664	16.55	7.98	30.28722

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EMPOWERING WOMEN THROUGH LITERACY FOR SUSTAINABLE DEMOCRACY IN NIGERIA

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Abstract

A lot of concerted and genuine efforts has been made from the 1990s to-date by international organizations and agencies through conferences, conventions, declarations and others on issues pertaining to women's rights. Nevertheless, there still exist gender discriminations and disparities globally in social, economic, political and cultural relations. In Nigeria, women are grossly underrepresented in the judicial, political and executive decision-making and policy formulation processes of government. This is due mainly to the prevailing high level of illiteracy, among others, on the part of women. It thus becomes imperative to intimate and sensitize the stakeholders on the need to empower women through literacy for, inter alia, sustainable democracy. Such knowledge will surely create the necessary awareness and empowerment in women to strive to participate in national activities especially in democratic governance. This paper clarifies the meaning of empowerment, literacy, democracy and sustainable democracy; discusses the global as well as the Nigerian efforts in women empowerment; and contains implications of women empowerment through literacy for sustainable democracy in Nigeria. Data for the study were collected from secondary sources (documents) such as textbooks, journals, magazines, bulletins, government publications and internet materials while analysis was done qualitatively. The paper recommends that Government should provide free and compulsory education at all levels, especially for women, so that people who are unable to afford the cost of education can avail themselves of the opportunity. Besides, government should intensify efforts to mount women literacy campaigns and enlightenment programmes, using the mass media and local groups and leaders.

Keywords: Women, Empowerment, Literacy, Sustainable Democracy.

1. INTRODUCTION

In the complex and fast-changing contemporary world, literacy is indispensable for sustainable human development. However, a great number of people in developing countries, including Nigeria, still remains illiterate. There are approximately 800 million illiterate adults in the world of which two-thirds are women (Matsuura, 2005). According to Jegede and Jiboye (2009), these figures confirm the necessity to move up the presently low literacy levels in developing countries. Realizing the urgency of investing in Africa's women and youth to ensure they are productive agents of their growing economies, African leaders have articulated the African Union 2017 Roadmap around that theme (Nkombo, 2017). What remains is for governments to work closely with the organized private sector, multilateral organizations and civil societies to make that agenda a reality (i.e. effective empowerment of women through literacy for national development).

The notion of empowerment presupposes that there is dissatisfaction, incapacitation and disempowerment of some sort or that there is absence of security of rights and human dignity. Yet, the 1948 Universal Declaration of Human Rights by the United Nations confers on every citizen (man or woman) of any given country the rights to, inter alia, participate in government. Such government, if good, increases the pace of development in the world and provides immense improvement in the quality of life (Ekere, 2006).

Specifically, the Social Objectives of the Constitution of the Federal Republic of Nigeria (1999) (as amended) state that social order is founded on the ideals of freedom, equality and justice. In pursuance of these ideals, every citizen should have equality of rights, obligations and opportunities before the law. However, there exist gender discriminations and disparities against women globally in social, economic, political and cultural relations. A case in point is the low status ascribed to women in most African, Asian and Arab States, and this is rooted in culture, tradition and religion. Prejudices against women, according to Otaluka (1992), include their alleged incompetence, unstable character or lack of strength of character and unfitness to participate in political, economic and cultural affairs of their community, the state and national level. In Nigeria, women are grossly underrepresented in the judicial, political and executive decision-making and policy formulation processes of government (Eme-Uche, 2006). This is as a result of the prevailing high level of illiteracy, among others, on the part of women.

Most advanced countries rely on the number of good politicians as indices for development, and this number must include women (Ekere, 2006). It thus becomes imperative to intimate and sensitize the stakeholders in Nigeria on the need to empower women through literacy for, among others, sustainable democracy. Such literacy and education will surely create the necessary awareness and empowerment in women to strive to participate in national activities, especially in democratic governance. Denying them of this opportunity is at variance with democratic principles of participation,

representation, deliberation and consultation which are paramount to the sustenance of democracy (Eme-Uche, 2006; Ujah, 2012; Shu'aibu, 2016).

This paper clarifies the meaning of empowerment, literacy, democracy and sustainable democracy. It also discusses the global as well as Nigerian efforts in women empowerment. The implications of women empowerment through literacy for sustainable democracy in Nigeria are also examined. Finally, it suggests ways to achieve sustenance of Nigeria's nascent democracy through women literacy empowerment.

2. CONCEPTUAL CLARIFICATIONS

a. Empowerment:

This term is socially appealing, as it suggests a means of granting a capacity to effect a change (Jimba, 2007). Empowerment means to facilitate, to foster, and the ability to cause something to happen. The verb "empower" can be interpreted from the prefix "em" which means "cause to be" and "power" which means "ability to do something" (Bamisaiye, 2004). Stressing further, she says empowerment is a process where there is a facilitator "Y" whereby a powerless "X" is made powerful or at least more powerful than before going through a "P". It denotes that empowerment has the seed of making persons assertive, independent and autonomous. This is because it fosters the capacity of the recipient to be reflective and more rational.

Brian (2012) conceptualizes empowerment as an emancipation process in which the disadvantaged are empowered to exercise their rights, obtain access to resources and participate actively in the process of shaping society and making decisions. Thus, empowerment involves equipping people with the ability to do or act, control or exercise rights or authority in the society. It is synonymous with capability or enablement.

Women empowerment is a genuine struggle to overcome discrimination and injustice based on gender difference. The term is used to give adequate and practical encouragement to women with a view to enhancing their socio-economic and political status. The core of women empowerment lies in the ability of a woman to control her own destiny (Odeh, 2014). This presupposes that, to be empowered, women should have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment). Such women should also use those rights, capabilities, resources and opportunities to make strategic choices and decisions through leadership opportunities and participation in political institutions.

Therefore, as has been seen, empowerment is not an end in itself but a means to an end. It is believed that citizens (in this case, women) who are informed (empowered) through literacy become better managers of themselves and society and amenable to take advantage of opportunities (such as

participation in democratic governance) so as to contribute to national development.

b. Literacy

Literacy as a concept is viewed from various perspectives of value. While some see it as an ability to access and respond to messages and ideas in the printed text (Ihebuzor, 1999), others view it as the ability to read, write and compute (Okpe, 1998). Literacy is a human right as well as a fundamental tool for every form of learning in and out of school (Gathumbi, 2009). These scholars conceptualize the term as an art and a process through which illiterate individuals are liberated from the clutches of ignorance, bondage, superstition, fatalism and backwardness through functional education which endows them with the skills of reading, writing and computing.

Literacy is defined in the mass literacy theory (http://www.tendollarsforliteracy.org/) as a combination of education, earning potential and empowerment. Here, education involves development of knowledge, skill and character; earning potential means education of citizens with a focus on income generation, economic mobility, small business and trade development, life coping skills, cultural and social responsibility; while empowerment denotes equipping individuals and communities with the ability to undertake and organize small trades and to make choices by promoting an understanding of their basic rights and social responsibilities.

Honwana (1999) sees such functional literacy as a term that goes beyond the acquisition of reading and writing skills and that it embraces a variety of tools and skills necessary to access information, create knowledge, promote continuing learning and active participation in society. It helps people to deepen the understanding of their origins, roots, traditions and cultures. Besides, it prepares people to be contributory members in the society. According to Gathumbi (2009), it is a prerequisite for participation in social, economic and political activities in a society. Conversely, illiteracy brings about incapacitation, isolation and loneliness. According to Agada (2007), one who is unable to read and write is confined to the world that barely goes beyond tradition and is a prisoner of ignorance and, above all, a prey to many fears in a world that he does not understand. In the words of Gathumbi (2009):

> *illiteracy connotes exclusion of the most devastating type… because the individual is figuratively blind as he must not only need someone else who is literate to interpret grapheme for him, but more importantly he cannot function in today's world that demands some form of reading, writing and computing in almost all situations.*

c. <u>Democracy</u>

The concept "democracy" evolved to mean a government structured with a separation of powers, provided basic civil rights, religious freedom and

separation of religion from state (Zimmermann, 2012). It has been conceptualized by scholars from various ideological perspectives strictly to suit the existential experiences of one particular situation or the other (Nwagwu, 2014). The concept emanated from two Greek words “demo” which means “people” and “cratein” implying “to rule”. Similarly, Aristotle described political leadership by using the term “demos kratos” which emphasized the importance and participatory nature in the act of leadership in politics.

Therefore, democracy can be defined as government by the people in which the supreme power is vested in the people and exercised either directly by them or by their elected representatives under a free and fair electoral system. The most popular definition of democracy using Abraham Lincoln’s phrase is “government of the people by the people and for the people.” However, the mere fact that people (or nations) choose their leaders through elections does not automatically translate to democracy. According to Okowa (2015), the tenets upon which democracy can be nurtured and sustained are sovereignty of the people, majority rule and minority rights, the rule of law and good governance, respect for civil and political rights, mass literacy, economic prosperity, social development, free press and independent judiciary.

Writing on the topic, Almond et al (2004) perceive democracy as a political system in which citizens enjoy a number of basic civil and political rights, and in which their most important political leaders are elected in free and fair elections and accountable under a rule of law. These authors assert

that the more citizens are involved and the more influential their choices, the more democratic the system. They also opine, like the other writers cited above, that democracy literally means government by the people. It is not gender discriminatory (Gberevbie, 2013).

d. <u>Sustainable Democracy</u>

Sustainable democracy is a system of government whose practice will maintain and improve the quality of life of the citizens of a country. It is about equipping individuals, groups, business entities and governments to live and act sustainably – now and in future – **giving them an understanding of environmental, social, economic and political issues. Political scientists have adopted Two Rules of the Thumb approach to identify sustainable democracies: Two-Turnover Rule and Only Game in Town Rule (Eme-Uche, 2006).**

- **The Two Turnover Rule Approach**

  This approach adjudges a democracy to be consolidated and sustained when a government that is defeated at the polls hands over power to the winner (successor). Therefore, the alternation of power in accordance with constitutional provisions amounts to sustenance of democracy. It happens especially when power is transferred from the government party to the opposition within the ambit of the constitution.

(ii) The Only Game in Town Rule Approach

Democracy, in this approach, is regarded as consolidated when democracy becomes the only game in town. This presupposes that politicians would no longer resort to acts of aggression or violence as means of resolving conflicts; military interventions would no longer be welcomed; religious, cultural and other interest groups would resolve their differences through constitutional means.

Sustainable democracy therefore involves strategic, consultative and deliberative arrangements that give typical citizens the opportunity to actually participate in the decision-making processes at various levels of government, associations or other groups within the state. This is particularly relevant to Nigerian women who need to be empowered basically through literacy to be able to take part in national activities, especially in democratic governance.

3. GLOBAL EFFORTS IN WOMEN EMPOWERMENT

Article 26 of the Universal Declaration of Human Rights (http://www.un.org/en/documents/udhr/index.shtml#a26) adjudges education and literacy as fundamental human rights (for both sexes). The Article states, inter alia, that everyone has the right to education, which should be directed to the full development of the human personality.

According to Offor (2002), when women begin to enjoy their rights in the society, they are being empowered. Afonja and Pearce (1984) submit that

education is the vital tool for emancipation and social justice due to its long effect and its utilization value, which makes it a ready tool in the emancipation and empowering process. Therefore, to educate is to train the mind and character in order to be informed. Unfortunately, the womenfolk are overtly or covertly denied access to education and literacy in some societies, thereby preventing them from reading and writing ability that would have enabled them acquire knowledge and ideas for self-development.

The international community has acknowledged the relegation of women to low status worldwide. This is due to poverty, illiteracy, processes and abysmal low representation of women in government via legislative assemblies. In the words of Odeh (2014), the expected contributions of women to development have been marred with gross gender inequality in Nigeria. She therefore suggests that alternatives or workable solutions be provided to alter the status-quo by bridging the gap.

In view of the prominence of women in development, the United Nations declared 1975-1985 the Decade for Women. The themes of the Decade were equality, development and peace (Eme-Uche, 2006). In 1985, an end-of-decade conference was held in Nairobi, Kenya during which the Nairobi Looking Forward Strategies were developed as a means of eradicating the remaining barriers to the attainment of the Decade's goals. The barriers identified include acts of discrimination, violation and prejudices against women and the failure to protect the rights of women by government. Other international conferences

held in the 1990s under the aegis of the United Nations for the advancement of women include the following:

- 1992 - Rio Conference on Environment and Development,
- 1993 - The Vienna Conference on Human Rights,
- 1994 - Caizo Conference on Population and Development,
- 1995 - Copenhagen World Summit for Social Development,
- 1995 - 4th World National Conference held in Beijing, China.

The major achievement of the Beijing Conference was the laudable adoption of the Mission Statement which declared that the Platform of Action is an agenda for women empowerment. This is aimed at removing all hindrances to women's full, active and equal participation in all spheres of human endeavour; participation in democratic governance is not an exception.

The United Nations General Assembly convened a special session in New York in 2000 to review the actions taken so far and progress made (if any). Apart from the identification of some obstacles hampering the implementation of the Platform Action and devising means of tackling them, the Conference also discovered that, since the Beijing Conference, new gender issues had emerged and these included the denial of women access to decision making in peace-making and peace-keeping. Besides, according to Annan (2001), they suffered various kinds of violence, especially the impact of armed conflicts and the effects of HIV/AIDS pandemic that had had a devastating impact on women

and children globally. All these world conferences gave birth to the United Nations Summit of September 8, 2000 whose focus was the advancement of women's rights to equality as central to progress.

The 2000 (Millennium) Summit pledged to combat all forms of violence against women and to implement the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) (Annan, 2001). The Millennium Declaration gave birth to the Millennium Declaration Goals. There is also the Third Millennium Development Goal on gender equality and empowerment which explicitly focuses on eliminating gender segregation at all levels by 2015.

African leaders have also recognized the imperatives of investing in Africa's women and youth to ensure they become productive agents of their growing economies. Therefore, they have articulated the African Union 2017 Roadmap on the theme. According to Nkombo (2017), governments of these countries need to work closely with the private sector, multilateral organizations and civil societies to scale up the things that will enhance the implementation of that policy.

4. NIGERIAN EFFORTS IN WOMEN EMPOWERMENT SO FAR

The task here is to examine the steps taken by both governmental and non-governmental organizations so far to empower women in Nigeria. Given proper empowerment, women are expected to actively participate in various development programmes of their communities. Unfortunately, the reverse has

been the case in the country, and this is due to ignorance and illiteracy on the part of women who are usually relegated to the background and/or discriminated against. At best, according to Ekere (2006), they are permitted to participate in enforcing or implementing decisions made by all-male decision-making bodies. The most organized and far-reaching in relation to targets and focused effort at empowering women for effective participation and contribution to national economic growth via income generating activities was the Better Life Programme (BLP) initiated by Mariam Babangida in 1987. The BLP was a design for women empowerment through skills acquisition and mobilization for effective participation in the decision-making process in their communities. However, it is noteworthy that it is only when such women can read, write and compute and thereby communicate well that they can effectively acquire the skills and be easily mobilized for meaningful activities in society. It is more so as the target population of the programme is rural women who are predominantly unexposed and uninformed. The imperative of the empowerment of such women through literacy cannot therefore be over-emphasized.

There were also the Family Support Programme (FSP) and Family Economic Advancement Programme (FEAP) established in 1993 and 1997 respectively by the Abacha administration to empower women through the family. Like the Better Life Programme (BLP), the FSP and FEAP did not make much impact due, among others, to the neglect or oversight of the fundamental need of the beneficiaries: literacy.

Women empowerment since Obasanjo administration (1999-2007) to date does not receive the necessary attention from the federal and state governments. There are however isolated cases, such as active advocacy by Non-Governmental Organizations (NGOs) for women's rights and supportive actions on Nigeria's obligations to the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) as well as commitment to the Beijing and other declarations and/or instruments at regional and international levels (Jimba, 2007). Some NGOs mount programmes for poverty alleviation through vocational training for acquisition of income generation skills and micro-credit interventions. Nevertheless, the activities of these NGOs are based mostly in the rural areas whose women are predominantly illiterate. Therefore, there is the urgent need to intensify efforts to raise their levels of literacy which will inevitably empower them, and make them capable of fully knowing and appreciating the other socio-economic and political gestures of empowerment.

A careful observation of women empowerment efforts and strategies in Nigeria shows that a lot more needs to be done. Most of the efforts made so far by governments and non-governmental organizations centre on poverty alleviation activities for rural women and the family.

5. IMPLICATIONS OF WOMEN EMPOWERMENT THROUGH LITERACY FOR SUSTAINABLE DEMOCRACY IN NIGERIA

What does women empowerment through literacy for sustainable democracy involve? What are the likely effects? These are the issues that the paper will address in this section.

Women empowerment through literacy requires a reorientation of the society towards its womenfolk. The society can successfully and fruitfully work for self-reliance and economic independence only when both sexes are involved. According to Ekere (2006), the poor perception of women as passive and voiceless should be a thing of the past.

In addition, neutral (i.e. non-gender-based) curriculum and instructional materials will become a "sine qua non" in schools. These will replace the status quo whereby boys on the one hand are perceived as having the ability of becoming engineers, medical doctors, pilots, politicians, etc and girls are seen as capable of doing only such vocations as secretarial studies, home economics, fashion designing, nursing, teaching, etc on the other.

Women empowerment is central to the sustenance of Nigeria's nascent democracy. It is more so if their literacy empowerment is given prominence. Women empowerment through literacy serves as a springboard for other benefits including active participation in democratic governance.

According to Sticht (2009), the provision of educational (literacy) opportunities for women can:

- Create an environment where women demand knowledge and information, empowering themselves to change their lives;
- Inculcate in women the confidence that change is possible, if women work collectively;
- Spread the message that education of women is a pre-condition for fighting against their oppression;
- Highlight the plight of the girl-child and stress the need for universalization of elementary education as a way of addressing the issue.

Furthermore, women who are properly empowered through literacy, among others, would be able to participate effectively in government. This can produce adequate (if not equal) representation of women in the legislative houses and the other arms of government. The idea of sustainable democracy in Nigeria would be an illusion if women are denied this opportunity.

Besides, empowered women would be able to understand and appreciate the directions of government policies and programmes. It would be difficult for mischievous politicians and other government officials to manipulate and manoeuvre such women for selfish interests.

In addition, empowered women can participate actively in politics at the national, state and local levels. They can compete with men for elective

positions without relying on their male counterparts for patronage (Agboh, 2006).

Moreover, they can contribute immensely to the creation of the nation's wealth through their entrepreneurial initiatives. By so doing, they create job opportunities for Nigerians, thereby contributing to national development.

Empowering women through literacy enhances the achievement of human rights. This is because education and literacy are regarded as fundamental human rights for both sexes by the United Nations Organization. Failure to equip women with education and literacy will therefore amount to violation of Article 26 of the Universal Declaration of Human Rights (visit http://www.un.org/en/documents/udhr/index.shtml#a26).

Besides, women literacy and education promote gender equality. This is a Millennium Development Goal (MDG) and a goal of the Education For All (EFA) initiative. Both MDG and EFA initiatives abhor discriminatory practices that deny women – especially the girl-child – access to education.

In the words of Ki-moon (2010):

> *Literate women are more likely to send their children, especially their girls, to school. By acquiring literacy, women become more economically self-reliant and more actively engaged in their country's social, political and cultural life. All evidence shows that investment in literacy for women yields high development dividends.*

The above statements buttress the assertion that women, including Nigerian females, who are empowered through literacy will seek to participate in national activities, especially in democratic governance. Their representation and participation in government on a continuous basis henceforth is likely to result in the sustenance of democracy.

6. CONCLUSION

The need to sustain and consolidate democracy in the contemporary society need not be over-stressed. Strengthening democracy and reinforcing democratic governance, especially from within, places a country on the path to sustainable development that meets the aspirations of the people. The role of women in this task is very important. However, many of them remain obscure on the grounds of illiteracy. Therefore, empowering them through education can trigger productivity and sustainable democracy, growth, peace and good health now and in the future.

Therefore, for Nigeria to be capable of sustaining democratic processes, it is necessary that both sexes are involved. However, a high percentage of the womenfolk in the country is now barred from active participation in government due to illiteracy. It is when women are properly and fully empowered that they can participate actively and efficiently in the democratic process. Thus, human resource (in this case, women) development through relevant education and literacy is apposite for them to take part effectively in all processes of representative government.

Recommendations have been made in this paper on how to empower women through education and literacy in Nigeria.

7. RECOMMENDATIONS

Now that the imperatives of empowering women through literacy for sustainable democracy in Nigeria have been discussed, the next task is to suggest how it can be done. It is the contention of this paper that women literacy and education should precede all other forms of women empowerment. In other words, seek first the empowerment of women through literacy, and all the other types of empowerment will follow. This implies the belief that though literacy or education per se is inadequate for a thorough empowerment, it should be given a top priority. Education or literacy, it should be reiterated, is the process for equipping individuals with the necessary skills for proper living in the society. Below are the specific recommendations.

- Government should provide free and compulsory education at all levels, so that people who are unable to afford the cost of education can avail themselves of the opportunity. Through this means, beneficiaries, especially women and the girl-child, will receive or acquire knowledge that will empower them.
- Government should also endeavour to intensify efforts in mounting women literacy campaign and enlightenment programmes, using the mass media (i.e. television, radio and newspapers) as well as local groups

and leaders. This will make it possible for every group of Nigerian women to be reached.

- Teachers at all levels of education should be more sensitive and vigilant so as to eschew all acts of prejudice, hostility or other forms of discrimination against women or girls that they teach. They should give equal attention to both boys and girls or men and women. Teachers will make a nonsense of the proposed women literacy programmes if they do otherwise.
- Husbands, wives, parents, and employers should encourage their illiterate members to become literate. Those who have only the basic education should be made to seek higher education. They should also motivate women to accept challenges and higher responsibilities. Besides, parents should discourage early marriages because this will prevent the progress and education of their children, especially the females.
- The menfolk should be educated to change their orientation and attitudes towards women empowerment and women's involvement in public life. This can also be done through public enlightenment campaigns.
- Government should use the mass media to curb gender inequality being propagated and to promote privileges to both sexes. Women should be

encouraged to participate actively in politics (i.e. register as voters, contest for political offices and aspire to leadership positions).

- There is the need for Nigerian government to join the worldwide movement for women empowerment, equality and social justice. This will not only achieve peace but is also germane to sustainable democracy.
- The government of Nigeria should make concerted efforts through legislation to domesticate the Protocol on the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW). Implementation of the provisions of the protocol will reduce (if not eliminate) the perennial problem of gender disparity in the country.
- Non-Governmental Organizations (NGOs) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) should assist in the promotion of women literacy in the country. While NGOs can finance some campaign programmes on women literacy, UNESCO can encourage the independence and autonomy of academic institutions and programmes.

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CONFLICT MANAGEMENT AND SOLUTION IN THIRD WORLD COUNTRIES

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Abstract

We are in the days of debate. The somehow chaotic Nigerian political terrain has thrown up several challenges, has thrown up issues, many issues that are subjects of debate. Since the emergence of the nascent democracy in 1999, Plateau State has become a permanent flashpoint. The State which had hitherto been one of the most relatively peaceful in Nigeria has been deeply enmeshed and suffused in political and ethno-religious conflicts characterized by genocidal attacks, bombing, maiming and killings of several persons, loss of business investments, industries and property worth several billions of Naira. Within the space of eleven years, several violent political ethno-religious conflicts have been reported in Plateau State. However, the unending crisis in the State since 1999 is a major minus as all efforts to restore peace have not achieved the desired ends. It would seem that democracy has increased the culture of impunity in some people while political differences are believed to have fueled some of the violence that have erupted. It was crisis that made Plateau State go down with the unenviable record as the first state in the Fourth Republic where a state of emergency was declared. Democratic governance with the underlying emphasis on the activation of the citizenry to realize the 'common good' has not taken root in the popular consciousness of Nigerians. Everyone appears to be for himself. The thrust of this paper therefore, is to investigate the recurring decimal of flawed political and ethno-religious conflicts with a view to pinpoint its nature, form, causes and proffer solutions for Nigeria democracy to strive.

Keywords: Nations, Conflict, Politics, Ethnicity, Management, Competition

Introduction

We are in the days of debate. The chaotic Nigerian political terrain has thrown up several challenges and issues that are subjects of debate. Since the emergence of the nascent democracy in 1999, Nigeria State has become a permanent flashpoint. The State which had hitherto been one of the most relatively peaceful in Africa has been deeply enmeshed and suffused in political and ethno-religious conflicts characterized by genocidal attacks, bombing, maiming and killings of several persons, loss of business investments, industries and property worth several billions of Naira (Uhunmwuangho and Epelle, 2009).

Nigerian government has had political challenges in the recent past not only for the poor governance by its leaders, but also due to poor constitutional arms that govern a given country.

Nigeria is also well endowed with abundant human as well as natural resources to address its political problems. With increasing societal violence as Nigeria prepares for yet another elections come 2019, there are concerns of the state's ability to hang together as a single entity (Wikipedia, 2017).

Nigeria is a key player in West Africa, a prime mover on the African continent and the entire world-wide. The country, which is fondly called the giant of Africa, is the most populous and potentially one of the well-endowed nations with natural resources on the African continent. Based on the 2006 population and Housing Census report, its population is put at over 144 million (NPC, 2006). It is one of the world's most ethnically diverse nations. It comprises multi-ethnic nationalities put between 250 and 450 (Idahosa 1997, Aghemelo and Osumah 2009). Some of the major ethnic groups in Nigeria are larger than many independent states in Africa. At the early 1960s, of the estimated 3,000 ethnic groups in the world about 1000 were represented in Africa and about 445 in Nigeria (Akali 1997). Of the numerous ethnic groups, there are three dominant ones. These are the Hausa/Fulani in the Northern region, the Igbo in the Eastern region and the Yoruba in the Western region. Other minority ethnic groups include Kanuri, Tiv, Edo, Isoko, Nupe, Ibibio, Jukun, Gwari and Igbira. The three dominant ethnic groups have been the net beneficiaries of the political power at the national level (Imobighe 2003). The overwhelming majority of the Northern population is Muslim, which estimated to be over 50 per cent of the total population. Christianity is strong in the Southern region, accounting for perhaps 35 per cent of the total population of the country while the balance of the population remains animists (Dibie 2000).

The challenge of managing Nigeria's political and ethnic plurality has not been an easy task. The ethnic problem has posed a number of threats to the legitimacy of the national government and its ability to offer leadership appropriate to the demand of nation building. The mobilization of ethnic sentiments and solidarity seeking to gain or retain relevance has fueled

anxiety, suspicion, fear of domination and outright conflicts (Osumah and Okor 2009). Granted that conflict is an inevitable phenomenon in social and political setting and thus, not peculiar to any part of the world, developed or developing country, its nature dimension, consequences and management vary from one country to another. Nigeria is one of the nations in the world whose political landscape has been inundated, suffused with and deeply enmeshed in spectrum of recurring complex conflicts ranging from resource, political, communal, to political and ethno-religious conflicts (Jega 2002).

Political and ethno-religious conflagrations have severally drawn the country to the precipice of disaster. It has engendered huge human carnage, internal displacements and refugee crisis, loss of investments, strained inter-communal or inter-ethnic relations, threatened internal security and public order. There is the high level of inter-ethnic and inter-religious vendetta in the country, to the point that it seems that Nigeria is now exhibiting the symptom of a collapsing state, whose members are perpetually at war with one another (Imobighe, 2003). Thus, the recurring political and ethno-religious conflicts in Nigeria have become matter of great concern to the international community. On account of the nature of the conflicts among other security threats in the country, United States National Council Intelligence Report on May 28, 2005 predicted that the nation may explode (disintegrate) within 15 years (Agbaje 2005). Indeed, the nation has undergone series of profound revolutions and recurrently seeking ways to manage her persistent and complex problem ethno-religious conflict. Several efforts such as deployment of huge security operatives, peaceful dialogue amongst religious groups and setting of probe panels have been made to manage the perennial conflict but with little or no positive transformation. However, this paper with particular reference to political and ethno-religious crisis in Nigeria state seeks to investigate the challenges and proffer solutions to the political upheaval in Nigeria.

Problems

For most Nigerians however, the pressing problems of everyday survival remain the highest immediate priority. Since the oil boom of the 1970s, Nigeria's economy has been in crisis despite continued expansion in oil production. The Structural Adjustment Programme (SAP) and other policies has not helped the Nigerian economy much and the political instability since the early 1990s has severely impeded the ability of successive governments to implement economic policies. Without the establishment of an accountable government, the chances of addressing other pressing problems-like the deterioration of living conditions and the collapse of once treasured state of Nigeria.

Since the emergence of the nascent democracy in 1999, Nigeria State has become a permanent flashpoint. The State which had hitherto been one of the most relatively peaceful has been deeply enmeshed and suffused in political and ethno-religious conflicts characterized by genocidal attacks, bombing, maiming and killings of several persons, loss of business investments, industries and property worth several millions of Naira. Within the space of eighteen years, several violent political ethno-religious conflicts have been reported in Nigeria State. Furthermore, these violent conflicts have compelled several Nigerians to attempt a redefinition of their identity as fallout of emotive feeling and perceptions. The political violent conflict which has remained a recurring decimal has severally threatened the nascent democracy, national unity, security and brought the nation to the brink of disaster (Uhunmwuangho and Epelle, 2007).

Thus, to the knowledge of this researcher, the challenges of the management of political and ethno-religious conflicts in Nigeria State has little been explored and largely remained

uncharted. In order to direct this paper in an intellectual manner, a number of questions are posed as follow:

(a) Does competitive partisan politics pose any challenge to the management of the recurrent political and ethno-religious conflicts in Nigeria State?

(b) Does the presence of huge pool of angry brigade of youth pose any challenge to the management of the recurring political and ethno-religious conflicts in Nigeria State?

(c) Does the significant gap in the capacity of the security agencies to bring perpetuators face the wrath of the law pose any serious challenge to the management of the recurrent political and ethno-religious conflicts in

Nigeria State?

(d) Does the mobilization of ethno-religious sentiments to pitch one group against another engender any challenge in the management of the orgy of violent political and ethno-religious conflicts in Nigeria State?

Objectives

The specific objective of this paper is to investigate the challenges of managing political and ethno-religious conflicts in Nigeria with special focus on Nigeria State. Thus:

1. to find out whether competitive partisan politics pose any challenge to the management of the recurrent ethno-religious conflicts in Nigeria State.
2. to ascertain if the presence of huge pool of angry brigade of youth pose any challenge to the management of the recurring ethno-religious conflicts in Nigeria State.
3. to determine whether the significant gap in the capacity of the security agencies to bring perpetuators to face the wrath of the law pose any serious challenge to the management of the recurrent ethno-religious conflicts in Nigeria State.
4. to examine if the inputs of stakeholders to peace building process on one group against another ignite the management of violent ethno-religious conflicts in Nigeria State.

Hypotheses

In order to achieve these objectives, the following research hypotheses were formulated:

- There is no significant relationship between competitive partisan politics and management of ethno-religious conflict in Nigeria State

2. There is no significant relationship between presence of huge pool of angry brigade of youth and management of recurring ethno-religious conflict in Nigeria State.

- There is no significant relationship between gap in capacity of the security agencies and the management of the recurrent ethno-religious conflict in Nigeria State.
- There is no significant relationship between the inputs of stakeholders to peace building process and management of violent of ethno-religious conflict in Nigeria State.

Theoretical Framework

The theory considered as relevant to this discourse is the Conflict Trap Theory. The exponents of this theory are Paul Collier, V.L. Elliott, Havard Hegre, Ankle Hoeffler, Marta Reynal-Querol and Nicholas Sambanis. To them, conflict trap denotes that once a conflict has erupted, it seems to develop a momentum of its own. Peace seeming becomes elusive and hard to restore. Even when peace is restored it is often does not endure (Collier et. al 2003).

The exponents of the conflict trap ascribed the lengthy pattern of the conflict to a number of interlocking factors. Conflicts in multiethnic societies are enduring possibly on account of their ready vulnerability to the rallying, massaging and mobilization of ethnic sentiments for both the warring groups and the government. In addition, in a plural society, particularly where the population has significant grievances, conflict usually becomes an effective political strategy for pursuit of their interests and goals. Also, even if the custodians of power and authority in the society are willing to concede to the demands of the groups, they are usually neither trusted nor believed to have credible means of committing the warring factions to agreement. The warring groups might be afraid that once they hold the olive branch the custodians of power and authority would renege on any agreement (Collier et. al 2003). Furthermore, it is also contended that it is even difficult for the custodians of power and authority to concede to demands of the

warring groups because such could encourage the flowering, proliferation, mushrooming and radicalization of other groups, which often have opposing objectives. Also, a significant pattern to lengthy conflict is the extremely unequally distributed income and a very low average income, possibly on account of the cost of sustaining conflict is low if there is an expansive layer of economic destitute and possibly significantly weak institutions such as the security agencies, which are unable to deter and apprehend violators of the laws. More so, sustaining conflict has become easier because the warring groups have easy access to armaments for prosecuting conflict (Collier et. al 2003).

Yet, a very important to the lengthy pattern of conflict is that once a conflict has occurred a template is raised. It becomes difficult to return to status quo. Presumably, conflict reinforces hatreds, and may shift the balance of influential interests in favour of continued conflict. Also, the criminal entrepreneurs that profit from the conflict would do anything including sabotaging peace process for it to continue. According to Paul Collier et. al. (2003:12):

> *violence entrepreneurs, whether primarily political or primarily commercial, may gain from to such an extent that they cannot credibly be compensated sufficiently to accept peace. Those who see themselves as political leaders benefit from war because they can run their organizations in hierarchical, military style with power concentrated in their own hands, something much more difficult to justify in peacetime. Those who see themselves as extortionists benefit from the absence of the rule of law in the areas they control. However, leaders see themselves they will have invested in expensive military equipment that will become redundant once they agree to peace. Asking a rebel leader to accept peace may be a little asking a champion swimmer to empty pool.*

Flowing from the above assumptions, the conflict trap theory is apt and relevant for the appreciation of the challenges of ethno-religious conflict management in Nigeria. It offers deep insights to the interlocking factors that sustain conflict. It presupposes that once conflict has occurred it lengthens and becomes challenging to restore peace on account of a number of factors such as ethnic pluralism, proliferation of arms, existence of income disparities, existence of expansive republic of hoodlums and the activities of criminal entrepreneurs.

The conceptual and theoretical excursion reveals various perspectives for the appreciation of violence. Notably, each of the perspectives may be perfunctory, deficient, incomplete and restrictive but in sum they are contributory and complementary.

Challenges

Just like the situation in the country generally, the past seventeen years of democracy in Nigeria State is an admixture of the good and the bad. Whichever way it is viewed, majority of the people feel that the period is better than several years of military rule. However, the unending crisis in the state since 1999 is a major minus as all efforts to restore peace have not achieved the desired ends. It would seem that democracy has increased the culture of impunity in some people while political differences are believed to have fueled some of the violence that have erupted. It was crisis that made Plateau State go down with the unenviable record as the first state in the Fourth Republic where a state of emergency was declared. That was in 2004 following violence in Yelwa_Shendam. The failure to find a solution to the violence has also been blamed on the inability of politicians to separate political interest from the corporate interest of the state. Thus we now have a situation where the same politicians that 'ganged up' against the former Governor, Josuah Dariye now find a common enemy in the incumbent Governor, Jonah Jang. They are already in the trenches perfecting their strategies for the next election in 2019. While some are poised to stop Jang from getting a second term for his alleged inadequacies, his supporters and strategists are also making deft political moves to brighten his chances and frustrate his political opponents. (Obateru, 2010)

Several reasons have been dished out as catalytic to the orgy of political and ethno-religious conflagrations in Plateau State. Ethno-religious entrepreneurs who fan the embers of violent ethno-religious in the past are evidently mobilizing negative ethnicity, religious schism, whip sentiments and pitch on ethno-religious group against another. Also, competitive partisan political activities are used as avenues through which groups are mobilized identities rigidly reinforced, often infused with excessive religiosity. Furthermore, a large proportion of the youth who are able-bodied but idle, unemployed, frustrated and aggrieved with the social system are willing and ready to be recruited and mobilized to engage in political and violent political and ethno-religious conflicts because such offer them the opportunity to break into public and private property and cart away whatever they can find (Imobighe 2003). In addition, the recurrence of the political violent conflicts has been blamed on significant gap in the inability of the security agencies to guarantee security of lives and property as well as bring those responsible for the conflict to book.

Expectedly, the trend, dimension and casualties associated with the circle of violent ethno-religious conflicts in Nigeria State have generated serious concern locally and internationally. The orgy of violent conflicts apart from being condemned by all has generated calls from the local and international arena on the need to address it. The phenomenon of political and ethno-religious conflicts in Nigeria has generated sustained academic interest evident in the number of extant literature in relation to the issues. The nature, scale, forms, propellants and consequences of political and ethno-religious conflicts have been examined. For example, Kukah (1993) examined the nexus between religion, politics and power in Northern Nigeria. Onuoha (2005) appraised the nature of ethno-religious conflicts in Nigeria. Odey (2005) examined the implications of religious crises from democratic process in Nigeria. Odey (2005) has analyzed the current trends of political and ethno-religious conflicts in Nigeria. Fayeye (2006) reviewed inter-religious conflicts in Nigeria.

Literature Review

The earliest recorded conflict between a political godfather and his godson in Nigeria was that between Chief Obafemi Awolowo and Chief Samuel Ladoke Akintola. While the former was the leader of the Action Group and head of the Opposition in the Federal House of Representatives following the 1959 general elections, the latter was the deputy leader of the party and Premier of the Western Region (Uhunmwuangho and Epelle, 2009). According to Uhunmwuangho and Epelle (2009), and Odey (2005), the rift occurred due to Chief Awolowo's overbearing attitude and insistence on being consulted before any fundamental policy decision is taken by the regional government – this is in spite of the fact that as leader of opposition in the central legislature based in Lagos it will mean that important decisions that are time-bound will have to be sacrificed while waiting for him.

Nnoli (1978:5) defines ethnic groups as 'social formations distinguished by the communal character of their boundaries'. To him, the crucial communal factors may be language, culture or both. Similarly, Suberu (1996:4) conceptualizes ethnic group as a "social collectivity whose members not only share such objectives characteristics as language, core-

territory, ancestral myths, culture, religion, and/or political organization, but also have some subjective consciousness or perception of common descent or identity". This ethnic identity results from contact with other groups. But he argues that ethnic pluralism is necessary but insufficient condition for ethnicity.

Ethnicity therefore is a 'social phenomenon associated with interactions among members of different ethnic groups' (Nnoli, 1978). It emerges when the members of an ethnic group become characterized by a common consciousness of their identity in relations to other groups with in-group and out-group differences becoming marked with time. Such exclusivist, identity-based discrimination undoubtedly results in conflicts over scarce economic resources and socio-political goods.

However, ethnicity hardly exists in pure forms. It is a consequence of ethnic group identity mobilization and politicization especially in a competitive ethnically plural environment or context (Suberu 1996; Nnoli 1978). Also, Wolff (2006) observes that ethnicity on its own does not cause conflict as several factors are always at play in each conflict situation, arguing that identity is a fact of human existence, but that it is what people make of it or how they deploy it that makes the difference between ethnic cohesion, harmony or conflict.

The manner in which activists define the in-group and out-group relationship (the usual 'us' versus 'them' sentiment) is crucial in conflict dynamics: "The more confrontational the definitions – that is, the more 'our' poor situation is a result of 'their' oppression, or the more superior 'we' are compared with 'them' – the more likely are inter-group relations to take a turn for the worse" (Wolff 2006:35).

Religion is an elusive and imprecise concept. It is difficult to define with precision and objectivity because it is emotion laden (Egwu 2001, Agarwal et.al 1994). It has been variously defined. It has been defined as a body of truths, laws and rites by which a man is subordinated to transcendent being (Adeniyi 1993). To Bellah (1970) religion denotes a set of symbolic forms and actions that relate man to the ultimate conditions of his existence. Drawing similar concern Peter (1988) conceptualized religion as system of symbols which act to establish powerful, pervasive and long-lasting mood and motivations in men by formulating conceptions of a general order of existence and clothing these conceptions with such an aura of factuality that moods and motivations seem uniquely realistic.

Ogburn (cited in Agarwal et.al 1994:236) defined religion as attitude towards superhuman powers. In the same vein, Maclver (1946) opined that religion is a relationship not merely between man and man but also between man and some higher power. According to Christopher Dawson (cited in Agarwal et.al 1994:236) “wherever and whenever man has a sense of dependence on external powers which is conceived as mysterious and higher than man’s own, there is religion, and the feeling of awe and self-abasement with which man is filled in the presence of such powers is essentially a religious emotion, the root of worship and prayer”. Yinger J. Milton (cited in Agarwal et.al 1994:237) conceived religion as “the attempt to bring the relative, the temporary, the painful things in life into relations with what is conceived to be permanent, absolute and cosmically optimistic”. To Sapir (cited in Agarwal et.al 1994:237) religion is a man’s never ceasing attempt to discover a road to spiritual serenity across the perplexities and dangers of daily life. Lowie (cited in Agarwal et.al 1994:237) conceptualized religion as a “spontaneous response to the awe-inspiring extra-ordinary manifestation of reality.

In a broader perspective, religion can be understood in two related yet distinct ways, material and spiritual. In the material perspective, it is conceived as religious establishments (i.e. institutions and officials) as well as social groups and religious concerns. On the other hand, in the spiritual perspective, religion is concerned with models of social and individual behavior that help believers to organize their everyday lives. It is in this way that religion is characterized as transcendence, supernatural realities and sacred.

As noted by Wolff (2006:2), the term ‘conflict’ is used to describe “a situation in which two or more actors pursue incompatible, yet from their individual perspectives entirely just, goals”. He further argues that sometimes, conflict is as a result of the struggle for power and material gain by leaders and followers alike. Because of such vested interests, the conflict entrepreneurs prefer conflict to cooperation and privilege violence over negotiations. To have a thorough grasp of conflict, therefore, one must cautiously examine the various actors and factors and their interrelationship in each conflict situation (Wolff 2006:3). The material value or economic viability of the territory is also vital in conflict dynamics. For example, if the territory is rich in natural resources such as oil, gold, diamond, timber or if there are cultural attachments to the territory, there would be more stakes in it.

Similarly, Otite (1999:20-22) argues that most conflicts in Nigeria are premised on land space and resources competition; disputed jurisdiction of traditional rulers; creation and location of local government council headquarters; scarce political and economic resources; micro and

macro social structures of Nigeria; population growth; and disregard for cultural symbols. Conflict may either be non- violent or violent. Notably, what constitutes violence and non-violence varies depending on the context of perception of the legitimate use of force or challenge of authority. Max Weber in conceptualizing the state contended that violence is legitimate in the rule over men (Wolff 1999). To Wolff (1999) violence is the illegitimate or unauthorized use of force to effect decisions against the will or desire of others. The criminal model of violence differentiated between legitimate and illegitimate violence. It places emphasis on the identification of criminal in the target domain. In this perspective, the problem of violence is ascribed to outlaws and thugs who unleash terror on the law-abiding citizens and cause social and political instability in the society. This model tends to ignore the socio-cultural factors that breed violence (Turpin and Kurtz 1999).

In an attempt to provide an analytical framework for a deep appreciation of the causes of violence and conflicts, it is pertinent to analyze the various forms in which violence manifests. Violence has been categorized as small and large-scale depending on the intensity. Large scale violence is difficult to control and its consequences are hard to predict (Coady 1999). Violence has also been categorized as physical and psychological. Psychological violence is an act of violence in the absence of a violent act. The destructive effects are gradual and cumulative. It involves brainwashing, indoctrination and threats. On the other hand, physical violence is an act that palpably involves physical means such as bombardment, whipping, stabbing to death, overpowering forceful, poisoning, force intrusion, malevolent intrusion among others. Its destructive effects are swift and direct (Turpin and Kurtz 1999). Notably, the distinction between the two is for the purpose of analytical clarity, as the borderline between both is little and sometimes difficult to draw.

Beyond the conceptual and categorical perspectives, violence has been part of human history. In this perspective, the social contract theorists held that man prior to the emergence of the contemporary state lived in a state of nature. According to Thomas Hobbes, in the state of nature “life is nasty, brutish and short” To elaborate several theories and models have been developed to explaining violence. The micro and macro approach to violence is one of the several approaches. This approach draws a web of casual links between the personal biological impulse and psychological disposition and global structures, processes, and behavior. At the micro level the propellant of violence is identified as individual psychological factors and biological impulse, while in the macro perspective socio-cultural factors are induced for violence (Turpin and Kurtz 1999).

Studies have also shown that violence has been perceived as instrument of survival under difficult circumstance. In this perspective, the frustration-aggression theory is the most explored. The exponents of the theory identified major conditions in which the individual or groups deploys violence. To them, the obstruction or blockade of efforts by the individual intended to achieve desired ends such as power, wealth, social status, security, equality and freedom leads to frustration that breeds violence. Also, a causal link has been drawn between unfulfilled rising expectation and violence. In this perspective, it is contended that the tension or violence arises from unfulfilled expectation to people who had experienced hardship or enslavement but suddenly promised improved material condition or freedom. Furthermore, a relationship has been drawn between relative deprivation and violence. In this sense, the objective material condition is believed not nurture violence rather than the sense of deprivation in relation to other around them or with their own past condition is believed to be responsible for violence with the intent to redress the situation (Dowse and Hughes, 1982)**.**

The greed and grievance analytical framework ascribes violent conflicts to grievances arising from limited economic opportunities, poverty and inequalities. There are two strands of contentions in this analytical framework. The first perceive violent conflicts as under-girded by irrationality originating from essentially hatred. In the second perspective, violent conflict is hinged on a number of grievances such as systematic discrimination and gross human rights violation, inequality in economic and political power, or dearth of resources especially in multiethnic state. In this regard, violence is perceived as instrumental like any means for seeking redress. Violent conflict has also been explained from the industry perspective. It is believed that the dominant propellant of violence is economic benefits and commercial interest rather than grievance. This presupposes that the preoccupation of the belligerents and insurgents is the economic spoils and booty that they appropriate from the protracted violence.

Another theoretical explanation for the etiology of violent conflicts is systemic pathologies arising from the dialectical changes in the structures and processes of society. According to Dwse and Hughes 1982, when a system did not deliver what its leaders had promised and the political elites continued to ask the masses to make sacrifices that the elites themselves are unwilling to make much of the aura legitimacy gained during the decolonization period was dissipated. The symbolic strength of various regimes is eroded.

In another theoretical prism, eruption of violent conflicts is linked with group pluralism and interactions to achieve their diverse objectives. In seeking relevance or retention of political

power, the elites manipulate and massage religious and ethnic sentiments. Many of the ethnic clashes and sectarian conflagrations are rooted in the context of the group conflict theoretical assumption (Jega 2002). Violence has also been perceived as structural and institutional (Coady 1999). Structural violence is the form of violence rationalized on the basis of a great range of social injustice and inequalities prevailing in a state. In this perspective reformer, leftists and even terrorists rationalize their violence and opposition against the state on the basis of seeking to correct the prevailing social injustice and inequalities in the state. The form of violence in this context often involves a direct physical attack in response to and defence against acts perceived as unjust and inequitable in the society. On the other hand, institutional violence is a quiet violence that arises due to systematic deprivation in the way of transactions within a state. Several other factors such as over population, impotence, loss of power, displacement, the quest for social values, as well as natural phenomena such as natural disasters, earthquake, environmental scarcities, disease outbreak, drought, and famine can be identified as contributory to violence (Jega, 2002).

Solution To The Crises

The solution for addressing this problems and thus consolidate democratic governance in the Federal Republic of Nigeria lies in having a government that works on the principles of good governance and is most especially, accountable to the Nigerian people. Good governance in Nigeria is thus essential to its stability and growth and that of the economies of West African countries in the Sub-region. It is worrisome to note that the Nigerian security system is more reactive than proactive, waiting for crises to break out before rushing to put off the fires. This strategy may have worked in the past but we cannot use the solutions of yesterday to solve today's challenges. The practice of sending Special Military Task Forces for internal security duties, even if they work in the most professional and saintly manner, is only meant to put off the fire. It should

only be a short term intervention because by their training and operational system, they are not in a position to find solutions to the civil crises. It is therefore illogical and to an extent ridiculous that people are relying on them to solve the crises. Several analysts have criticized the present system where all the intelligence gathering and crises response mechanisms are concentrated in a few locations, usually very far away from the well-known flash points of crises. This plans naturally leads to extremely slow response to early warning signals, and in fact, is so slow that it has become counter-productive (Mensah, 2000).

Modern Conflict Management

Modern Conflict management is concerned with interventionist efforts towards preventing the escalation and negative effects of ongoing conflicts, especially violent ones. Rarely are conflicts completely resolved. More often, they are reduced, downgraded, or contained. Such developments can be followed by a reorientation of the issue, reconstitution of the divisions among conflicting parties, or even by a re-emergence of past issues or grievances. Conflict management when actively conducted is, therefore, a constant process. Conflict management should not be viewed as a simple, linear or structured process. Those assuming or charged with such a task must usually overcome an intensely chaotic situation. Conflicts are frequently managed directly by the society in which they occur. When not possible or when conflicts become national in scope, government normally assumes the task, provided it is not a party to the conflict. In cases where a government is unable or unwilling to intervene, international organizations increasingly assume the role of conflict manager (Lijphart, 1977).

The major challenge of this mechanism is that sometime the ‘third parties’ who are charged with the settlement of dispute or conflict may become partisan. Also, most disputes especially in fragile states involve the as actor. This becomes very problematic as the state is also often charged with the selection and appointment of the arbiters. In many cases, the state itself flouts the terms, conditions and sometimes the resolution of the dispute settlers.

Modern Procedure For Resolving Conflicts

In Western and modern Alternative Dispute Resolution, we have some elements such as

- **Grass-root community based activities:** e.g. village festival like the new yam festival among the Igbos, initiation rites and puberty festival for young people, marriage ceremonies, the sharing of village community land. However, when unity solidarity is lost to violent conflict, as was the case in the conflict between Ife and Modakeke communities of Osun State, the Chamber/Jukun and Kuteb of Taraba State, and the Umuleri/Aguleri of Anambra State all in Nigeria for instance, the importance of such community virtue cannot be over-emphasized (Suberu 2006; Suberu 2008).
- **Good Governance: This** may be defined as the running of the affairs of government in positive and progressive manners beneficial to the governed and which is delivers the public goods. Such as due process, transparency, responsiveness on the part of government, power sharing, rule of law, competence, separation and devolution of powers, a free press and a free virile civil society. There are several dictatorial democracies in Africa. Such regimes do not promote and practice good governance. These are the conflict generators of the African continent.
- **Communication:** This is the process of sharing and exchanging information between individual, groups and potential parties in a conflict situation. It is also the process of interacting and relating with others, meaning that parties to a conflict situation still talk.
- **Collaboration:** The collaboration process is one in which parties work together on their own to resolve problems through constructive dialogue or other activities like joint projects, sharing of community schools and health centres, markets, bridges and culverts, as well as other utilities (Aghedo and Osumah, 2009).
- **Negotiation:** This is the process hereby the parties within the conflict seek to settle or resolve their conflicts. Also negotiation is a direct process of dialogue and discussion taking place between at least two parties who are faced with a conflict situation or a dispute. The benefits of compromised solution it is believed out-weight the losses arising from refusal to negotiate. The goal of negotiation, according to Jeong is to reach agreement through joint decision between parties. Negotiation is a key approach to peaceful resolution of dispute and conflicts that may arise among parties. It is also within the reach and control of parties.

(f) Conciliation: Conciliation is close to mediation. It is a third party activity, which covers intermediary efforts aimed at persuading the parties to a conflict to work towards a peaceful solution. Conciliation involves facilitation.

- **Mediation: Mediation** has been presented by the United Nations University for Peace as The voluntary informal, non-binding process undertaken by an external party that fosters the settlement of differences or demands between directly invested parties.
- **Arbitration:** This is another type of third party intervention that is a step higher than mediation in the conflict management spectrum or process. The parties to a

conflict who select to use arbitration, even though they choose a non-violent method of settling their disputes, lose more control over their situation than those who select mediation and other lower levels of intervention.

- **Adjudication**: Adjudication is another non-violent method of conflict management. This involved the use of the courts and litigation processes. Parties to a dispute may choose not to use any of the methods we have so far discussed. They may choose instead to take their case to a court of law, before a judge of competent jurisdiction. Legal counsel may represent them.
- **Crisis Management**: This is an extreme situation of conflict, which has reached a turning point, where critical decisions have to be taken or else the conflict escalate to a point of extreme violence. Sometimes, a crisis is a degenerated state of conflict, where threats to human security, intense violence characterized by fighting, death, injury, large-scale displacement of populations occurs. Once a crisis occurs, it is the responsibility of the government of a state to de-escalate the situation and bring a cessation to violence. This may be done through various means, including the use of the coercive state apparatus, where necessary. (Fred-Mensah, 2000).

Concluding Remarks

Having come this far, it may not be out of place to make a hunch that Professor Harold Lowell's definition of politics as "who gets what, when and how" captures the Nigerian context more than anywhere else. As our experience in the last seventeen years have shown, our democratic trajectory has been directed by some cabals who determines who gets a party's nomination ticket and wins the ultimate general election, when he gets it, and how he gets it. To this group of people, who prides themselves as political godfathers, it does not matter if their anointed candidate is not the masses choice; in so far as he has signed and sealed an agreement to do their bidding when elected into office he is imposed on the people.

Unfortunately, more often than not these conscripted godsons who also have their primordial reasons for going into politics have been known to repudiate these agreement as soon as they are sworn into office thereby sparking off a barrage of crude exchanges in which all weapons are used to ensure survival without recourse to morality. Interestingly, the godfathers have always had the upper hand at the end due largely to the pattern of politics in postcolonial states

which places high premium on politics of expediency rather than efficiency, and reification of economic status over leadership acumen.

In summary, it is the position of this paper that whichever way it is viewed, majority of the people of Nigeria feel that the period is better than several years of military rule. However, the unending crisis in the state since 1999 is a major minus as all efforts to restore peace have not achieved the desired ends. It would seem that democracy has increased the culture of impunity in some people while political differences are believed to have fueled some of the violence that have erupted. It is the advice of this researcher that politicians should mend their ways and move away from the current tendency to work for themselves, to serving the people. It is opined that this was the only way to keep the military permanently in the barracks and allow peace to rain in Nigeria in particular and Africa in general.

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THE CHALLENGES AND PROSPECTS OF DEVELOPMENT PROJECTS OF UNITED NATION DEVELOPMENT PROGRAMME (UNDP) IN THIRD WORLD COUNTRIES

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Abstract

The paper examines Challenges and Prospects of activities of the United Nation Development Programme (UNDP) as chaired by the UNDP Administrator. It was established in 1997 as a managerial structure to bring together UN entities dealing with development issues. As such, it plays a pivotal role in implementing the reform agenda. Initially composed mainly of the funds and programmes of the United Nations; United Nation Development Group (UNDG) members now numbered 28, and include some of the specialized agencies of the United Nations system. However, the National ownership is a strong feature of these programmes, but this has resulted largely from the fact that governments finance almost the entire UNDP programme in their respective countries. In the rapidly changing environment in which the Net Contributor Countries (NCCs) now find themselves, UNDP needs to respond to opportunities for more effective engagement, recognizing that business as usual could result in increased marginalization and reduced significance of its activities in terms of their human development objectives. This is especially true in the context of increased private sector competition in providing the kind of technical assistance that

UNDP is known for. Consequently, a stakeholder workshop was held in early 2008, and at the end of the process, brought together UNDP, government and civil society partners from all the Net Contributor Countries (NCCs) for the first time. It was expected to forestall several of the challenges. However, some of the participants raised the need to establish a new relationship with UNDP that would move away from the traditional development agency/client dynamics to one of full and equal partnership at both the strategic/policy and programmatic levels. This paper infers that the exercise of uncontrolled expenditure and incessant posting of UNDP officials in Third World Countries requires radical reorientation coupled with strong political will for public bureaucracies at the state level to be able to meet their developmental and efficiency goals. This paper painstakingly appraises many of these issues and concludes that all stakeholders in the federal polity should thread softly, be objective, rational, altruistic and magnanimous in order not to make the existence of true federalism (social, political and economic cohesive existence of the people, peace and tranquility) a fleeting illusion and a mirage.

Keywords: Countries, Challenge, Politics, Bureaucracy, Development, Fund

Introduction

The United Nations Development Group (UNDG), chaired by the UNDP Administrator, was established in 1997 as a managerial structure to bring together UN entities dealing with development issues. As such, it plays a pivotal role in implementing the reform agenda. Initially composed mainly of the funds and programmes of the United Nations, UNDG members now numbered 28, and include some of the specialized agencies of the United Nations system. The Executive Committee of UNDG consists of UNDP, UNICEF, UNFPA and WFP. The UNDG is represented at the country level by the UN Country Team, led by the Resident Coordinator. UNDP is responsible for managing and funding the UN coordination function at the country level through the Resident Coordinator system. The reform process related to the UN development system has increased its pace, especially since the 2006 (UNDP Annual Human Development Report 2009)

However, during his millennium commencement speech, the Former Secretary-General Kofi Annan spoke about how the challenges of the twenty first century would not be conquered if it were not for international organizations. It is widely believed that international organizations should be responsible for the maintenance of international peace and stability, be this economic, social or political, and that they should act in the interest of the international community. According to critics of these institutions, there should be greater transparency, regulation and control within these organizations so

that they reflect more than just the interest of the powerful States. The creation of an international forum for multi-lateral negotiations came about with the Inter-Parliamentary Union (IPU) in 1889, which is still active today and has membership of 157 national parliaments. The IPU was the predecessor to the League of Nations, created in 1919 after the end of the First World War; this later became the United Nations after the failure of the League to prevent international conflicts (Walker, 2012). Thus, emerged the United Nations which to this day remains the only institution with universal membership. It is the largest of all international organizations, which is why it will be analyzed for the purpose of this paper.

Therefore, the role of the United Nations Development Programme (UNDP) in shaping educational development has been considerable. For more than half a century, the scale and reach of UNDP education projects have been significant, yet have not been adequately researched. For both UNDP and its precursors, the evolution of policies for development and for educational development is traced. UNDP's project priorities in education are considered, as is the role of UNESCO as a key implementing agency for UNDP. The rationale underlying UNDP's recent abandonment of education as a designated priority sector is also examined, as are its implications (Walker, 2012)

Even before the advent of states as key Actors in Global Politics, Communities, Nations, Kingdoms, Empires, *etc,* have interacted with one another for the purpose of their collective survival. Each of these entities had set objectives that they pursued in their relationship with targeted counterparts.

The primary aim of this paper is to investigate the role of an international organizations in the Third World Countries, particularly its challenges and prospects as a stage for States to bring matters to the attention of the international community and how this is a victory in itself for international relations and co-operation.

The Problems

Several challenges are abound concerning the activities of UNDP in Third World Countries. However, particular reference was made regarding staffing issues with respect to country offices in Net Contributor Countries. First was the frequent rotation in Resident Coordinators/Resident Representatives, especially in Nigeria, which has had three country office heads since mid-2000, including the current one. This has negatively affected the continuity and consistency of the country programme—a weakness highlighted by respondents. Also of concern were Deputy Resident Representatives, for which new positions were approved and incumbents appointed in Nigeria in 2006 and Somalia in 2007 (Zimako, 2010).

However, UNDP has not sufficiently exploited the potential for developing partnerships in Third World Countries, which could further the quality and depth of its interventions. The environment for developing partnerships is unusual in NCCs in that there tends to be less competition from other donors and more from the private sector. In some Africa countries, NCCs, private sector firms can be found that offer upstream advisory services that UNDP needs to match in terms of quality and the speed of response. The countries present opportunities for partnering with national and regional aid organizations, which have not been exploited. Additionally, partnerships between UNDP and the UN system need to be further developed in light of a relatively limited UN presence and programmes (UNDP Annual Report, 2009).

In 1997, UNDP determined that a programme country with a per capita gross national income of $4,700 or more would be considered a net contributor country. The main implication for such countries is that they do not receive core UNDP funds through normal distribution

channels. Rather, they must finance their programmes almost entirely through their respective governments. Such a relationship has implications for the dynamic created between UNDP and the host country, in terms of ownership, partnership and accountability. This has prompted discussion of how UNDP can fulfill its mandate to facilitate achievement of the Millennium Development Goals (MDGs) and other human development objectives in these countries, given their level of development, specific capacities and strong financial position **(Kuye, 2004)**.

Although they share the same region, these countries vary significantly in their geographic size and population. Their levels of income also vary, both in nominal and PPP (purchasing power parity) terms. However, in this paper eight countries have been dealt with as a cluster purely for the convenience of analysing UNDP's role and activities in a group of countries that share a similar relationship with UNDP, namely the fact that they are net contributors. Any trends or comparisons made through the distillation of data in this paper is meant to serve only the analysis contained within the parameters of the terms of reference of this evaluation (Awofeso, 2005).

By 1950 there were only 60 member states in the United Nations—the newest of which was Indonesia, which had just won hard-fought independence from the Netherlands. But the British, French, and Portuguese empires still reached from southern to northern Africa, and all the way to Southeast Asia. The United States was twice as rich as France and five times as rich as Japan or Portugal. Argentina, Uruguay, and Venezuela had higher incomes than Western Europe. China's income per capita was a fifth that of Latin America (Maddison, 2013). Development aid was virtually nonexistent except for the creation and financing of the United Nations Relief and Rehabilitation Agency and the International Refugee Organization to stabilize Europe after World War II, followed by U.S. aid to Greece and Turkey and of course the

Marshall Plan. Even the World Bank, which opened its doors in 2006 as the International Bank for Reconstruction and Development, was funding post-war reconstruction, primarily through guaranteeing private investment. Only through competition with the Soviet Union throughout the 1950s did the United States, and then later Western Europe, get into the business of foreign aid (Koontz and O'Donell, 2007).

Meanwhile, the systems of foreign aid had become professionalized among multilateral organizations and most rich countries' own agencies. "Development" started to replace political alliances as aid's primary goal (Koontz et al, 2007), at least according to the rhetoric of western donors. Policy prescriptions were widely disseminated to developing countries based on the views of geographically concentrated intellectual elites.

Objective

The general aims and objectives of the study is to access the Problems and Prospects of activities of UNDP in Third World Countries., To realize this general aims and objectives, the following specific objectives are studied:

1. To find out whether the impact of UNDP is felt by the people of the Third World countries.
2. To ascertain if UNDPE ever completed project(s) embarked upon in developing countries.
3. To find out whether financial constraint hampered completion of UNDP projects in the Third World Countries.
4. To examine whether incessant posting of UNDP officials hampered UNDP activities.

5. To find out the role of UNDP in alleviating poverty in Third World Countries.

Hypotheses

In order to achieve the above objectives, the following hypotheses were formulated.

(a) There is no significant relationship between UNDP and the people of the Third World Countries/administrative mechanism in put in place.

(b) The is no significant relationship between UNDP and completion of projects embarked upon

(c). There is no significant relationship between financial constraint and completion of UNDP projects in the Third World Countries.

(d) There is no significant relationship between incessant posting official and the UNDP activities.

(e) There is no significant relationship between the role of UNDP and alleviating poverty in Third World Countries.

Theoretical Exposition

The theories considered as relevant to this discourse is the general systems theory. It is a theory that has been contributed to by a number of writers, such as Almond (1960); Easton (1971) and Adamolekun (1983). A synthesis of the definitions of a system given by various writers, some of whom are listed above, can be stated as follows. It is a phenomenon of whatever type, including physical, biological, social, political, etc., which is an organized whole with identifiable, interrelated structures delineating it from the environment (supra system) in which it is located and with which it interacts, processing the inputs from it into outputs for it.

The general systems theory seeks to argue that every system, including political system, has subsystems which make up the entire system. They are assigned functions and provided with enabling empowerment, including resources, appropriate authority, etc. to enable them

discharge their responsibilities optimally. Where this is the case, there is said to be *homeostasis* (stability) in the political system. On the other hand, instability reigns in the political system where the contrary is the case and the subsystems and entire system are also unable to function optimally.

Input and output analysis of a political system is very important. A political system is said to obtain its inputs (demands, supports, liberty or autonomy, cooperation, criticisms, resources, information, direct labour, etc.) from the environment. It may be pointed out that some of these inputs, such as liberty or autonomy, co-operation, and direct labour, were not specified in the original or earlier analysis of the general systems theory, but they are considered important for this project. These inputs are what the subsystems employ to discharge their responsibilities, so that the political system can send out its outputs into the environment and obtain further inputs for its operations.

Applying this brief exposition of the political systems analysis to Challenges and Prospects of UNDP activities in Third World Countries, constitute the subsystems. They must be well handled in terms of being fed with adequate inputs, so that they can contribute appropriately to the optimality of The Third World political system, as well as its *homeostasis.* If the reverse is the case, that is, if the UNDP do not have the required inputs to operate, two important things may happen. First is that there might be instability and the second is that there might be discontent amongst the citizenry. The two are intertwined; It is therefore very useful to realize the importance of the systems theory in the handling of UNDP funding in Third World Countries. This means the realization of the sub-systemic nature of UNDP which are an integral part of the overall political system. They have their assigned responsibilities to perform to the benefit of the people, not as appendages of either the International Organizations or United Nations. Failure to treat the people as such could send frustration through their veins, disenchantment and inability to perform and hence dissatisfaction amongst the populace.

Thus, UNDP is seen as a system with sub-system that must work together if programmes must meet the yearnings and aspiration of the targeted population and to execute programmes for the people at the grassroots.

Literature Review

Several scholars have written on the Challenges and Prospects of UNDP activities in Third World Countries. Amongst all the roles and activities of the international organizations, the most important is negotiating and setting up multilateral agreements. Minimizing the transaction costs can strengthen the cooperation between different countries. Beside they also provide lucidity and information. For negotiations, forums for bargaining are set up and focal point structures are constructed during negotiations. The multilateral agreements that are settled by the international organizations occur in sections like environment protection, development trade, crime human rights, etc.

The neo-realist approach argues that international institutions are and always will be fundamentally ineffective, as they cannot prevent States from being self-interested and engaging in power politics. Scholars such as Mabogunje believe that institutions only have marginal power, giving way to an arena of power relations between States, making them a reflection of the distribution of power in the international system. (Mabogunje, 2004) This is contested in Herbert Simeon's response, as they develop the theory that "institutions are created simply in response to state interests, and that their character is structured by the prevailing distribution of capabilities." Mabogunje, 2004 challenge this by stating that institutions only promote peace by manipulating the actions of Member States. They advocate cooperation in a world that is intrinsically

competitive so naturally States will use this pretext to take advantage of others. . To this end, neo-realists assert the irrelevance of international institutions, as they believe it does not alter the self-interested anarchic system of States. This idea that institutions play a non-role in international relations is a reductionist one as the argument that States will not respond to constraints and opportunities given by these institutions is greatly flawed. This can be exemplified by the UN's regulation on the use of military force, many States are happy to comply with these standards as it reduces the risks and costs of engaging in conflict whilst at the same time working towards disarmament. (Wikipedia, 2013) The establishment of the United Nations was focused on coordinating and aiding States' efforts to achieve common goals under the founding principles of sovereignty and non-intervention. Thus, the primary purpose of the UN is not to intervene in internal affairs but rather to promote discussions and give States the tools to resolve disputes themselves. The idea was never to instate a 'world government', so the institutions of the UN should not be described as such. An example of this is the Earth Summit, where members discussed actions to be taken regarding environmental sustainability and climate change and then world leaders would reconvene in ten-year follow-up meeting to monitor each other's progress.

The recently adopted UNDP Strategic Plan (2008–2011) notes that global development challenges, lessons learned and United Nations reforms directed by the General Assembly all point to the need to strengthen the UNDP business model. The model is built on the three pillars of coordination, advocacy and development services in support of countries' national development strategies. Strengthening UNDP activities in these areas in the NCCs is a special focus of this paper. Key features of the strengthened UNDP business model include the following: The services of UNDP remaining fully responsive to national priorities, recognizing the

responsibility of government to coordinate assistance at the national level. Enhanced support for United Nations coordination and the role of the Resident Coordinator in terms of overall responsibility for and coordination of operational activities for development at the country level, and the subsequent recommendations to provide further support to the Resident Coordinator system (UNDP Annual Report, 2009).

However, for UNDP net contributor countries (NCCs) are a special group that bring together the UN principle of universality with that of progressivity: All countries are eligible to participate in UNDP programmes, but those with higher levels of income are affected by policies that limit the resources that can be provided by UNDP. The eight NCCs within the group of Africa are busily adapting to fast-changing internal and external environments. Internally, all eight countries have recently experienced rapidly growing economies combined with moves towards greater political openness. At the same time, they have had to adapt to the onward march of globalization and the challenge of finding their role in this new external environment. This shifting context suggests that UNDP's relationship with these countries also needs to evolve (Koontz, and O'Donell, 2007).

However, it has been extremely debated amongst scholars and internationalists that the changing roles and duties of the 'head' of the UN has signified a symbolic change for the international system. This was observed especially during the Kofi Annan years, when the Secretary General's duties expanded to unforeseeable dimensions, largely opposed by the United States. (Koontz and O'Donell, 2007). It is claimed that the Secretary General is the world's prime example of responsibility without power, which is not always understood.

Methodology

This research adopted a descriptive survey method. The survey was based on selected Net Contributor Countries (NCCs) in Third World Countries. The scope of the study is therefore restricted to only eight countries that are functional in their respective UNDP. The population of the study consist of 250 base on two categories (Senior and Junior) staff (see table one). Out of this number, one hundred and seventy of them met our criteria and therefore form our sample size as can be seen in table one below:

TABLE 1: POPULATION OF STUDY

S/No	Third World Countries	Category of Respondents	No. of Returned Questionnaires	No. of Not Returned/Invalid Questionnaires	Total No. of Sampled Respondents
1.	Ghana	Senior Staff	16	6	
		Junior Staff	5	4	31
2.	Nigeria	Senior Staff	17	8	
		Junior Staff	4	2	31
3.	Liberia	Senior Staff	18	7	
		Junior Staff	4	3	32
4.	Cameroun	Senior Staff	15	7	
		Junior Staff	6	3	31
5.	Egypt	Senior Staff	17	6	
		Junior Staff	5	4	32
6.	Kenya	Senior Staff	17	8	
		Junior Staff	4	2	31
7.	Somalia	Senior Staff	18	7	
		Junior Staff	4	3	31

8.	Senegal	Senior Staff	16	6	
		Junior Staff	5	4	31
TOTAL			**170**	**80**	**250**

Source: Field Survey 2017.

Both Primary and Secondary sources of data were explored in trying to generate data for this study The specific information required for the study was job execution, UNDP project, poverty alleviation, administrative mechanism put in place among others. The questionnaire formed the main instrument used in generating primary data, while documented information on prints that are relevant to this study, constituted the secondary source of generating data. To compliment the information received through the questionnaire, respondents were also interviewed. As the research is based on attitude and opinions, the statistical tools employed in analyzing responses include, tables and simple percentages. All the one hundred and seventy copies of the questionnaire distributed to the respondents studied were duly completed and returned in a useable form. The Statistical Package for Social Sciences (SPSS) was used for the data analysis.

Data Analysis

Of all the one hundred and seventy respondents, eighty (47%) of them are married; fifty (29%) are single while twenty one (13%) are divorced and the remaining nineteen (11%) are either widow or widowers. Thirty (18%) of them are within the age bracket of 18 – 25, Fifty (29%) are between the age bracket of 26-35; while eighty (47%) are within the age bracket of 36-45 and the remaining forty six years and above are ten (6%).

TABLE 2: Hypothesis 1

There is no significant relationship between UNDP and the people of the Third World Countries/administrative mechanism put in place.

Responses	No. of Respondents	Percentage
Yes	110	65
No	60	35
Total	170	100

Source: Statistical Analysis

Table 2 shows that 110 (65%) of the total respondents agreed that UNDP have more relevance and impacted on the people conversely responsible for the developmental stride of the countries.

Therefore, the hypothesis one which states that there is no significant relationship between UNDP and the people of the Third World Countries/administrative mechanism put in place is accepted.

TABLE 3: Hypothesis 2

The is no significant relationship between UNDP and completion of projects embarked upon

Responses	No. of Respondents	Percentage
Yes	105	62
No	65	38
Total	170	100

Source: Statistical Analysis

Table 3 shows that 105 (62%) of the respondents agreed that the relationship between UNDP and completion of projects embarked upon, while 65 (38%) were not satisfied or disagreed.

TABLE 4: Hypothesis 3

There is no significant relationship between financial constraint and completion of UNDP projects in the Third World Countries.

Responses	No. of Respondents	Percentage
Yes	120	71

No	50	29
Total	170	100

Source: Statistical Analysis

Table 4 shows that 120 (71%) of the respondents agreed that financial constraint ensued which led to the inability to complete the projects embarked upon while 50 (29%) disagreed with the opinion

Therefore, the hypothesis which states that there is no significant relationship between financial constraint and completion of UNDP projects in the Third World Countries is accepted.

Findings Based On Hypotheses

Based on the analysis of the hypotheses, all the research hypotheses were positive which implies that

(**H_r) 1-3** were accepted.

More so, the study revealed that Third World Countries received a lot of developmental changes from the UNDP.

Furthermore, this paper have highlighted several challenges and solutions as per the findings in the hypothesis carried out in the research. However, United Nations Development Programme (UNDP) needs to change the way it does business if it is to meet the expectations of the Net Contributor Countries (NCCs) and/or partners in the Third World Countries. In a nutshell, UNDP's reform process over the last decade has not been reflected sufficiently in the formulation, implementation and management of country programmes and country office cultures of Third World Countries. Consequently, National ownership is a strong feature of these programmes, but it is largely the result of government financing. In the dynamic and rapidly changing environment in which the NCCs now find themselves, UNDP needs to respond to opportunities

for more effective engagement, recognizing that business as usual could result in increased marginalization and reduced significance of its activities in terms of their human development objectives. This is especially true in the context of increased private sector competition in providing the kinds of technical assistance for which UNDP is well known (UNDP Report, 2009).

Conclusion and recommendations

Conclusively, this paper revealed that the role international organizations should play in world politics is dependent on the theoretical framework and interpretation of what the institutional system entails. This paper has sought to argue that we should look at the United Nations system objectively as a forum for nations to come together and tackle issues that are of concern to the international community. This was the primary objective of the institution in 1945, which is why forcing it to develop into an impartial effective governing force seems quite naïve and unrealistic. As stated by former UN Assistant Secretary-General Robert Orr, “as an actor, there is so little we can do, and often the people accusing us are the same ones who prevent us from being able to act.” (Wikipedia, 2013) For this reason, perhaps instead of focusing on the failures and reform within the UN, we should concentrate on the attributes and virtues that it has as an effective centre for harmonizing discussions and developing common goals for States. Rather than reducing the solution to problems of structural reform and widening participation efforts, we could look at promoting the UN as the prime setting for diplomacy and negotiation, as this has undeniably been its role since the beginning. This paper painstakingly appraises many of these issues and concludes that all stakeholders in the federal polity should thread softly, be objective, rational, altruistic and magnanimous in order not to make the existence of true federalism (social, political and economic cohesive existence of the people, peace and tranquility) a fleeting illusion and a mirage.

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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 ranges from undue intervention by the state governments, structural defects, 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 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 over head 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 relication 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 Govervent 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 Nigeria

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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The Issues and Effects of Boko Haram Insurgence on Nigeria Economic Development (2009 - 2016)

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Abstract

This study "Issues and Effects of Boko Haram Insurgence on Nigeria Economic Development" is aimed at addressing the negative aftermath of Boko Haram activities on Nigeria Economic development; particularly as it affects development goals with attendant effects on diversion of funds meant for economic development to prosecuting the insurgence. The objective is to ascertain the ideology and funding as the fundamental factor that promotes terrorism in Nigeria. The major finding among others is that Nigeria economy cannot thrive in atmosphere of unabated wanton destructions of human and material resources. The study depends largely on secondary sources of data collection. Therefore, the study concludes that Boko Haram sect

is aimed at seeking to gain recognition by influencing government decisions, actions, policies and programmes in line with Islamic ideology. The major recommendation among others is government should employ all arsenals to uncover how this movement is funded.

Introduction

Nigeria is a country highly endowed with natural resources which competes favorably with one another. This earned a big chunk of foreign exchange for the country in the early 60s, the discovery of oil and unprecedented wealth accrued from it in the 70s, soon boosts Nigerians a major foreign exchange earner, inspite of the natural and mineral resources with which numerous governmental policies and programmes foster peaceful coexistence among the multi ethno religious entities which make up Nigeria, the country has virtually become a battle field where incessant ethno-religious and political crisis are staged. The implication of Boko Haram crisis or terrorist activities on economic development is that the instrument which is supposed to be used for sustainable development is conversely being used for destruction and vandalization purposes (Mohammed 2002).

In essence, it gulped the Nigerian government millions of naira to replace numerous amenities which were destroyed during crisis. Resources which could have been used to improve these amenities and embark on other development projects would have to be used on restricting and replacing what had been damaged during the crisis. In most cases government compensated victims of these crisis and this gulped millions of naira, which could have been used to develop the economy. Apart from the fact many virile men of the nation are seriously affected in the crisis which consequently led to their death the country's source of revenue is equally affected. Since no economic development could take place in an atmosphere of fear, anarchy and insecurity. It therefore implies that Boko Haram menaces are obstacle to economic development. Looking at it internationally, Boko Haram crisis has added to the fear of foreign investors that are in Nigeria (Abony 2009). Cases of kidnapping of expatriates in Nigeria are no more news one wonders how foreign investors could decide to establish in the war zone. The image of Nigeria has been dented globally as a country which breeds social miscreants and criminals. The crisis have also made investors to flee the nations troubled spots particularly Plateau State. Also neighboring states have had their economies disrupted by the reason of the crisis. As a result of these, blasts, the citizens, mostly those who came from other parts of the country have relocated from the state, especially those from different

ethnic group/religious. This does not mean well for the economic development of the country. (Broad Street Journal 2012:19).

The greatest of these scenarios is the amount of funds being diverted to security issues and related matters. The aim is to enable the country meet the challenges of the present threat in the country. These funds can be best utilized in providing infrastructure in the country. There are no good roads, electricity and other vital amenities, yet the federal government has to raise funds to take care of the little established institutions. The irony is that while the country is striving towards capacity building, the Boko Haram menace is crumbling all the effort (leadership Newspaper 2012).

Speaking on the economy of Nigeria, it has come to a halt in area where the fight were tense. This traumatic episode has affected mostly the petty traders who earn their meal on daily routine. Banking sector equally suffered setback. At a time, all the commercial banks were closed for more than a week (Abdullahi 2009:2 15). Maiduguri Monday Market was also shut down for almost a week. As a result of these incidents, salaries of civil servants in Borno and Yobe states were not paid on time. The government on its own part seemed helpless in the situation as much action to ameliorate the situation may aggravate it. Hence, the government stopped all form of preaching in the state especially Islamic preaching. The government becomes so conscious on the rise of sect and sanctioned the conduct of religious activities to the extent that permission must be obtained before preaching is allowed. In Niger sate, immediately after the Boko Haram sway was on the increase, a community called “Danes Salani” was displaced following the report of security threat by the government. This community is isolationist in nature and sees government as kind of country as adulterated institution and policy. The highest stage of this is the four (4) paragraph statement issued by the Borno state government banning any form of motorcycle either commercial or private in Maiduguri and its environs (Mokeme, 20 11:6).

The Boko Haram crisis has really posed a threat to the country. Bearing in mind the level of development in Nigeria and emphasis placed by the Nigeria government to attract foreign investment to boost our economy more from the level it is now to a greater height, like level of insecurity have made this illusionary. It is in line with this that Adetola (2002: 161) affirmed that:
The study of linkage politics expressly enunciates the interrelatedness of domestic and external policies in inter-state interactions. This brings into focus the analysis of

system analysis in the understanding of international relations in general and foreign policy in particular. These two paradigmatic explications are relevant in their manner of explaining the relationship between the settings with the domestic environment partly determines the type of benefits that can be derived from efforts intended to protect, promote and protect the interest of the country in-the international arena.

Deducing from the above, we begin to understand the role internal dynamic plays in not only attracting foreign investments, but also in the international relations of one country to another. The importance of Foreign Direct Investment (FDI) towards the development of the Nigerian economy can never be over emphasized. This is why Omenma (2009:46) opined:

It is no gainsaying the fact that no man and by extension no state is an Island". This means that states need the relationship and partnership of one another to pursue development goals but the quest for foreign direct investment in Nigeria has been compromised by the level of insecurity in the country. The Nigerian government long before now understands the importance to woo foreign investors. And governments being aware of the limitation and incapability of the local investors wasted no time to vigorously and financially make provision for the injection of foreign capital in form of investments in the country. This it did through the use of shuttle diplomacy. This was protected and facilitated by the country's confidence in its newly found democracy which most foreign firms have pointed out as the basis for investigation. This is also to support the view of Walter Carrington, a former American Ambassador on the part of investors which have been predetermined by the level of security. This was due to the unpredictable ethnic clashes; North, South, East and West. Lagos Nigeria commercial nerve centre had used than its fair share, likewise the ancient cities of Tie Ife, Sagama, Umuleri and Aguleri, metropolitan cities of Kano, Jos and so many other parts. The Boko Haram uprising under investigation can be best described as the last straw that broke the nation's heart towards wooing foreign direct investment (FDI).

Boko Haram Activities and Nigerian Economy

We are going to explore the basic inherent activities of the Boko Haram Islamic sect as it has seemingly stunted the acceleration of development in Nigeria. It is a basic truth that no real development can thrive in a war prone security or a society which is characterized by incessant bombings and attacks, specially directed towards security operatives. This

also bears in mind that Nigeria as a society, is still nursing its infant and fragile democracy. Consequently, any uprising in her policy raises suspicions on what may become the future of nurturing democracy.

In a more practical terms, Nigeria as a state is strategically and naturally situated in the globe to maximize its potential of natural resources. There is no record of natural disasters in the country such as earthquakes, tornadoes, and volcanic eruption, on this Nigeria has so far been insulated owing to her topographical, climatic and ecological features. By this complication, it therefore makes it easier for the country among other things to pursue its developmental goals that Nigeria is insulated from disaster altogether, our disaster just happens to be preventable manmade ones, caused variously by poor leadership, ineffectual government institutions and poor infrastructure. The natural disaster on its own can cause a great havoc to the most industrialized states in the world, and if this is the case, the Nigeria experience would be catastrophic.

Over the years, Nigeria has had several disasters although in different forms for instance, the post independent history i.e. the Civil War, the Niger Delta crisis, Electoral Violence, road accidents and presently sectarian Violence. These disasters had led to casualties and large scale damage to infrastructure, properties and livelihood. Most of these disaster happened because the government failed to take appropriate sanctions where necessary.

Sectarian violence in Nigeria is nothing short of terrorism, like the notorious al-Qaeda terrorist organization; fundamentalist religious sects like the Boko Haram have wreaked havoc on innocent people in their attempt at “purification” just as the Al-Qaeda views western practices as harmful, so does the Boko Haram views other Nigerians as infidels and western education as a pollutant. That is why its members think that the imposition of sharia laws would cure all ills. Attempt by the Boko Haram religious sect to coerce others into their narrow world views speak violence of how religious fanaticism leads to the imprisonment of the mind and ideas, this is the first place inhibits development based on the ideology of the Boko Haram sect, it is obvious that the present world age needs more of a western development principles to harness the basic resources needed for development. Instead of this, the sect is busy propagating its beliefs by non peaceful means; they must kill or destroy property and infrastructure in the process.

Speaking to sun newspapers about the activities of Boko Haram and the distortion of development in the country especially Bornoo state, Maiduguri to be precise, Amb. Ali Mongoro said: The situation in Borno particularly in Maiduguri today is worse than what we witnessed during the civil war, every man or woman in Maiduguri feels threatened, afraid and unsafe. People have been seriously transmitted by the bad occurrence.

According to A.U. Mongono, people no longer go out for their normal business in daytime and they cannot also sleep in the night. Yet people are hungry but they are afraid of going out to look for survival, so as not to be killed or bombed. But then, they are also weary of staying at home. (Sun Newspapers, July 2, 2011). The extract above is a pictures illustration of the way people in Maiduguri and the northern part in the country live their life in constant fear. Mongono also affirmed that he had never witnessed or heard of the evils that are happening in the state since he came into Maiduguri about 70 years ago, adding that people were not as terrified during the war as they are now. Boko Haram activities have contributed to the present underdevelopment of the country.

Conclusion and Recommendation

Arising from the issues addressed in this paper, the study concludes that the actions of the Boko Haram sect over the years have clearly illustrated that they are not interested in peace talks even if government officers option of amnesty to the group, who will represent the? This is because the members of the group are faceless and prefer to remain anonymous.

It is suffice to recommend among others that he menace of Boko Haram in the country, the government should do whatever it takes to find out how this movement is funded. Who are their sponsors?

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SOLE PROPRIETORSHIP AND TAX IMPLICATION IN HARRIS INTERNATIONAL LIMITED (REHAMA), KAMPALA, UGANDA

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ABSTRACT

The study was conducted on sole proprietorship and tax implication in manufacturing sector with focus on Harris International Limited (Reham) located in Kawempe Kampala. The study was conducted in this organization located in Kawempe from 50 respondents who were administrative and managerial staff of the organization. The focus of the study was on the descriptive research design. The data collected was based on descriptive statistics which revealed that the level of sole proprietorship occurring in manufacturing sector of Kampala was low with the mean of 2.670. The level of tax implication existing in sole proprietors in manufacturing sector of Kampala. The study findings show that the overall tax implications for the sole proprietorship is 2.393, SD=.975 interpreted as Low. The finding can be seen in the r-values of -.128 and a small significant value of 0.040. This research finding means that increase in sole proprietorship will lead to .128 reductions in taxes, regarding the relationship, the respondents revealed that the presence of the low taxes result from presence of sole proprietorship. The study conclude that the state of sole proprietors has a negative implication on the tax incidence and implications for the organization. The study recommend for the need to reduce sole proprietorship by increasing formalization of businesses that can generate profits and taxes for the country. There is need for supporting the sole traders to transform into bigger businesses. The study recommends that there is need to increase the tax incidence through generating the revenues from the sole proprietors in whatever means they exist in the different locations of Uganda. Finally the study recommend for the establishment of a strong business regime and transformation of sole proprietorship in order to generate the taxes, these will provide a high tax implication for the businesses necessary for enhancing the business and tax growth in the country.

- **Background to the Study**

Enterprise Finland (2015) definitions a sole proprietor as the sole owner of the business, working alone or with his/her spouse, having exclusive control over the business and thus being fully responsible for the enterprise with his/her persona. Withdrawal of sole proprietor funds are private, which practically means that the money business earns is concurrently the owner's personal money. The owner does not pay himself wages. In consensus with Enterprise Finland, Rinne (2012, 5) indicates that the primary factor that distinguishes sole proprietorship from other business types is the ownership (by one, single person) and highlights the importance of delving into the distinguishing factors when planning on becoming self-employed. Sole proprietor-ship has established a reputation of a popular way to conduct legal business. In July 2015, the amount of sole proprietorships in the Trade Register was exactly 212 454, as stated in their e-mail response to the author's question regarding the matter (Pilli-sihvola, 2015).

Burns, & Bush, 2006, defines tax as compulsory contribution of levies reattributed by individuals or entities, mainly to raise revenue for government expenditures. Bishop (2009) offers a wider perspective on the subject by suggesting that previous description applies only to modern taxation, since the process of collecting refunds dates far back to the ancient Roman era. Tax collection has been labeled as a crucial ingredient for state's economic wealth. Tax efficiency,

from the view-point of a taxpayer consists of pursuit in economic activity that leads to a route with lowest possible tax burden (Bräutigam, 2008).

Historically sole proprietorship is such type of business in which a person himself is the owner of all the assets of the company and it is totally opposite of corporation and partnership, and such a person who does such kind of business is called as sole proprietorship. Allen Consulting Group (2001), states that sole proprietorship has operated for a long period time around the world. And in terms of business such a person who does business without officially making a company or business organization is known as sole proprietor. A sole proprietorship is a type of company which is not legally bounded to be registered with the state as a "limited liability company (LLC)" or as a corporation. It does not work as a separate legal entity and there are no legal formalities or any other licensing are necessary to create this business because it is not itself a legal entity or we called as a taxable entity. In the case of demise of the sole trader, the business is automatically dissolved. However, as this business is not a separate legal entity, it eventually finished as soon as the sole trader becomes disabled, retires, or dies. So because of this, a sole trader ownership structure lacks business permanence and does not have a continuous existence as does a company or any other business such as partnership.

In particular, according to Scott (2004) institutional theory "considers the processes by which Sole proprietorship, including schemas, rules, norms, and routines, become established as authoritative guidelines for social behavior. It inquires into how these elements are created, diffused, adopted, and adapted over space and time." Similarly, institutions are defined as "cultural-cognitive, normative and regulative elements that, together with associated activities and resources, provide stability and meaning to social life". Based on this definition, therefore, different factors beyond the market affect the enterprises' responses to the interests of social actors. Such factors can act at micro levels, exerting an institutional pressure that enable or undermine the adoption by firms of socially responsible behavior. For example, in his analysis of macro level institutional pressures, Campbell (2007) observes that enterprises tend to act in a socially responsible way when they confront themselves with strong state regulations, collective industrial self-regulation, independent organizations such as NGOs and the presence of a normative institutional environment that support the adoption of responsible behavior along with the involvement in stakeholders dialogue and industrial associations.

Across the globe countries, in countries such as Finland, the sole proprietorship pays income tax based on its taxable income. Income tax is paid in advance and, if necessary, in arrears and as supplementary payments. The taxation of income is affected by the form of the enterprise. (Finnish Enterprise Agencies, 2015). A sole proprietors' tax burden centers around earned income, since it covers majority of its revenue. Capital income is 20 % of net assets for the previous year and the rest is earned income. By preference, the entrepreneur may decide that capital income equals 10% or even 0%, leaving all of the income taxed as earned income. The latter option is selected by majority of Finnish sole proprietors. (Finnish Enter-prise Agencies

2015) The OECD (2007:5) acknowledges that it is difficult to only apply one definition to an sole proprietorship for taxation purposes. Subsequently, different definitions are used for an sole proprietorship in different countries, for different types of taxes and in different tax systems. Section 12E of the income tax Act defines a small business corporation and provides tax relief for these entities. This section was inserted in 2001 to encourage employment creation, promote skills development (Manual, 2001) and to support the incorporation of sole proprietorships for obtaining the advantages of a more formal business method (Smulders & Oberholzer, 2006).

The African context presents sole proprietorship in African countries like South Africa, Nigeria, among others represents a complex issue whose manifold aspects remain not yet fully explored in the literature. The latter, in fact, has mainly tended to highlight the role of sole proprietorship within the large multinational corporations in relation to Northern part of Africa. This partly stems from the nature of the concept of sole proprietorship as a predominantly developed-country and large corporation-related phenomenon in its terminology and approach. Jenkins, (2005) says in this perspective, the analysis of responsible business practices with reference to sole proprietorships and developing countries has pointed out their less formalized, culturally embedded, more philanthropic and local community oriented nature while emphasizing the need to formulate theories and concepts of sole proprietorship more adequate to a small business environment in a Southern Africa context. That appears particularly important as small and medium-sized enterprises account for over 90 per cent of businesses worldwide and over 50 per cent of employment, playing a significant role in the promotion of social and economic development, International Labour Organization (ILO, 2011).

The existence of sole proprietorship adopted by the east African community countries, Uganda, Tanzania, Kenya, Rwanda and Burundi can be thus read in a broad perspective, in the light of regional differences based on the peculiarities of the national economies. Despite these international differences in definitions and classifications, there is however a wide consensus about the positive role that sole proprietorship play in the process of economic development Jamali and Zanhour, (2009). A large part of the literature as well as empirical evidence emphasize, in fact, the significant contribution of sole proprietorship to employment generation and poverty reduction, especially in relation to eat African countries.

Uganda is among the countries were sole proprietors highly exist, In particular, it is primarily highlighted the labor-intensive nature of sole proprietorships as a factor able to promote productive employment opportunities and a more equitable income distribution and consequent social stability. This largely reflects the use of medium-sophistication technology which tends to be consistent with the factor endowment ratio in many developing countries, positively impacting on the growth process and the reduction of disparities between urban and rural areas in a country like Uganda (World bank, 2009).

- **Objectives of the study**

- To establish the state or level of sole proprietorship occurring in manufacturing sector of Kampala.
- To determine the level of tax implication existing in sole proprietors in manufacturing sector of Kampala.
- To examine the effect of sole proprietorship on taxation implication in manufacturing sector of Kampala.

- **Problem statement**

Uganda is among the countries in Africa, that has had a highest number of sole proprietary businesses in the operations and offing, the sole proprietors have a wide mode of operations and are operating the businesses for majorly survival given the highly existing degree of unemployment (ILO, 2016). The presence of a high degree of sole proprietor businesses has created stain on the business environment that has risked the business growth and this has limited the country's access to high tax revenue that has left the Ugandan budgets to the fixed lower levels. The sole proprietor businesses have had a low tax implication meaning that the sole proprietors in most cases do pay little or no tax at all, URA, 2016). The status quo has left the businesses in the form poor functioning environment that limit and restrict economic growth for a country, if not addressed these will grossly affect the business growth in Uganda hence this study

- **Methodology**

1.4.1 Research design

The researcher adopted a descriptive research design in this study. Cooper (2003) observed that descriptive studies are structured with clearly stated questions to be investigated. It was based on numerical and non numerical data implying that the questionnaire was fundamentally incorporated under the design. The descriptive design was selected in this study because it would allow the researcher to gather numerical and descriptive data to assess the sole proprietorship and tax implication in manufacturing sector.

1.4.2 Research Population

According Ogula, (2005), a population refers to any group of institutions, or objects that have common characteristics. The target population for this study constituted the population from Harris international Limited located in Kawempe Kampala. This category of respondents were administrative and managerial employees who were assumed to have the ability to answer questions and had knowledge on the subject matter. The study population of the study the study involved 35 administrative employees and managerial staff 15 providing a total population of 50 people/ respondents.

1.4.3 Sample population

The entire number of 50 respondents was considered for the study based on the principle put forward by Amin (2005), which states that "for a population below 100 respondents, the entire population will be regarded valid for the study. The selection was by census selection were all the respondents in managerial and administrative category were selected for provision of data.

1.4.4 Data Collection Instruments

The researcher used a self-administered questionnaire (See Appendix I) to collect primary data from the respondents, which create secrecy leading to more valid responses as well as allowing respondents to fill them at their convenience. The questionnaire were designed according to the objectives and study variables, and responses to the questions will be anchored on a four-point Likert's scale of ; Strongly agree – Agree – Disagree – Strongly disagree. It takes into consideration the position of respondents who are not sure of their opinion or decision. The questionnaire will consist of two sections; A, B and C; "Section A" questions about demographic background of the respondents, "Section B" questions focused on sole proprietorship and "Section C Tax implication will be about respondent suggestion. The instrument will have both closed and open ended questions.

Table 3: Table showing operationalized Likert's Scale

Scale	Mean Range	Response Mode	Interpretation
4	3.27 – 4.0	Strongly Agree	High
3	2.52 – 3.26	Agree	Moderate
2	1.76 – 2.51	Disagree	Low
1	1.00 – 1.7.5	Strongly disagree	Very low

Source: **The Researcher (2018)**

1.4.5 Analysis

Data from the field edited and coded according to themes which emanated from the research objectives and questions. The bio data of respondents was analyzed based on frequency, percentages and personal analysis. The objectives First and second objectives were analyzed using descriptive statistics to attain the mean and standard deviations plus the use of linear regression to measure the effect of sole proprietorship on tax implication. The following numerical values and response modes was used to interpret the means;

The four likert scale was used because data was collected from the respondents who had adequate knowledge on the subject hence the leaving out of the "not for sure"

Scale	Mean Range	Response Mode	Interpretation

4	3.27 – 4.0	Strongly Agree	High
3	2.52 – 3.26	Agree	Moderate
2	1.76 – 2.51	Disagree	Low
1	1.00 – 1.7.5	Strongly disagree	Very low

The third objective of the study was to determine the effect of sole proprietorship on tax implication. The level of 0.05 significance values were the basis of determination. The test for hypothesis was based on the simple regression and an assessment based on the 0.05 level of significance, all the values of significant level above 0.05 were rejected meaning that the null hypothesis was accepted.

- **Data analysis**

1.5.1 Introduction

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives. The analysis of data is based on the data collected using the questionnaire. The analysis is based on the three instruments used in data collection the presentation is divided into three parts. The first part presents the respondents demographic information, while the second part deals with presentation, interpretation, and analysis of data based on the research objectives. .

1.5.2 Demographic Profile

This part presents the background information of the respondents who participated in the study.

Table 1.5.2: Showing the demographic information of respondents

Respondents	**Frequency (F)**	**Percentage (%)**
Gender		
Male	35	70
Female	15	30
Total	**50**	**100.0**
Age		
20-29	20	40
30-39	25	50

40-49	2	4
50+	3	6
Total	**50**	**100.0**
Education		
Certificate	05	10
Diploma	13	26
Degree	17	34
Masters	15	30
Total	**50**	**100.0**
Marital Status		
Married	28	58
Single	15	30
Divorced	07	14
Total	**50**	**100.0**
Time of service in organization		
1-4 Years	4	8
5-9 Years	6	12
10-14	28	58
15 years above	12	24
Total	**50**	**100.0**

Source: Primary data, 2018

Table 1.5.2 Present the findings on the demographic characteristics of respondents. The demographic data are presented in the forms of gender, education, age, time in organization of respondents. From the table above, it can be seen that the majority of respondents are male 35(70%) of the total respondents and female representing 15(30%) of the respondents. It implied that many of the respondents were male representing the highest percentage; the issue of gender sensitivity was adhered to by few female who were selected.

From the table above, it is clear that the age bracket of 30-40 the highest percentage of 25(50%) of the total respondents because they were considered to be the majority and being learned to contribute much information towards the subject of the study. This was followed by respondents who fall in the age bracket of 20-30 with 20(40%) of total respondents and followed by those of 50+ with 3(6%) and finally 2(4%). This implies that majority of the respondents are mature people hence information attained can be relied on for decision making

From the above figure it is seen that that the majority of the staff were degree holders representing 17(34%) followed by diploma holders at 13(26%) followed masters holders by (30%) and finally others by 5(10%) respondents for certificates. This implies that the

respondents from the study are well educated and therefore the information obtained from them can be relied upon for the purpose of this study.

The study findings on the marital status of respondents were that 28(56%) of the respondents were married, 15(30%) were single and those who were divorced or married were 7(14%). The study findings were also that those who were married were more. This means information was being attained from responsible people.

The study findings on the time respondents have been in organization it was found that majority respondents of organization had been in for 10-14 28(58%), 15 years and above were 12(24%) of the respondents, 5-9 years were 6(12%) and 4(8%) were for 1-4 years. It implies that many respondents had been in the organization for long so have information about the organization.

1.5.3 State or level of sole proprietorship occurring in manufacturing sector of Kampala.

The first objective of the study based on the independent variable in this study was sole proprietorship. Each of these questions was based on the four point Likert scale where by respondents were asked to rate the sole proprietorship usage by indicating the extent to which they agree or disagree with each question and their responses were analyzed using SPSS and summarized using means and rank as indicated in table

Table 1.5.3: State or level of sole proprietorship occurring in manufacturing sector of Kampala.

Items on Sole proprietorship	Mean	Std	Interpretation
Sole business ownership is prevalent and fundamental	2.892	1.009	High
The sole proprietorship schemes are effectively operating in Kampala	2.888	.998	High
The sole proprietors have lived for a period of more than 10 years.	2.746	1.039	High
Sole proprietors exist and have worked effectively	2.743	1.118	High
The sole proprietorship generate the profits to enable transformation to formal business	2.685	1.156	High
The sole proprietorship businesses are informally operating in Kampala	2.669	1.169	High
The government regulations allow the growth of sole proprietors operation	2.290	1.050	Low

The sole traders provide value to the country's revenue generation	2.453	1.054	Low
Average Mean	**2.670**	**1.074**	**High**

Source: Primary Data, April 2018

The results in table 1.5.3 show that the state or level of sole proprietorship occurring in manufacturing sector of Kampala was low with the mean of 2.670, SD=1.074 interpreted as high, the results reveal that the state of sole proprietors in Uganda is high, these is supported by the study findings and results presented in the table below.

The Sole business ownership is prevalent and fundamental had the mean of 2.892, SD=1.009 interpreted as high meaning that the presence of sole business is positive while The sole proprietorship schemes are effectively operating in Kampala had the mean of 2.888, SD=.998 interpreted as high in the state of the sole proprietors.

The sole proprietors have lived for a period of more than 10 years had the mean of 2.746, SD=1.039, interpreted as high while the sole proprietors have lived for a period of more than 10 years had the mean of 2.743, SD=1.118, interpreted as high meaning that the sole proprietors operations are high

The sole proprietorship generate the profits to enable transformation to formal business had the mean of 2.685, SD=1.156, interpreted as high while the sole proprietorship businesses are informally operating in Kampala had the mean of 2.669, SD=1.169 interpreted as high

The study results on the issue of the government regulations allow the growth of sole proprietors operation had the mean of 2.290, SD=1.050 interpreted as low while the sole traders provide value to the country's revenue generation had the mean of 2.453, SD=1.054 interpreted as low.

1.5.4 Level of tax implication existing in sole proprietors in manufacturing sector of Kampala

The second objective of the study based on the dependent variable in this study was on tax implication. Each of these questions was based on the four point Likert scale where by respondents were asked to rate tax implication of sole proprietorship by indicating the extent to which they agree or disagree with each question and their responses were analyzed using SPSS and summarized using means and standard deviation as indicated in table.

Table 1.5.4: State or Level of tax implication existing in sole proprietors in manufacturing sector of Kampala

Items on tax implications	Mean	Std	Interpretation

The sole proprietorship generate high taxes for the country	2.510	.0980	Low
The taxes imposed on sole proprietors account for the continuity	2.304	1.043	Low
The sole proprietors provide local government with the taxes	2.450	1.089	Low
The taxes imposed on the sole proprietors support their expansion to major business	2.560	1.003	High
The high tax base is limited by the prevalence of sole traders	2.290	1.210	Low
The taxes existing in the country support innovation and creativity by sole traders	2.101	1.301	Low
The existing tax environment increase the profitability of the sole traders	2.542	1.083	Low
Average mean	**2.393**	**.975**	**Low**

Source: Primary Data, April 2018

Table 1.5.4 regarding the state or level of tax implication existing in sole proprietors in manufacturing sector of Kampala. The study findings show that the overall tax implications for the sole proprietorship is 2.393, SD=.975 interpreted as Low.

The sole proprietorship generate high taxes for the country had the mean of 2.510, standard deviation of .980 interpreted as low while the taxes imposed on sole proprietors account for the continuity had the mean of 2.304, SD=1.043 interpreted as low while the sole proprietors provide local government with the taxes had the mean of 2.450, SD=1.089 interpreted as low.

The study results on the taxes imposed on the sole proprietors support their expansion to major business had the mean of 2.560, SD=1.003 interpreted as high while the high tax base is limited by the prevalence of sole traders had the mean of 2.290, SD=1.210 interpreted as low while the high tax base is limited by the prevalence of sole traders had the mean of 2.101, SD=1.301 interpreted as low while the existing tax environment increase the profitability of the sole traders had the mean of 2.542, SD=1.083 meaning the state of the tax implication for sole proprietors is low.

1.5.5 Relationship between sole proprietorship on taxation implication in manufacturing sector of Kampala.

The third objective in this study was to examine the relationship sole proprietorship on tax implication in manufacturing sector of Kampala. To achieve this objective the researcher correlated the sole proprietorship and that on tax implication

Table 1.5.5: Pearson correlation between sole proprietorship on taxation implication in manufacturing sector of Kampala.

Variables Correlated	r-value	Sig	Interpretation
Sole proprietorship Vs Tax implication	-.128	.040	Significant Correlation

Source: Primary data, 2018

Results in Table 1.5.5 indicated a negative relationship between sole proprietorship and tax implication in manufacturing sector of Kampala since the sig. value (.040) was far less than 0.05, which is the maximum level of significance, required declaring a significant relationship in social sciences. This finding can be seen in the r-values of -.128 and a small significant value of 0.040. This research finding means that increase in sole proprietorship will lead to .128 reduction in taxes. Regarding the relationship, the respondents revealed that the presence of the low taxes result from presence of sole proprietorship.

- **Findings if any**

Objective One: The level of sole proprietorship occurring in manufacturing sector of Kampala was low with the mean of 2.670, SD=1.074 interpreted as high, the results reveal that the state of sole proprietors in Uganda is high,

Objective two: Level of tax implication existing in sole proprietors in manufacturing sector of Kampala. The study findings show that the overall tax implications for the sole proprietorship is 2.393, SD=.975 interpreted as Low

Objective three: The finding can be seen in the r-values of -.128 and a small significant value of 0.040. This research finding means that increase in sole proprietorship will lead to .128 reduction in taxes. Regarding the relationship, the respondents revealed that the presence of the low taxes result from presence of sole proprietorship.

- **Conclusion**

Based on the findings the research conclude that that state of sole proprietorship in Uganda is high meaning that many sole proprietors are in existence though the factors for existence are not clearly measured, the proprietors are faced with challenges. The study conclude that the tax implications for sole proprietors in Uganda are low, the sole traders pay low taxes and lead to low tax generations. Finally the third objective concludes that the presence of sole proprietorship has had a negative effect on the taxes, the study conclude that increase in sole traders limit the tax generations.

- **Recommendations**

From the conclusion, there is need to reduce sole proprietorship by increasing formalization of businesses that can generate profits and taxes for the country. There is need for supporting the sole traders to transform into bigger businesses.

The study recommends that there is need to increase the tax incidence through generating the revenues from the sole proprietors in whatever means they exist in the different locations of Uganda.

Finally the study recommend for the establishment of a strong business regime and transformation of sole proprietorship in order to generate the taxes, these will provide a high tax implication for the businesses necessary for enhancing the business and tax growth in the country.

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Disaster management and strategic management practices in International Hospital Kampala (IHK)

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ABSTRACT

This study aims at examining the existing disaster management and strategic management practices in place at International Hospital Kampala (IHK): IHK to improve the effective management strategic activities of responding when the disaster strikes. The main goals of the study are to determine the demographical information of IHK staff; to examine disaster management knowledge of IHK staff; to examine how staff feels about disaster management in IHK; and to assess disaster strategic management practices at IHK. The sample consists of 172 respondents which have been distributed randomly to IHK's categories. Data were treated statistically by using SPSS (Statistical Package for Social Scientists). The result showed that

there is a significant relationship between respondent knowledge/awareness, and attitude towards strategic management practices at IHK. Most of the respondents are aware about the hospital disaster management issues and they know also that there are departmental procedures and policies that governed emergency and disaster. Besides that, majority of the respondents still need a better understanding of the inputs for emergency/disaster management plan models and components. In conclusion; disaster management should carefully address the disasters aspects from all the sides that might influence on decision making and try to prevent or at least minimize the effects to the extent that organizations can overcome adversity. In this case study, the disasters that we were assessing were fire, electricity outage, strikes by the medical staff. We ruled out situations like "in case a victim with a gunshot comes in" because primarily this is what the hospital is supposed to address.
Keywords: *Disaster Management & Strategic Management Practice*

1.1 Background to the study

The global trend of mounting losses and disasters is increasing the inclusion of disaster risk management and climate change at the top of the World Bank's business. The investment will help to protect millions of lives and livelihoods and support growth in key social and economic sectors. The foundations of the World Bank in conjunction with the United Nations and some bilateral donors, the Global Fund for Disaster Reduction and recovery (GFDRR) in 2006 to mobilize new investments and to generate knowledge and expertise and build a global partnership for the promotion of disaster risk management (World Health Organization, 2007). However, historical patterns will not only represent a good basis for planning but it help effective strategies for risk management in disaster reduction in the short and medium term and reduce the likelihood of exposure to risk in the long term. Rarely countries monitor disaster losses, data collection and risk assessment regularly. Therefore, they are unable to direct the necessary resources to protect their investments and reduce their vulnerability to the effects of future disasters (Nilsson & Rüter, 2008).According to Rangachari (2008), solutions toward disasters could be by possible prevention and are often less expensive than disaster relief and response. Franc-Law, Ingrassia, Ragazzoni & Della Corte (2010) contend that disaster management can reduce the risk of disasters by strengthening the capacity of communities to cope with shocks and adaptation and recovery. In addition, to take sufficient action to be better prepared to face the risk of disasters is essential because the risk cannot be completely removed. Nevertheless, the success of the work plan in conjunction of warning systems to save lives and protect livelihoods, are one of the most efficient in terms of cost to reduce the impact of disasters (Guerdan, 2009).

As one of the developing countries in the world, Uganda has seen many advances in health, both in terms of care and facilities (World Health Organization, 2007). However, one aspect of healthcare that is not fully appreciated is that of the response to a disaster. The manner an organization responds to a disaster may adversely influence the reputation and the overall health provisions in the country (Campbell, 2013). In response to any unprecedented catastrophe, an organization such as Ministry Of Health may need to adequately review their emergency response systems and processes on disaster management.

This in real world events increases awareness of the need to prepare and impel businesses to take action. This study will examine the effects of severe weather, major accidents, conflict and other internal and external emergencies that are detailing appropriate strategic responses to ensure efficient and effective action. It is hoped that this research may highlight attention from the whole world to the importance of disaster management. This research will focus on International Hospital Kampala which may equally allow other hospitals to reflect and even adopt suggested strategies and disaster strategic management practices for implementation.

1.2 Objectives of the study

1.2.1 Purpose of the study

To look closely at the existing disaster management in place at International Hospital Kampala, and to improve the effective strategic management activities of responding to a disaster.

1.2.2 Specific objectives

These objectives will finally lead to achievement of the goals following;

- To determine the demographical information of IHK staff
- To examine disaster management knowledge of IHK staff
- To examine how staff feel about disaster management in IHK
- To assess disaster strategic management practices at IHK

1.3 Statement of the problem

"There is an increased awareness of the need to manage disaster, but awareness does not always translate into action". Despite a general increase in the importance of preparedness in managing disaster, many workers from different areas of the IHK's sections still do not know how to take an action during disaster situation.

1.4 Methodology

This chapter describes the research design, target population, sample size of the study, data collection instruments and data analysis.

1.4.1 Research design

The main aim of this study is to look closely at the existing disaster management systems in place at International Hospital Kampala and to improve the effective strategic management activities of responding to a disaster. Therefore, the researcher used a descriptive quantitative design that described and summarized the quantitative information from the survey about the targeted sample.

1.4.2 Target population

The target population of the study included medical officers, registered nurses, pharmacists, laboratory workers, enrolled nurses, specialists, administrators IT personnels, business continuity professionals, and human resource (HR) personnels.Some of these were working in the

Emergency Room (ER), Wards, Intensive care Unit (ICU), Operating Theatre (OR), Pharmacy, Laboratory, Administration, Outpatients Department (OPD) and others areas.

1.4.3 Sample size

The researchers used a sample size of 176 out of 320 based on calculations from sample size (Krejcie and Morgan, 1970).

1.4.4 Sampling technique

The researchers chose a stratified random sample from most of IHK's departments in order to obtain a representative sample for the target population which was the staff of IHK.

1.4.5 Data collection instruments

The following research instruments were used to collect data:

1.4.5.1 Questionnaires with different responses

Researchers collected quantitative data with closed questions to enable the researcher to elicit unprompted opinions. This also enabled the researchers to obtain a variety of responses and opinions of the study problem. In addition, these questions had predetermined responses that restricted the answer set, and made them easier to administer and analyze using the statistical software (SPSS), these responses included more information about their knowledge, attitudes/understanding and their practices toward hospital disaster management plan.

The questionnaires were self-administered and this enabled the respondents to answer the questions freely and at their own time without the influence of the researchers.

The researchers were **unable** to get the list of staff members at the hospital from the human resources department because of privacy issues and confidentiality. This led to the survey being distributed to the members of staff who were available at work on the day of data collection. The data was collected during the various shifts of the hospital targeting both day and night duty staff. The purpose of the study as well as confidentiality issues were explained to the participants and informed consent was obtained from the few participants.

1.5 Data analysis

Quantitative data from the questionnaire was coded and then analyzed using descriptive statistics with statistical package for social scientists (SPSS). The data analyzed were based on the number of people who responded to the survey.

1.6 Findings and discussion

1.6.1 Findings

Section 1: Demographical information of IHK staff

This section looks at the age, gender, marital status, education level, work experiences, duty station and the current position held by the respondents.

Table 1: Percentage of respondents by age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 20	1	.6	.6	.6
	21-30	102	59.3	59.3	59.9
	31-40	22	12.8	12.8	72.7
	41-50	29	16.9	16.9	89.5
	51-60	16	9.3	9.3	98.8
	61 and above	2	1.2	1.2	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

As shown in the table 1, only 59.3% of the staff who answered the questionnaire were between 21-30 years old, while, (0.6%) were below 20 years old.

Table 2: Percentage of respondents by gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	67	39.0	39.0	39.0
	Female	105	61.0	61.0	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

Most of the respondents were female (61%) while 39% of the respondents were male as shown in Table 2.

Table 3: Percentage of respondents by marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	18	10.5	10.5	10.5
	Married	148	86.0	86.0	96.5
	Divorced	6	3.5	3.5	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

Most of the respondents were married (86%) while 10.5% of the respondents were single and 3.5% were divorced.

Table 4: Percentage of respondents by highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below certificate	4	2.3	2.3	2.3
	Certificate	8	4.7	4.7	7.0
	Diploma	26	15.1	15.1	22.1
	Degree	92	53.5	53.5	75.6
	Postgraduate	42	24.4	24.4	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

The results in table 4 indicate that most of the respondents were degree holders (53.5%), followed by postgraduate holders (24.4%), and these were followed by diploma holders (15.1%) while4.7% and 2.3% of the respondents had certificate and below certificate respectively.

Table 5: Percentage of respondents by working experience

YEARS(Of experience)	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1-3	57	33.1	33.1	33.1
	4-9	82	47.7	47.7	80.8
	10 and above	33	19.2	19.2	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

The results in table 5 indicate that most of the respondents were in the bracket of 1-3 years experience (33.1%), followed by 4-9 years (47.7%) and 19.2% of the respondents were 10 and above years of working experience.

Table 6: Percentage of respondents by duty station

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Emergency Room (ER)	6	3.5	3.5	3.5
	Wards	49	28.5	28.5	32.0
	Intensive care Unit (ICU)	25	14.5	14.5	46.5
	Operating Theatre (OR)	7	4.1	4.1	50.6
	Pharmacy	9	5.2	5.2	55.8
	Laboratory	4	2.3	2.3	58.1
	Administration	13	7.6	7.6	65.7
	Outpatients Department (OPD)	13	7.6	7.6	73.3
	Other (please specify)	46	26.7	26.7	100.0

	Total	172	100.0	100.0	

Source: Primary Data, 2018

Table 6 provides a summary of statistics of the IHK personnel according to their duty working stations. Most of the respondents were from wards 28.5% and 26.7% of the respondents were from other areas such as (medical imaging, Health Information Management (HIM), material management, environment services, security, communication, business centre, Coronary Care Unit (CCU), food services, rehabilitation, radiotherapy (RT), etc.).

Table 7: Percentage of respondents by current position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Medical officer	18	10.5	10.5	10.5
	Registered Nurse	32	18.6	18.6	29.1
	Pharmacist	19	11.0	11.0	40.1
	Laboratory worker	11	6.4	6.4	46.5
	Enrolled Nurse	9	5.2	5.2	51.7
	Specialist	15	8.7	8.7	60.5
	Administrator	35	20.3	20.3	80.8
	Other (specify)	33	19.2	19.2	100.0
	Total	172	100.0	100.0	

Source: Primary Data, 2018

The registered nurses contributed approximately 18.6% of the staff compliment and so 32 participated in the study. The enrolled nurses contributed 5.2% of the staff compliment and so 9 participated in the study. The medical officers contributed to the study by 10.5% (18). The category, other (certificate nurses and some supervisors), contributed about 33 (19.2% of sample) participated in the study. The administrators, were included in the study contributed about 35 (20.3%).

Section 2: Disaster management knowledge of IHK staff

In this section of the survey, researcher investigates what percentage of respondents checked for each response. The question is "How well would you rate your knowledge of IHK disaster management plan? By using one response for each of the following: seven items (1-7) below using a scale of 1-5and were interpreted as defined in the box below;

Mean ranges	**Response mode**	**Interpretation**
4.21-5.00	I have very good knowledge	Very high
3.41-4.20	I have good knowledge	High
2.61-3.40	I have some knowledge	Moderate
1.81-2.60	I have very little knowledge	Low
1.00-1.80	I have no knowledge	Very low

Source: Primary Data, 2018

Table 8: Descriptive statistics on disaster management knowledge of IHK staff

Variable	N	Mean	Std. Deviation	Interpretation
I have knowledge about IHK's disaster management plan	172	3.79	.436	High
The critical activities in the hospital are disasters	172	3.74	.534	High
I know how to access the IHK disaster preparedness plan and its various components	172	3.27	.691	Moderate
All departments (medical and non-medical) are involved in disaster management planning phase	172	3.45	.586	High
The IHK disaster management plan is regularly reviewed	172	3.37	.485	High
The IHK has designated a command and control area at time of disaster-(outside parking on the extreme right side)	172	3.22	.539	Moderate

The hospital staff have access to additional medical and pharmaceutical supplies in the event of the disaster	172	3.41	.580	High
Valid N (list wise)	172			

Source: Primary Data, 2018

The results in the knowledge section indicate that the respondents knew about the role of hospitals in disasters. Most of them, however, have good knowledge of IHK'S disaster management plan that answers question two in question of study. Other respondents had a fair amount of knowledge/knew some aspects of the plan but not details on how to access the IHK disaster management plan & its various components. This was indicated by average mean of 3.27. All this indicated the need for training and education on hospital emergency and disaster management. It was highly indicated by average mean of 3.45 that all departments (medical and non-medical) are involved in disaster management planning phase. It was moderately indicated by average mean 3.22 that the IHK has designated a command and control area at time of disaster e.g. at the right end of IHK parking lot.

Section 3: Attitudes of staff about disaster management in IHK

Respondents were presented with various statements to respond to. This section examines how they feel about disaster management in IHK, to circle one response for each of the following items using a scale of (1-4) explained as follows: 1= strongly agree; 2=Agree; 3= Disagree; 4= strongly disagree and were interpreted as shown in box below. The workers were satisfied with the disaster management practice of IHK.

Mean Range	**Response Mode**	**Interpretation**
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly disagree	Very low

Source: Primary Data, 2018

Table 9: Descriptive statistics on Attitudes of staff about disaster management in IHK

	N	Mean	Std. Deviation	Interpretation
I need to know about the hospital disaster management plans	172	3.88	.387	Very high
Disasters are likely to happen in health care settings	172	2.70	1.004	High
Potential hazards likely to cause disaster should be controlled by the hospital	172	1.94	.785	Low
Management should be adequately prepared should a disaster takes place	172	2.12	.830	Low
Disaster planning is for all people in the health care	172	3.64	.647	Very high
Training about disaster management is necessary only for frontline health care team	172	3.59	.638	Very high
Disaster management should be limited to nurses and doctors	172	2.43	.773	Low
Disaster simulations or drills should take place frequently in my hospital	172	2.88	.539	High
I believe that IHK has sufficient resources to effectively manage disaster situations	172	3.09	.422	High
Valid N (list wise)	172			

Source: Primary Data, 2018

The results in Table 9 which answer the objective three of study indicate a positive attitude towards the disaster preparedness. Majority of the respondents indicated by average mean of

3.88 which is very high strongly agreed with the response "I need to know about the hospital disaster plans" and disaster planning is for all people in the health care was very high with average mean of 3.64, training about disaster management is necessary only for frontline health care team was also indicated by very high response with average mean of 3.59. Average mean of 2.88 which is high also, agreed to response number "disaster simulations or drills should take place frequently in my hospital"

The respondents also agreed with: disaster simulations or drills should take place frequently in my hospital; and that IHK has sufficient resources to effectively manage a disaster situation.

Section 4: Disaster strategic management practices at IHK

This section assesses disaster preparedness practices at IHK, five items (1-3). Using a scale of 1 to 3, explained as follows:

Table 10: Descriptive statistics on disaster strategic management practices at IHK

	N	Minimum	Maximum	Mean	Std. Deviation
I was oriented to the hospital disaster preparedness on my arrival	172	1	3	1.52	.813(low)
Regular training and periodic drills regarding disaster preparedness take place at IHK	172	1	3	1.97	.830
External agencies are involved in the training drill activities	172	1	3	2.03	.823
In the event of a major disaster, would you be confident in your role	172	1	3	2.19	.775
Are other emergency drills such as fire and chemical spills come at your hospital?	172	1	3	1.87	.806
Valid N (list wise)	172				

Source: Primary Data, 2018

As suggested in table 10:average mean of External agencies are involved in the training drill activities and In the event of a major disaster, would you be confident in your role were very high with 2.03 and 2.19 respectively. However average mean of response “I was oriented to the hospital disaster preparedness on my arrival” was rated very low by 1.52.

1.6.2 Discussion of Findings

In this chapter the results of the study were presented in tables and graphs. The results were based on the questionnaires which were administered to some staff at IHK. It showed that:

Most of the respondents are aware about the hospital disaster management issues; training and education; and monitoring and evaluation of the emergency/disaster management process. They also know that there are departmental procedures and policies that govern emergency and disaster preparedness available on the International Hospital Kampala website. Besides on that, majority of the respondents still need a better understanding of the inputs for emergency/disaster management plan models and components, specific event characteristics like (a disaster codes list i.e. **code black** for disaster, **code red** for fire, **code orange** for hazardous and chemical materials spill and how the development of new solution methods and technologies has been used before, during, and after disaster has occurred. In addition, they demonstrated good attitude toward disaster management activities as shown from the statistics; apparently, they have a self-confidence of having all the required disaster core competencies as it is obvious from the analysis result of the how staff feel about disaster management in IHK. They agreed that the disasters require good planning and should leave room for improvisation due to the unusual challenges that could easily emerge.

It is recommended that the hospital should continue with this process for it is important to be prepared because we do not know when disasters will occur. All we can do is to prepare!

After analyzing, interpreting, researchers reached the conclusion that IHK's staff are functioning efficiently and effectively in their assigned disaster roles with the available resources.

We therefore concluded that there is a significant relationship between respondent's knowledge, their awareness, and attitude towards strategic management practices at IHK as indicated from the result of the statistics.

1.7 Conclusions

The researchers demonstrated an empirical evidence at IHK to validate that the reliability of the concept that disaster management among the employees was applied effectively and efficiently at emergency situations which together with application of the healthcare management plan guidance, in conjunction with the other policies and procedures documented in the hospital's archives to achieve standards of health and patient safety within the IHK.

1.8 Recommendations

Based on the findings of this study and in view of the growing role of disaster awareness at this hospital (IHK), the researchers issued a number of important recommendations to achieve its objectives:

- Education should be conducted frequently for all the health care givers to ensure the importance of using the emergency/disaster management plan document, could be used to

discuss what happened regarding staff's experience, areas of concern, and what worked well or did not, and then document all comments to officially end the exercise.

- Preparing an action stations for disaster management in the various departments of IHK in order to equip the staff with tangible strategic knowledge in case of any disaster occurrences at the hospital.
- Conducting specialized courses and relevant regular trainings for workers to explain the disaster management concepts to them, and remove any anxiety they may be subjected to during a disaster occurrence.
- The hospital management should strategically review the disaster management plans at IHK, and conduct mock drills frequently.
- The hospital management needs more work to make planning for disaster management an integral part of the planning strategic, where disaster management is actually able to deal with any emergency situation so as to avoid it or reduce the negatives when it occurs.
- Strengthening the interaction between management at the strategic level and workers at the operational level, through the encouraging the spirit of teamwork and cooperation between the various departments and divisions, as well as the development of social relations between workers in the hospital to ensure that all staff look out for each other during a disaster occurrence.
- Disclosure of the problems that hinder the progress of work at IHK, and encouraging all ideas and proposals made by all employees of all levels of management by ensuring that all employees to participate in solving work problems, enabling them to the appropriate authority that will help them carry out their responsibilities during a disaster as well as encouraging constructive criticism on the part of workers and managers at various administrative levels, as long as the goal is to reform and benefit IHK as a whole.
- Determine the next steps and assign staff to those tasks to follow-up.
- Improve the surveillance level to make sure all the staffs are reading and understanding the disaster management plan of IHK carefully.
- Emphasizing the importance of the exchange of experiences in the disaster preparedness area to improve quality and functionality of the staff responses during a disaster occurrence. Staff can be guided and benefit from them.
- Encouraging and supporting scientific research projects in the areas of disaster planning for health quality improvement should be among the priorities of health research and more resources should be allocated to planning for disasters in hospitals because prevention is less costly than reinstating a health care facility after disaster has struck.

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INNOVATION AND PARTNERSHIPS SUCCESS IN THE BUSINESS SECTORS AT SELECTED SMEs IN UGANDA

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ABSTRACT

The topic of innovation capability and its relationship with success has been examined by several previous studies. The purpose of this study is to investigate the relationship between innovation capability aspects. In addition, this study presents the most important aspects of innovation capability that are directly and positively associated with firms' overall financial and operational success. This empirical study was conducted on small- and medium-sized enterprises (SMEs) in Uganda; the data was collected from both managers and employees through a web-based questionnaire. The survey covered around 650 managers and employees in Ugandan SMEs that employ from 10 to 249 people and have revenue ranging from Ush2b to Ush50b; a total of 107 responses were used for this study. The approach of this study is quantitative; the data was analyzed by linear regression analysis using SPSS software. The findings show that two important aspects of innovation capability, innovation process and leadership management, are directly and positively associated with overall firm financial and operational success. The practical implications of this study involve enhancing firms' financial and operational success through developing innovation capability. Therefore, companies can benefit from the findings of this study by applying or taking better account of these aspects in their daily operations. Most previous studies focused either on studying innovation capability aspects as one group, without examining the relationship aspect by aspect, or just studying one aspect or factor of innovation

capability and its relationship with success. This study examines multiple aspects of innovation capability as well as investigating the relationship between each innovation capability aspect and the firm's overall success.

Keywords: *Innovation, Partnerships Success, Business Sectors, SMEs, Ugandan*

BACKGROUND TO THE STUDY

Innovation has become vitally important for many organizations and is considered to be essential for many companies to attain competitive advantage. Many studies have shown that organizations that possess a range of particular advantages are most likely to effectively apply innovation strategies in order to achieve greater profits and market share (Prajogo & Ahmed, 2006). Innovation capability plays a significant role in promoting and developing organizations. Many companies seek to develop their innovation capability in order to attain innovative outputs, increase profits and achieve higher success.

Several researchers have studied the connection between innovation and firm success, and shown the importance of innovation in leading to growth and success (Calantone *et al*., 2002; Keskin, 2006; Prajogo & Ahmed, 2006; Bowen *et al*., 2010; Jiménez- Jiménez & Sanz-Valle, 2011). Calantone *et al*. (2002) found that organizations need to have a robust learning orientation in order to obtain competitive advantage. They divided learning orientation into four aspects: "commitment to learning, shared vision, open-mindedness, and intraorganizational knowledge sharing", and emphasized the impact of the learning orientation on innovation, which subsequently affects firm success. However, Keskin (2006) studied the association between market orientation, learning orientation and innovativeness in SMEs, and found that having a learning orientation positively affects a firm's innovation, but also that market orientation has an indirect effect on a firm's innovation and success through affecting learning orientation directly and positively, which in turn affects firm innovativeness. Jiménez-Jiménez and Sanz-Valle (2011) examined the relation between organizational learning, success and innovation, and stated that there is a positive relation between organizational learning and innovation and success. Prajogo and Ahmed (2006) examined the technological factor and the human factor, such as the 'role of leadership', 'people and culture', etc, of innovation management, through investigating the relation among innovation stimulus, innovation capacity and innovation success framework; they found a direct and strong association between innovation capacity and innovation success, but no direct effect of innovation stimulus on innovation success.

Lawson and Samson (2001) studied how to develop innovation capability in organizations to increase innovation and success; they also stated that the capacity of

innovators is significant in order to attain high and effective success. Moreover, they stated: "The notion of capability is useful to apply to innovation as it is the capability to innovate that creates the potential for firm-wide behaviours leading to systematic innovation activities within the firm." They divided innovation capability into seven aspects in order to lead organizations to improve and exploit these innovation-capability aspects on both the individual and collective level, and to attain sustainable innovation results and higher business success. Saunila, Pekkola and Ukko (2014) examined the relationship between the innovation capability and firm success of SMEs and they also discussed the success measurement effects on this relationship. The authors also divided innovation capability into seven aspects but with different considerations. They found that the success measurement has an important presence in the link between innovation capability and firm success. Saunila (2014) also carried out several studies on, for example, the impact of the overall innovation capability aspects on both financial and operational success; she found that the aspects of innovation capability have an influence on financial success more than on operational success. In another study, she examined the role of innovation capability on firm success in order to illustrate the important aspects of innovation capability that directly influence firm success.

Most of the studies that examined the relationship between innovation capability and success were conducted in relation to large companies. While SMEs can benefit by enhancing, communicating and embracing innovation, they also have greater opportunities to grow and succeed operationally and financially (Rosenbusch *et al.*, 2011). Few studies have examined the impact of innovation capability aspects on firm success. Some researchers have studied the connection between individual aspects of innovation capability and firm success, there is a lack of consensus on whether the relationship has a positive or negative effect, or even exists (Saunila, 2014).

The main issue is that each of the researchers studied a different group of innovation capability aspects, where some had some aspects in common with other researchers, while others focused on just one or two categories of innovation capability, such as the human factor, or the organisation factor.

OBJECTIVES OF THE STUDY

- Getting knowledge about innovation capability, firm success and other researchers' approaches to measure innovation capability and firm success.
- Designing a framework that includes the innovation capability proposed and its relation to firm success. Moreover, preparing the survey based on the aspects of the innovation capability that illustrate or explain firm success.
- Evaluating and analysing the survey results and highlighting the most influential aspects of innovation capability on firm success.

STATEMENT OF THE PROBLEM

Many studies have concentrated on the organizational stages of innovation. Most studies address the common innovation capability aspects or factors that are shared by innovative organizations, particularly the capabilities or factors that impact on the competencies that help managing innovation. The main issue is that each of the researchers studied different categories of innovation capability, in terms of different types of innovations; some focused on innovation capability in the same terms as other researchers, while others focused on just one or two categories of innovation capability (e.g. the human factor, or organizational factor). Furthermore, most of the studies that examine the relationship between innovation capability and success are conducted on large companies. However, SMEs could benefit by enhancing, communicating, developing and embracing innovation. According to Rosenbusch *et al.* (2011), SMEs have greater opportunities to grow and succeed operationally and financially.

Therefore, the main purpose of this study is investigating the relationship between innovation capability aspects proposed by the Uganda Innovation Value Research (UIVR) and the overall firm financial and operational success in the context of Ugandan SMEs. Improving firms' success through developing their capabilities, and it constructed a standard framework (IT-CMF) that is based on the empirical studies of best practices in the industry.

METHODOLOGY

Many researchers have conducted empirical studies on innovation capability and its relation to firm success (as discussed in the literature review). In this study, the main aspects of innovation capability are based on those proposed by UIVR. The methodology of this research involves a quantitative approach. This study further seeks to identify the research framework that demonstrates the innovation capability aspects proposed by UIVR and overall firm success, to develop the research hypotheses, and to determine the appropriate innovation capability aspects. This chapter also describes the methodology relating to the questionnaire, the data collection and finally the data analysis.

Questionnaire

The survey questionnaire consists of three major parts. The first part contains background information questions to determine the size of the company, such as its revenue in millions of euro and the number of employees, as well as the employee's position in the company. The second part includes the independent variables of this research: vision, strategic planning, leadership management, risk-taking, collaboration, capability development, roles and responsibility, rewards and recognition, innovation process and knowledge management.

Data Collection

This is an empirical study where the data collection is based on conducting a quantitative questionnaire. This data was collected from SMEs in Uganda, using a web-based questionnaire to test the hypotheses. The survey sample does not include SMEs with fewer than 10 employees. The data was collected in April 2018. The surveys were distributed using various methods such as email, LinkedIn and Facebook. Approximately 650 questionnaires were sent to both managers and employees who work in different SMEs in Uganda that employ from 10 to 249 persons and also have revenue from Ush2 million to Ush50 million. In total, 120 managers and employees responded to the survey; almost half responded within one week while the others required one or two reminders. A total of 13 of the survey questionnaires were excluded because of significant missing values; some questionnaires that had one or two missing values were not discarded. The few missing values were analysed and filled with appropriate data points by employing the expectation-maximization (EM) algorithm. The EM algorithm is widely used by researchers for analysing missing values in data. In total, 107 usable questionnaires were entered into the analysis. The data were analyzed with the Statistical Package for Social Sciences (SPSS) software.

Around three-quarters of the questionnaires were collected from employees and around one-quarter from managers. Nearly two-thirds of the questionnaires were answered by people who work in SMEs that have revenue from Ush2m to Ush10m, and about three-quarters from SMEs that employ from 10 to 149 persons.

DATA ANALYSIS

There are various techniques and methods to analyse data. The method that suits this study is the linear regression method. The term regression primarily illustrates and describes the statistical relationships between variables. To be more specific, linear regression is a method to investigate and discover the relationship between one or more independent variables (also called explanatory variables, predictors) and a dependent variable (also named response variable, explained variable or predicted variable). In the case of having one independent variable, the analysis is called simple linear regression. However, with more than one independent variable, the approach is called multiple linear regression (Xin & Su, 2009; Freedman, 2009). In this study, multiple linear regression analysis is used to evaluate the relationship between innovation capability aspects and overall firm success, and whether the innovation capability aspects have any impact on firm success. According to Xin and Su (2009), the regression method is the most common statistical method used in practice. This type of analysis can be found in various science domains such as “medicine, biology, agriculture, economics, engineering, sociology, geology, etc” (Xin & Su, 2009). In brief, regression analysis includes the main steps of establishing the relationship between independent variables and a dependent variable, then predicting the dependent variable based on a set of the independent variables’ values, and, finally, screening the independent variables to identify the most important variables that explain the dependent variable. Then, the

statistical computing and analysis will be conducted for the actual model parameters, using the Statistical Package for Social Sciences (SPSS) to make linear regression analysis more efficient.

This study uses factor analysis, a statistical tool to examine the relationship of variables to factors that may not be directly measured. The factor analysis is used to come up with a small number of interpretable underlying factors out of a number of variables. The eigenvalue represents the value of factor analysis and it is also used to test the unidimensionality of the constructs (Hair *et al.*, 2006). The factor loadings are also conducted; they express the relationship between each variable and the underlying factor (Rahn, 2008). This study also includes establishing the reliability and validity test as well as the linear regression assessment to test the research hypothesis, including B, t and p value.

FINDINGS

This chapter includes an overview of the background information, assessing the reliability and validity of the measurement instrument and constructs of interest by conducting various psychometric tests. These tests include unidimensionality, reliability, content validity, convergent validity, discriminant validity and multicollinearity. Finally, the regression analysis is conducted to test the hypotheses.

Demographic Overview

Table 1 presents the background information on the informants who participated in the study. The firm size can be determined based on the number of employees and revenue. Around

56% of the responses came from medium enterprises with 50-249 employees while nearly

44% were from small enterprises with 10-49 employees. With respect to revenue, around

59%, 27% and 13% of the responses were received from enterprises with revenue of 2-10, 10-

25 and 25-50 million euros respectively. As can be observed from the table, the overwhelming majority of the responses were received from employees, while around 28% were from managers.

Table 1: Background information on the informants

Company revenue (Million euro)	2-10	64	59.81%
	10-25	29	27.10%
	25-50	14	13.08%
No. of employees	10-49	47	43.93%
	50-149	36	33.64%
	150-249	24	22.43%
Position in company	Manager	30	28.04%
	Employee	77	71.96%

Unidimensionality Test

Factor analysis is conducted on items of each construct. Eigenvalue is also calculated, which is "a measure of how much of the variance of the observed variables a factor explains" (Rahn, 2008). Any factor with eigenvalue ≥1 is considered to be representing a factor. Results are shown in Table 2. These results show that the eigenvalue of each construct is above one, which convey the unidimensionality of the construct and also means that multiple dimension is not present in the construct. Table 2 also presents the percentage variance explained by each construct. It is evident from the table that all constructs show a variance ranging from
53.2% to 88.0%, which is well above 50% of the variance. The loading of each item to its underlying construct is also presented in Table 2. These loadings ranged from 0.580 to 0.938, which can also support unidimensionality; these loadings are explained in detail in the subsequent sections (Stank, Keller & Daugherty, 2001; O'Leary-Kelly & Vokurka, 1998).

Table 2: Factor loadings of the items, eigenvalue and percentage variance of the constructs

Constructs	Factor Loadings					Eigenvalue	Percentage variance explained (PVE)
	Item 1	Item 2	Item 3	Item 4	Item 5		
Vision (V)	0.842	0.838	0.673	0.874	-	2.628	65.7%
Strategic Planning (SP)	0.792	0.759	0.856	0.580	-	2.270	56.7%
Leadership Management (LM)	0.738	0.830	0.805	0.777	0.697	2.972	59.4%
Risk-Taking (RT)	0.766	0.762	0.866	0.831	-	2.446	61.1%
Collaboration (C)	0.834	0.879	0.854	-	-	2.198	73.2%
Capability	0.772	0.756	0.801	0.817	-	2.476	61.9%

Development (CD)							
Roles and Responsibility (RR)	0.810	0.832	0.809	0.628	-	2.395	59.8%
Rewards and Recognition (RAR)	0.812	0.887	0.818	-	-	2.114	70.4%
Innovation Process (INP)	0.771	0.742	0.737	0.757	0.634	2.664	53.2%
Knowledge Management (KM)	0.721	0.765	0.747	0.715	-	2.175	54.3%
Success (P)	0.938	0.938	-	-	-	1.761	88.0%

Reliability Test

Reliability refers to the degree of random error that exists in any measure. Reliability also refers to the internal consistency and stability of the instrument. According to Hafiz & Shaari (2013), "the second dimension of reliability is used to assess the reliability of summated scale where several items are summed to form the total scores, if they are reliable, the items will show consistency in their indication of concept being measured". Therefore, the reliability of the measures is assessed by calculating the Cronbach's coefficient alpha which estimates and measures the internal consistency of a group of items. The acceptable Cronbach's alpha should be higher than (0.70) for internal consistency (Nunnally, 1978). The Cronbach's alpha of all constructs is found to be well above 0.7 (Table 3), which is the recommended cut-off. This shows significant support for reliability. Table 3 also shows the loading of all items, which are mostly above the suggested threshold value of 0.7, providing support for unidimensionality. From Table 3, it can also be observed that five out of 42 items are below 0.7. However, loadings of two out of these five items are just below 0.7, i.e. 0.69 and 0.67, and loadings of the other two items are 0.63, 0.628, while the loading of employees' involvement in strategic decision-making (SP4) is 0.58. As per the recommendation of researchers, keeping the importance of the item in mind, a loading which exceeds the 0.50 threshold need not be dropped. Since the loadings of all these five items are well above 0.5, this study considered these items for further analysis. Most (37 out of 42) loadings are above 0.7, which suggests good item reliability as well. Composite reliability (CR) is also calculated of each construct. The composite reliability of all constructs is also found to be good (all above 0.8, which is well above 0.6) (Bagozzi & Yi, 1988), giving further support for reliability.

Table 3: Means, standard deviations and factor loadings of the items, and Cronbach's alpha of the constructs

Constructs and Items	Mean	Standard	Factor	Cronbach´s

		Deviation	Loading	Alpha
Vision (V)	**3.71**			**0.818**
1 Clear common purpose for innovation (V1)	3.74	1.022	0.842	
2 Common understanding of the organizational vision (V2)	3.68	0.958	0.838	
3 Innovation vision is in line with projects and platforms (V3)	3.80	0.909	0.673	
4 Employees' willingness to act for innovation visions (V4)	3.63	1.005	0.874	
Strategic Planning (SP)	**3.59**			**0.734**
1 Formal process (SP1)	3.53	0.965	0.792	
2 Explicit process in determining specific long-term objectives (SP2)	3.64	0.817	0.759	
3 Explicit procedure for generating alternative strategies (SP3)	3.60	0.867	0.856	
4 Employees' involvement in the strategic decision-making (SP4)	3.60	0.940	0.580	
Leadership Management (LM)	**3.64**			**0.829**
1 Respecting employees' ideas (LM1)	3.67	0.909	0.738	
2 Appreciating employees' achievements (LM2)	3.74	0.915	0.830	
3 Participation of managers (LM3)	3.65	0.963	0.805	
4 Managers' encouragement of learning and development (LM4)	3.58	0.942	0.777	
5 Employees' participation in implementing change (LM5)	3.57	0.848	0.697	
Risk-Taking (RT)	**3.34**			**0.788**
1 Employees' encouragement to idea generation and take initiatives (RT1)	3.56	1.002	0.766	
2 Employees' confidence in taking risks (RT2)	3.33	1.007	0.762	
3 Participation in high-risk projects (RT3)	3.29	0.97	0.766	
4 Encouragement of creative risk-taking (RT4)	3.21	1.097	0.831	
Collaboration (C)	**3.60**			**0.814**
1 Effective environment for collaboration (C1)	3.59	0.900	0.834	
2 Increasing creativity and developing innovation (C2)	3.57	0.870	0.879	
3 Sharing knowledge, developing ideas and generating new ideas (C3)	3.64	0.745	0.854	
Capability Development (CD)	**3.64**			**0.794**

1 Utilising employees' multi-skills and trainings (CD1)	3.83	0.852	0.772	
2 Investing in learning (CD2)	3.62	0.843	0.756	
3 Wide range of training and development process (CD3)	3.57	0.953	0.801	
4 Motivating employees toward learning (CD4)	3.54	0.984	0.817	
Roles and Responsibility (RR)	**3.45**			**0.775**
1 Employees' participation in innovation activities (RR1)	3.40	1.036	0.810	
2 Innovation roles assigned in job description (RR2)	3.37	0.986	0.832	
3 Allocating enough time to innovation activities (RR3)	3.39	0.998	0.809	
4 Knowing how to act critically (RR4)	3.67	0.866	0.628	
Rewards and Recognition (RAR)	**3.38**			**0.785**
1 Non-monetary rewards for employees' creativity (RAR1)	3.46	1.049	0.812	
2 Financial rewards for employees' creativity (RAR2)	3.49	0.975	0.887	
3 Reward system that suggests schemes, recognition (RAR3)	3.20	1.136	0.818	
Innovation process (INP)	**3.53**			**0.775**
1 As common standards (INP1)	3.62	0.938	0.771	
2 Sufficient resources for developing ideas (INP2)	3.50	0.840	0.742	
3 Using opportunities for a new or developed product, process or service (INP3)	3.45	0.903	0.737	
4 Adopting the latest technological innovations in our processes (INP4)	3.60	0.889	0.757	
5 Creating new methods to solve problems (INP5)	3.49	1.022	0.634	
Knowledge Management (KM)	**3.55**			**0.719**
1 Managing and using internal and external knowledge (KM1)	3.70	0.815	0.721	
2 Accumulation of intellectual capital (KM2)	3.57	0.943	0.765	
3 Manages its own intellectual assets, e.g. special techniques, patents, copyrights, licences (KM3)	3.43	0.902	0.747	
4 Opening channels for information and knowledge sharing (KM4)	3.51	0.945	0.715	
Success (P)	**2.60**			**0.864**
1 Financial (profitability) (FP)	2.54	0.708	0.938	
2 Operational (productivity) (OP)	2.67	0.762	0.938	

Validity Test

The validity of a measure is the degree to which it examines and measures what is intended to be measured (Dobni, 2008). Three different types of validity are conducted to assess the measurements of this study: content validity, convergent validity and discriminant validity.

Content validity

Content validity relies on how well the items cover the domain of the construct being measured (Dobni, 2008). The literature review was used as a support in developing and constructing the scales. Some items used to measure the constructs are recommended by the Innovation Value Institute (IVI), which relied on empirical studies of best practices in industry. The rest of items are used according to their appropriateness to the existing measurements that were tested empirically by different previous researches, and therefore are rooted in the literature. The items were developed for the 11 dimensions in this study, which were derived from an exhaustive review of the literature and evaluated by the researchers. The items and literature supports are presented in Table 3. Hence, this study has strong support for content validity.

Convergent validity

Convergent validity is "the degree to which multiple attempts to measure the same concept are in agreement. Measures of the same trait, no matter how derived, should be highly correlated if they validly measure a common construct" (Bagozzi & Yi, 1993). In other words, it refers to the extent to which the scores of different tests that are designed to measure the same construct are related to each other. Convergent validity is assessed by examining loading, composite reliability (CR), and average variance extracted (AVE). The AVE represents the average amount of variance extracted by the construct from all its underlying measurement variables together. The values of loading, CR and AVE are shown in Table 3 and Table 4. These values convey that all of these loadings are greater than 0.7 (except the five items which are explained under 'reliability' above) (Hair *et al*., 2006); CR values are greater than 0.6 (Bagozzi & Yi, 1988) and AVE values are above 0.5, which establishes the convergent validity for the study.

Table 4: Composite reliability and AVE of the constructs for the convergent validity

Constructs	Composite Reliability (CR)	AVE
V	0.883	0.657
SP	0.837	0.568
LM	0.879	0.594
RT	0.862	0.611
C	0.891	0.732
CD	0.866	0.619
RR	0.855	0.599
RAR	0.877	0.705

INP	0.850	0.532
KM	0.826	0.543
P	0.936	0.879

Hypothesis Testing

To test the hypotheses described in the previous section, the regression analysis is conducted on the factor scores of each construct, using SPSS software. Relevant results of this analysis are presented in Table 9. It conveys that the underlying independent variables together explain 42.8% of variance (R^2) of success, which is very good. The coefficient of the relationship of independent variables (V, SP, LM, RT, C, CD, RR, RAR, INP, and KM) to dependent variable (P), along with its significance levels, is reported in Table 9. The accepted significance level is $t > 1.98$ or $p < 0.05$. The results presented show that two relationships representing hypothesis 3 (B=0.267, t=2.26, p=0.026) and hypothesis 9 (B=0.357, t=2.4, p=0.018) (LM→P and INP→P) are found significant ($p<0.05$), and hence these hypotheses are supported by the study. The B is the coefficient. The result (B=0.267, t=2.26, p=0.026) of the relationship of LM to P conveys that one unit increase of LM will result in a 0.267 unit increase in success. Similarly, the result (B=0.357, t=2.4, p=0.018) of hypothesis 9 representing the relationship of INP to P indicates that a unit increase in INP will result in an 0.357 increase in success. Table 5 also conveys that is lack of evidence to support the other hypotheses.

Table 5: The hypotheses results

Hypotheses	B	T	p value	Decision
H1: Vision (V) →Success (P)	**0.042**	**0.431**	**0.667**	**Not Supported**
H2: Strategic Planning (SP) →Success (P)	**-0.037**	**-0.374**	**0.709**	**Not Supported**
H3: Leadership Management (LM) →Success (P)	**0.267**	**2.266**	**0.026**	**Supported**
H4: Risk-Taking (RT) →Success (P)	**0.022**	**0.176**	**0.862**	**Not Supported**
H5: Collaboration (C) →Success (P)	**-0.037**	**-0.347**	**0.729**	**Not Supported**
H6: Capability Development (CD) →Success (P)	**0.206**	**1.484**	**0.141**	**Not Supported**
H7: Roles and Responsibility (RR) →Success (P)	**-0.119**	**-0.790**	**0.432**	**Not Supported**
H8: Rewards and Recognition (RAR) →Success (P)	**0.092**	**0.726**	**0.470**	**Not Supported**

H9: Innovation Process (INP) →Success (P)	**0.357**	**2.397**	**0.018**	**Supported**
H10: Knowledge Management (KM) →Success (P)	**-0.071**	**-0.585**	**0.560**	**Not Supported**
R	**0.655**			
R^2	**0.428**			

The data of this study was successfully tested and is considered reliable and valid based on the results of the reliability test and validity test. The unidimensionality test and multicollinearity were also conducted on the data. The hypotheses of this study were tested by regression analysis; examination of the innovation capability aspects and their relationships to overall success suggest that some aspects of the innovation capability are related to overall success. The results show that just two hypotheses are supported, which are hypothesis 3: Leadership management is significantly and positively associated with the firm's overall success, and hypothesis 9: The innovation process is significantly and positively associated with the firm's overall success. However, there is lack of evidence to support the other eight hypotheses. These findings are based on data collected from both managers and employees in SMEs in Uganda. Therefore, the RQ can be answered according to the findings of this study, according to which the innovation process and leadership management are the most important aspects of innovation capability proposed by UIVR that are directly and positively related to overall financial and operational success among Ugandan SMEs. The results of this study and the hypotheses will be discussed in detail in the discussion section of the next chapter.

CONCLUSION

This study investigated the relationship between organizational innovation capability, as proposed by UIVR, and the overall financial and operational success of SMEs in Uganda. Previous research examined different groups of innovation capability aspects that are shared by innovative organizations, and according to different types of innovations. Moreover, while the literature suggests the existence of a direct, positive and significant association between organizational innovation capability and a firm's success, this study examined the relationship by taking into account the innovation capability aspects proposed by UIVR in a single model. Based on the collected data and the analysis results, two hypotheses were supported by this study. This study concluded that the innovation process and leadership management are the most important aspects of innovation capability that are positively and directly associated with overall success. It found that the other eight aspects of innovation capability – vision, strategic planning, risk-taking, collaboration, capability development, roles and responsibility, rewards and recognition, and knowledge management are not associated with overall success. Thus, a higher level of innovation process leads to achieving higher overall

financial and operational success, and a higher level of leadership management leads to higher overall success; companies therefore need to develop these capabilities in order to improve success. With respect to the eight aspects of innovation capability that were not found to be related to overall success, this study has suggested that there are other aspects or factors that mediate the relationship between these eight aspects and overall success, and therefore further studies can be conducted to identify these aspects, and then the paths from these aspects of innovation capability to overall success could be determined precisely. In addition, the findings of this study might not be fully generalizable because they cover a particular country (Uganda) only and thus further studies could be conducted to cover other countries.

RECOMMENDATIONS

According to the findings of this study, there are several starting points for further studies. First of all, there are eight aspects of innovation capability that were not found to be related to a firm's overall success, which is somewhat contrary to previous studies. Therefore, there might be other aspects or factors that mediate the relationship between these aspects and overall success; further studies should identify these aspects in order to define exactly the paths from these aspects of innovation capability to a firm's overall success.

Secondly, this study investigated the association between each aspect of innovation capability and overall success. However, it is not obvious whether each aspect of innovation capability correlates more with financial success or operational success. Therefore, future studies should usefully study this subject.

Thirdly, the findings of this study are based on considering the overall subjective perceptions of managers and employees together. Therefore, it is not clear whether these findings were supported more by managers or by employees; thus further studies should conduct more analysis to distinguish the managers' perceptions from those of employees.

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