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International Journal of Empirical Research Development (IJERD). ISSN: 2276-7290 is an interdisciplinary journal published bi-annually, in January and November, by the International Researchers Association, Cavendish University Uganda**.** The Journal publishes empirical articles, critical reviews and case studies that are of interest to policy makers, scholars and practitioners in any field. The Journal puts particular focus upon issue that are of concern to the Third World. It is the goal of the Journal to advance knowledge in any field. It therefore provides a platform through which scholars and practitioners can share their views, findings and experiences. Articles submitted must be new, original and should not be under consideration for publication elsewhere. Contributions that discuss issues at the national, regional and global level are essentially welcome.

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The Relationship between Strategic Management and Organizational Development in Ugandan Universities: A Case of Cavendish University Uganda

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Abstract
Strategic management is the process by which organizations try to determine what needs to be done to achieve corporate objectives and more importantly, how these objectives are to be met. Ideally, it is a process by which senior management examines the organization and the environment in which it operates and attempts to establish an appropriate and optimal fit between the two to ensure the organization's success. This article touches on the role of strategic management in organizational development in Cavendish University Uganda with particular emphasis on components of strategic management, benefits of good strategic management and strategic process. The paper adopts descriptive research method and employs secondary method of data collection. The paper reveals that many organizations including CUU do not analysis the environment in which they operate. It was also observed that some organizations do not work towards achieving their corporate mission and it objectives. The paper recommends among others the need for every organization to carryout environmental analysis. It was also recommended that every organization should review their way of operation every year.

Key words: *Strategic Management, Organizational Productivity and Cavendish University, Kampala Uganda*

Background to the Study

The competitive business environment has resulted into complexity and sophistication of business decision-making which requires strategic management. Managing various and multi-faceted internal activities is only part of the modern executive's responsibilities. The firm's immediate external environment poses a second set of challenging factors. To deal effectively with all that affects the ability of a company to grow profitably, executives design strategic management processes they feel will facilitate the optimal positioning of the firm in its competitive environment. Strategic processes allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal and competitive demands. Hence, the discontinuous and turbulent nature of business environment makes it important for organizations to adopt strategic management practices in order to be at alert to environmental changes (Olanipekun et al. 2015).

The fact that universities are service-oriented requires them to make different planning in their strategic planning than business enterprises do (Birinci & Eren 2013). According to Olanipekun et al. (2015), strategic management is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programmes, which are designed to achieve these objectives and then allocating resources to implement the policies and plans, projects and programmes.

Historically strategic management and organizational development was concerned with helping companies which were threatened with obsolescence to plan their way into new business opportunies. The concept of strategic management was developed in the midst of difficult economic meltdown and fast changing environment. Over the years much of the empirical research in the strategic management was centered on identifying which set of strategies would enable business firms to achieve economic success. A significant number of recent investigations suggest that an efficient and effective strategic management system can increase profitability. More recent empirical evidence indicates that on the average, companies that plan outperform those that do not (Garad, et al. 2015). According to Agwu (2018), it is not only important for all businesses to understand why they are in business but also to put in place an attainable strategic plan to improve their business performances. This is because strategy is a source of sustainable competitive advantage and in recent years, large enterprises have adopted various strategic management practices to guarantee their fit within the constraints of their environment.

Strategic management can depend upon the size of an organization, and the proclivity to change of its business environment. Therefore, a global transnational organization may employ a more structured strategic management model, due to its size, scope of operations, and need to encompass stakeholder views and requirement (Muogbo, 2013).

This paper focuses on the relationship between Strategic Management and Organizational Development in Ugandan Universities, with emphasis on Cavendish University in Uganda. Section one of this paper discusses the background to the study and a brief history of Cavendish University. Section two discusses the empirical evidence of the research study together with the theoretical and conceptual framework. Section three highlights on the research methodology used for the study. Section four elaborates on the findings of the research study. Section five outlines the conclusions and recommendations for further research studies.

Brief History of Cavendish University Uganda

Cavendish University Uganda has its origins in the UK. In 1985, there was founded the London International Education Foundation (LIEF) to spearhead British education and training at higher education level.

Cavendish University Uganda (CUU) is a leading Private University in Uganda which is licensed and accredited by the Uganda National Council for Higher Education, and was established in 2008.

The student-centric academic model of CUU deploys global best practices in teaching and learning and is aimed at fulfilling the Mission of CUU which is to transform students into responsible, educated, employable and entrepreneurial citizens (REEE).

CUU offers market-relevant and accredited academic programs which are hosted in its four Faculties of Law, Science & Technology, Business & Management, and Socio–Economic Sciences. There is also a School of Postgraduate Studies & Research.

Learning at CUU is innovative, student-centric, participatory, active and practical. A technology platform is deployed to support blended learning, projects, case studies, distance learning, and other forms of effective and active learning.

CUU has a large student population hailing from over 15 different countries. More than 5,000 students have graduated from CUU in many different disciplines at certificate, diploma, bachelor`s and master`s levels since its inception.

The mission of the university is to provide accessible, high quality, research-driven education that transforms students into responsible, educated, employable, entrepreneurial citizens.

The vision of CUU is to be a model university in Africa that delivers a transformative, market-relevant quality education.

Statement of the Problem

Research to empirically illustrate the relationship between Strategic Management and Organizational Development in Ugandan Universities has not been exhaustively pursued. The literature reviewed, though diversified in context and content, has mainly focused on manufacturing firms and SMEs. For instance, Agwu, M. (2018), Garad, et al. (2015), Olanipekun et al. (2015), and Muogbo (2013) all found a significant relationship between strategic management and organizational development. Consequently, there was very little effort in the

comprehensive literature reviewed, to illustrate the relationship between strategic management and organizational development in Ugandan universities, which is the theme of this research study hence indicating insufficient knowledge on the same. The research output that seems to dominate the literature is on the relationship between strategic management and organizational development in manufacturing firms and SMEs. There is therefore insufficient knowledge regarding the relationship between strategic management and organizational development in Ugandan universities. Hence, this is the gap in knowledge which this study intends to fill. This study has therefore made an effort to establish the relationship between strategic management and organizational development in Ugandan universities focusing on Cavendish University.

Methodology

The study adopts descriptive research method and employs secondary method of data collection. Also, in order to ascertain the authenticity of the data collection and analysis, questionnaire and interview guides were designed to elicit information for this study.

Emp**irical Review**

Agwu, M. (2018) explored the extent to which the adoption of strategic management practices among SMEs in Nigeria had increased their transaction volumes, number of customers, market shares and consequently their business performances. SME's competitive advantage and business strategies were found to contribute significantly to increase in their number of customers and market shares respectively. However, the result indicated that organizational structure had positive influence on SMEs' transaction volumes but not significant.

Garad, et al. (2015) sought to investigate the relationship between strategic management and organizational performance in Mogadishu. The findings revealed a positive relationship between strategic management and organizational performance. The researchers concluded that organizations should provide good strategic management to their organizations that will improve performance of employees.

Olanipekun et al. (2015) examined the impact of strategic management on competitive advantage and organization performance in Nigerian bottling company. The findings revealed that indeed the adoption and implementation of strategic management practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance. It was recommended that organizations should continuously maintain, sustain and improve strategic management practices since it is an indispensable tool for business organization performance.

Muogbo (2013) investigated the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra state. The results from the analysis indicated that strategic management is not common among the manufacturing firms in Anambra state. The study concluded that though strategic management is not yet a common business practice

among manufacturing firms in Anambra State, it has been identified as veritable tool for improving the competitiveness, performance levels, and structural development of manufacturing firms in Anambra State in particular and Nigeria in general. The research further recommended that entrepreneurial centres and business schools in Nigeria should incorporate strategic management principles into their curricular.

Birinci and Eren (2013) analysed the effects of strategic management practices on the performance of the universities in Turkey. The research investigated whether strategic management processes were implemented in universities in Turkey or to what extent they were implemented and the effects of these processes on the performance of the universities tested by means of a model which was developed. It was concluded that the universities operating in Turkey did not closely follow the changes and developments mainly about higher education in Turkey and in the world and that they did not pay enough attention to the competitive conditions and use strategic management practice adequately.

Conceptual Review

The Components of Strategic Management

Strategic Management has five critical components. (Thompson and Strickland, 1987)

1. Defining the organizations business and developing a strategic mission as a basis for establishing what the organization does and doesn't do and where it is headed.
2. Establishing strategic objectives and performance targets.
3. Formulating a strategy to achieve the strategic objectives and targeted results.
4. Implementing and executing the chosen strategic plan.
5. Evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions and new ideas and opportunities.

1. Defining the Business: A basic direction-setting question facing the senior managers of any enterprise is "What is our business and what will it be? Addressing this question thoughtfully compels executives to think through the scope and mix of organizational activities to reflect on what kind of organization they are presently trying to create, to consider what markets they believe the organization should be in, and to be specific about which needs of which buyers to serve. The answers that managers settle upon say a lot about the organization character, identity and direction. Defining the business as it is new and will be later is a necessary first step in establishing a meaningful direction and developmental path for the organization. Management's view of what the organization seeks to do and to become over the long-term is the organization's strategic mission. It broadly charts the future course of the organization. Since decision about long-term direction fall squarely upon the shoulders of senior officers, the strategic mission nearly always reflects the personal

vision and thinking of top-level managers, especially that of the chief executive officer (Stephen, 2007).

2. Establishing strategic objectives: Specific performance targets are needed in all areas affecting the survival and success of an enterprise and they are needed at all levels of management. From the corporate level and deep into the organization's structure, the act of establishing formal objectives not only converts the directions an organization is headed into specific performance targets to be achieved but also guards against drift, aimless activity, confusion over what to accomplish, and loss of purpose. Both short- run and long-run objectives are needed. The strategic objectives for the organization as a whole should at a minimum, specify the following, the market position and competitive standing the organization aims to achieve, annual profitability targets, key financial and operating results to be achieved through the organization chosen activities and any other yardsticks by which strategic success will be measured. Performance objectives are needed up and down the organization, the objective-setting task of strategic management involves all managers, each must identify what their area's contribution to strategic success will be and then established concrete, measurable performance targets (Stephen, 2007).

3. Formulating strategy: This component of strategic management brings into play the critical issue of just how the targeted results are to be accomplished. Objectives are the ends and strategy is the 'means' of achieving them. The task of formulating strategy entails taking into account all of the relevant aspects of the organizations internal and external situation and coming up with a detailed action plan for achieving the targeted short-run and long-run results. Strategy is a blueprint of all the important entrepreneurial, competitive and functional area actions that are to be taken in pursuing organizational objectives and positioning the organization for sustained success. General Electric (1982), a pioneer of strategic management techniques, once defined strategy as a statement of how ,what resources are going to be used to take advantage of, which opportunities to minimize ,which threats to produce a desired result(Wayne, 2001). This definition points toward the issues that strategy must address:

(a) How to respond to changing conditions: Specifically, what to do about shifting customer needs and emerging industry trends, which new opportunities to pursue, how to defend against competitive pressures and other externally imposed threats and how to strengthen the mix of the firm's activities by doing more of some things and less of others.
(b) How to allocate resources over the organization's various business units, divisions, and functional departments — making decisions that steer capital investment and human resources is behind the chosen strategic plan is always critical; some kind of strategy supportive guidelines for resource allocation have to exist.

(c) How to compete in each one of the industries in which the organization participates- decisions about how to develop customer appeal, to position the firm against rivals, to emphasize some products and de hey emphasize others, and to meet specific competitive threats are always integral to competitive survival and the achievement of a defendable competitive advantage.

(d) Within each line of business of the organization, what actions and approaches to take in each of the major functional areas and operating departments to create a unified and more powerful strategic effort throughout the business unit. Obviously, the different functional and operating level strategies ought to be coordinated rather than be allowed to go off on independent courses; they need to support the creation of a sustainable competitive advantage (Weick, 2001).
The issues of strategy thus go up and down the managerial hierarchy; strategy is not just something that only top management wrestles with. While there is indeed a strategy for the organization as a whole that is top management's responsibility, there are strategies each line of business the organization is in; there are strategies at the functional areas level (manufacturing, marketing, finance, human resources, and so on) within each business, and there are strategies at the operating level (for each department and field unit) to carry out the details of functional area strategy. Optimally, the strategies at each level are formulated and implemented by those managers closest to the scene of the action and then sufficiently coordinated to produce a unified action plan for the whole organization (Wheel and Smith, 2004).

Strategy formation is largely an exercise in entrepreneurship. The content of a strategic action plan reflects entrepreneurial judgments about the long-term direction of the organization, any need for major new initiatives (increased competitive aggressiveness, a new diversification move, divestiture of unattractive activities), and actions aimed at keeping the organization in position to enjoy sustained success (Burgelman, 1991). Specific entrepreneurial aspects of the strategy formation process include:

1. Searching actively for innovative ways the organization can improve on what it is already doing;
2. Ferreting out new opportunities for the organization to pursue.
3. Developing ways to increase the firm's competitive strength and put it in a stronger position to cope with competitive forces.
4. Devising ways to build and maintain a competitive advantage.
5. Deciding how to meet threatening external developments.
6. Encouraging individuals throughout the organization to put forth innovative proposals and championing those that have promise.
7. Directing resources away from areas of low or diminishing results toward areas of high or increasing results.
8. Deciding when and how to diversify.

9. Choosing which businesses (or products) to abandon, which of the continuing ones to emphasize, and which new ones to enter or add.

4. The critical entrepreneurial skill is making strategic choices that keep the organization in position to enjoy sustained success. Analysis and judgment are always factors. The right choice and strategy for one organization need not be right for another organization, as well as from time to time. Strongly positioned firms can do things that weakly positioned ones cannot do, and weak firms need to do things that strong ones don't. A good strategy is one that is right for the organization, considering all of the relevant specifics of its situation. The entrepreneurial task of formulating strategy thus always requires heavy doses of situational analysis and judgment, which the aim being to achieve "goodness of fit" between strategy and all the relevant aspects of the organization's internal situation and external environment. Indeed, one of the special values and contributions of managers is an ability to develop customized solutions that fit the unique features of an organization's situation (Burgelman, 2001).

5. Strategy Implementation and Execution: Putting the strategy into place and getting individuals and organizational subunits to go all out in executing their part of the strategic plan successfully is essentially an administrative task. According to Burgelman(200 1) The managerial challenge to "make it happen" involves:

1. Building an organization capable of carrying out the strategic plan. Developing strategy supportive budgets and programmes

2. Instilling a strong organization wide commitment both to organizational objectives and the chosen strategy.

3. Linking the motivation and reward structure directly to achieving the targeted results.

4. Creating an organization "culture" that is in tune with strategy in every success causing respect.

5. Installing policies and procedures that facilitate strategy implementation.

6. Developing information and reporting system to track and control the progress of strategy implementation.

7. Exerting the internal leadership needed to drive implementation forward and to keep improving how the strategy is being executed.

6. Developing an action agenda for implementing and executing strategy involves managers at all levels, from headquarters on down to each operating department, deciding on answers to the question, "What is required for us to implement our part of the overall strategic plan and how

can we best get it done?" Doing this task well means scrutinizing virtually every operating activity to see what actions can be taken to improve strategy execution and to instill strategy-supportive practices and behavior (Burgelman, 1986).

The administrative tasks of implementing and executing strategy involve a process of moving incrementally and deliberately to create a variety of "fits" that bring an organization's conduct of its internal operations into good alignment with strategy. The value of consciously fitting the "way we do things around here" to the requirements of first-rate strategy execution is that it produces a strategy-supportive organizational culture and work climate.

Implementation is soon defeated if the ingrained attitudes and habits of managers and employees are hostile or at cross-purposes with the needs of strategy and if their customary ways of doing things block strategy implementation instead of facilitating it. According to Burgelman (1986), A number of fits are thus needed:
(i) Between strategy and the internal organizational structure.
(j) Between strategy and the organization's system of rewards and incentives.
(k) Between strategy and internal policies, practices, and procedures.
(i) Between strategy and the internal organizational atmosphere (as determined by the values and beliefs shared by managers and employees, the philosophies and decision-making styles of senior managers, and other factors that make up the organization's personality and culture).

Broadly viewed, the management task of strategy implementation is one of scrutinizing the whole internal organization to diagnose what strategy- supportive approaches are needed and what actions to take to accomplish them. Then the different pieces of the implementation plan need to be arranged into a pattern of action that will produce orderly change (from the old strategy to the new strategy) rather than creating disruption and dissatisfaction with the way things are being handled. Both the sequence of actions and the speed of the implementation process are important aspect of uniting the entire organization behind strategic accomplishment. The leadership challenge is to stimulate the enthusiasm, pride, and commitment of managers and employee that an organization wide crusade emerges to carry out the chosen strategy and to achieve the targeted results (Burgelman and Wheelwright, 2004).

7. Evaluating Strategic Performance and Making Corrective Adjustments. Neither strategy formulation nor strategy implementation is a once-and-for-all- time task. In both cases, circumstances arise which make corrective adjustments desirable. Strategy may need to be modified because it is not working well or because changing conditions make fine-tuning, or even major overhaul, necessary. Even a good strategy can be improved, and it requires no great argument to see that changes in industry and competitive conditions, the emergence of new opportunities or threats, new executive leadership, a reordering of objectives and the like can all make a change in strategy desirable. Likewise, with strategy implementation there will be times when one or another aspect of implementation does not go as well as planned, making adjustments necessary. And

changing internal conditions, as well as experiences with current strategy execution, can drive different or improved implementation approaches. Testing out new ideas and learning what works and what doesn't through trial and error is common (Burgelman, 2001).

Thus, it is always incumbent upon management to monitor both how well the chosen strategy is working and how well implementation is proceeding, making corrective adjustments whenever better ways of doing things can be supported. The function of strategic management is ongoing, not something to be done once and then neglected.

The benefits of good strategic management

Every organization has both a strategy and an internal action agenda for executing it, however conscious or well considered or imperfect they may be. Sometimes strategic plans are openly stated by management, and sometimes they remain implicit in management decisions and the organization's patterns of operation. Sometimes courses of action are chosen after exhaustive analysis, and sometimes strategy decisions emerge haphazardly from chance occurrences and historical accidents occasioned by the experiences and personalities of previous leaders, the position of the company in the industry, and the economic circumstances surrounding its development; Or, in perhaps the most frequent cause, an enterprise's menu of strategic actions and approaches is the product of many internal analyses and reviews, years of market feedback regarding what worked and what didn't prior to strategic moves and decisions, assessments about what the future will bring, and a solid dose of experience and judgment (Farmer and Rillmanm, 1965).

It is fair to inquire, though, whether a conscious, analysis-based approach to strategic management is better than one that is the outcome of intuition, "gut feel," and/or "muddling through." Do firms whose managers work hard at strategic thinking do any better than firms whose managers don't strategize much or don't place much stock in formal strategic planning? The answer is not an absolute, unequivocal yes, because there are organizations that have performed well for reasons other than their managers having done a superior job of strategizing. For instance, in some enterprises fortuitous possession of key raw materials, superior finances and/or labour skills, key patents and proprietary technical know-how, outstanding location, or even just the luck and coincidence of having been in the right place at the right time have produced successful performance-doing or not doing a good job of strategic management seems to have been secondary. Nonetheless, there is credible research showing that thorough strategy analysis and effective strategic management practices have a positive impact on organization performance (Farmer and Rillmanm,l965). The competitive significance of leading-edge strategy management has been underscored by the chief executive officer of one successful company.

In the main, our competitors are acquainted with the same fundamental concepts and techniques and approaches that we follow, and they are as free to pursue them as we are. More often than not, the difference between their level of success and ours lies in the relative thoroughness and self-

discipline with which we and they develop and execute our strategies for the future.

The advantages of first-rate strategic thinking and a deep commitment to the strategic management process include (1) the guidance it provides to the entire management hierarchy in making clear just "what it is we are trying to do and to achieve"; (2) the contribution it makes to recognizing and responding to the winds of change, new opportunities, and threatening developments; (3) the rationale it provides for management in evaluating competing requests for investment capital and new staff; (4) the coordination it adds to all the strategy-related decision making done by managers across the organization; and (5) the proactive instead of reactive posture that it gives to the organization. The fifth advantage of trying to influence rather than merely respond to competitive forces and to the larger circumstances of customer market-technological-environmental change is of acute importance (Farmer and Rillmanm, 1965). As discussed earlier, high-performing enterprises deliberately try to impact their target markets with a powerful, opportunistic strategy; they like to initiate and lead not just react and defend. In their view, the real purpose and value of strategy is to come up with an action plan that will successfully attract buyers, produce a sustainable competitive advantage, boost the firm's market stature, put added competitive pressure on rivals, shape the nature of the competitive battle, influence the direction of industry change in their favour, and push performance to superior levels. The ideal outcome is one where the firm's strategy propels it to a leadership position above and apart from rival firms in the industry, such that earnings prosper and its products/services become the standard for industry comparison (Belarger and Wrightm, 2003).

Strategic Management Process

The logic of management process is that particular functions are performed in a sequence through time. The term process refers to an identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective. Thus, strategic management as a process may involve a number of various elements of strategic management process and the way they interact among themselves. The process becomes quite complex in practice because of the type of interaction among these elements.(Shanmukha and Suryanarayana,20 10).

Corporate Mission and Objectives-Since organizations are deliberate creations, they have some specific mission towards which all efforts are directed. The mission of an organization is the fundamental unique purpose that sets it apart from other organizations and identifies the scope of its operation in product and market terms.

Corporate objectives are other factor, which determine the strategy. The choice of the objectives for an organization is a strategic decision because by choosing its objectives, the organization commits itself for these.

Environmental analysis-Since an organization is a social system, it operates within the environment which consists of many factors, such as, society, com-

petitors, technology, legal framework, political framework, psychological and cultural framework. An organisation has to interact continuously with these factors.

Corporate analysis-Opportunities or threats posed by the environment and how the organisation can take advantages will depend greatly on the organisation's strengths and weaknesses. Corporate analysis brings these strengths and weaknesses.

Identification of strategic alternatives-Interaction of organisation with its environment in the light of its strengths and weaknesses will result into various strategic alternatives. All alternatives cannot be chosen even if all of them produce the same results. Therefore, the strategic alternatives should be identified in the light of strategic threats and opportunities generated through environmental analysis, and organisational mission and objectives.

Choice of strategy-The identification of various strategic alternatives leads to the level when managers can consider some alternatives seriously. The chosen alternative should be acceptable in the light of organisational objectives, it is not necessary that the chosen alternative is the best one.

Implementation of strategy-The organisation tries to convert the strategy into something operationally effective. The strategy should be put to action because mere choice of the soundest strategy will not affect organizational activities and achievement of its objectives.

Review and control-Review and control may be treated as the last stage of strategic management process. This is an on-going process and review and control should be taken as the process for future course of action (Shanmukha & Suryanarayana, 201 0).

Theoretical Framework

The Classical theory of strategy will be adopted as framework of analysis for this study. This is the oldest and still most influential theory of strategic management. The theory relies on the rational planning methods and profitability as the supreme goal. Oyedijo, (2004) identified Chandler, (1962), Sloan, (1963) and Ansoff, (1965) as the three men that developed the classical strategic management theory. They established the key features of the classical strategic theory namely; 1. The attachment to rational analysis. 2. The separation of strategy concept from strategy execution.

3. The commitment to profit maximization. This theory relies on the rational planning methods and profitability is the supreme goal. The classical school believes that strategy should be formal and explicit based on the organization structure for profit maximization. Here, success or failure is determined internally by the existence or non-existence and quality of the strategic management activities in an organization (Sloan, 1963). As a result, they believe that organizations are influenced by environment, that environmental change is gradual, requiring concomitant organizational change; and that effective organizations are those that conform closely to environmental requirements and changes.

Findings

The study has adopted descriptive as well as primary and secondary methods of data sourcing to interrogate and examine the relationship between strategic management and organizational development in Ugandan universities using Cavendish University as a case for analysis. The study found out that although strategic management is significant to organizational development, most organizations did not adopt strategic management principles in its entirety. In the light of this, and with reference to Cavendish University Uganda, the study found out that strategic management has not impacted positively on the university's overall development because of the following reasons:

1. Lack of periodic review of the university's strategic plan, mission and vision.
2. Strategic plan of the university was not fully adopted.
3. There was most of the time fire-brigade approach in management of the university's business as a result of non-implementation of strategic plan.
4. However, the study discovered that strategic management was significant in the achievement of the university's goal, mission and vision.

Recommendations

The study therefore recommends that for the university to achieve its objectives, a periodic review of the university's strategic plan must be given top or highest priority. Further, the university's mission and vision must be fully, religiously, and zealously pursued. Finally all faculties, departments or units/sections must be persuaded to adopt the university's strategic plan for the achievement of their objectives.

Conclusion

Strategic Management is the continuous process of relating the organization with its environment by suitable course of action involving strategy formulation, its implementation and mobilizing organizational resources for the purpose. Thus, strategic management involves the planning, directing, organizing and controlling of the strategy related decisions and actions of the business. The decision-making hierarchy of business firms contains three levels, at the top is the corporate level and in the second rung of the hierarchy is the business level and in the third rung is the functional level. For a new business or reformulating direction for an ongoing company, the basic goals, characteristics and philosophies that will shape a firm's strategic posture must be determined. It is here that the company mission will guide future executive action. Strategic management process comprises of functions that are performed in a sequence through time.

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Entrepreneurship Education, Environmental Support and Entrepreneurial Intention Mediating Role of Pro-activeness

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Abstract

In spite of the general Entrepreneurship promotion by Nigerian Universities, youth graduates still experience low level of entrepreneurial intention and high unemployment in the Country. In order to increase the understanding of the causes underlying Entrepreneurial Intention formation, this study investigates the Indirect roles of Pro-activeness (PRO) on the relationship between Entrepreneurship Education (EED), and Environmental support (EVS) with Entrepreneurial Intention(EIT). Using Ecological Approach Theory (EAT), this study guise at how pro-activeness (PRO) mediates between students' perception of Entrepreneurship Education (EED), Environmental Support (EVS) and Entrepreneurial Intention (EIT). Using a survey of 282 university students in FUD as at 2017/2018 academic session and employed the use of Structural Equation Modeling (SEM) with Partial Least Square (PLS) version 3, the outcomes indicated that Pro-activeness (PRO) simplify the understanding of the connection between Entrepreneurship Education (EED), Environmental Support with Entrepreneurial Intention(EIT). Entrepreneurship Education (EED), Environmental Support therefore encourages by the perceptions of Pro-activeness (PRO) which finally leads to Entrepreneurial Intention (EIT).This study recommended that other researchers should employ this proposition with other antecedent of entrepreneurial intention for further proof. Educators and Important members of the society including friends and family should encourage the promotion of an entrepreneurially supportive culture that permits collaboration and interchange of ideas.

Key words: Entrepreneurship Education, Environmental Support, Pro-activeness and Entrepreneurial Intention

Introduction

With the alarming rate of unemployment, low level of entrepreneurial intention among Nigeria youth, the need for entrepreneurship is presently high on the country`s national agenda, with the hope that it will provide alternative channels for self-employment. Entrepreneurship has been documented as one of the essential condition for economic development (Olakitan 2014; Sadeghi, Mohammadi, Nosrati, & Malekian, 2013). Many developing countries have developed policies to support people at different levels to embark on entrepreneurship because it creates further business opportunities for development in the economy and breeds more entrepreneurial activities (Olakitan, 2014; Kiiru, Iravo, & Kamau, 2015). Entrepreneurship has a simple meaning of starting a business, to a more complex definition that includes; independence, creativity, innovativeness, initiative, and risk-taking. Opportunity identification is, thus, the beginning of entrepreneurship and the procedure is noticeably intentional (Nasiru, 2015).

Currently; entrepreneurship as an area of study has attracted researchers, agencies, and policy makers (Baba, 2015 & Kiiru et al 2015). The primary reason for this interest is the increasing need for entrepreneurs whose efforts in creating new ideas and converting such ideas into productive businesses would enhance country's economic development (Olakitan, 2014). Other reasons for the rising concern in the issue of entrepreneurship include; the rising rate of unemployment and poverty that becomes noticeable during post economic slump era of the early 1980's, and the recognition of the capacity of small and medium businesses to provide a viable employment and job opportunities to avert unemployment and eliminate poverty in the country (Alarape, 2009).

Furthermore, governments, academicians as well as researchers understand that entrepreneurship is a significant way to economic development for both developed and developing countries including Nigeria (Olakitan, 2014; Sadeghi, et al 2013). Therefore, most of the stake-holders focus on inspiring and encouraging entrepreneurship as it is closely associated with modernization and contributes towards economic growth through employment and wealth creation (Olakitan, 2014 & Baba, 2015).Presently small businesses, specifically the new ones, are the drivers for entrepreneurship activities, providing employment, social and political stability, as well as a creative and competitive power in Nigeria (Akande & Alabi, 2015). SMEs on average contribute 55% to GDP and 80% to total employment worldwide (NEDEP, 2011). Similarly, in low income economies, they contribute 60% to GDP and 70% to total employment (SMEDAN, 2012). In order to promote larger participation in entrepreneurial activities, policymakers, researchers, and educators need to highlight the factors influencing behaviour and ways to energize entrepreneurial intentions (Akanbi, 2013; Akande & Alabi, 2015; and Baba, 2015)

In view of this, numerous efforts have been made by researchers to study factors affecting entrepreneurial intention both developed and developing economies, Some of these studies includes entrepreneurship education (Daniela, Rainer, Norbert, & Birgit, 2015; Peter & Moses, 2014; Malabena, 2015; Muhammad,

2013 & Sani, 2019), entrepreneurial orientation (Boltone, 2012; Boltone & Lane 2012; Sani, Yakubu & Shehu, 2019) environmental factors (Sadeghi et al 2013) among others.

However, with all the reported growth in the number of studies on factors affecting entrepreneurship intention worldwide, the relationship between entrepreneurship education and student intention is still under investigation in African context, particularly sub-Saharan Africa, including Nigeria and also inconsistencies of research findings (Ajetunmobi & Ademola, 2014; Akande & Alabi, 2015) and specifically northern Nigeria Nuhu, Loon & Bell (2016). Furthermore, the relationship between entrepreneurship education, Environmental Support with students 'entrepreneurship intention through Pro-activeness is still not established in the extent literatures.

Moreover many studies reported a positive relationship between entrepreneurship education and entrepreneurial intention and there are others whose studies in this area generally differ considerably. For instance, (Baba, 2015; Ekundayo & Babatunde, 2014; Ooi & Nasiru, 2015) found that entrepreneurship education as a means of developing entrepreneurship skills and potentials of students have a positive relationship with the entrepreneurship intention, while others like; (Abiodun, Isaac & Titilayo, 2015, & Muhammad, 2013) reported entrepreneurship education for having no significant impact on the entrepreneurship skills and potentials of students.

Likewise, Nuhu et al. (2016) in their systemic review of entrepreneurship education literature draw the sample of 213 studies from 5 different online data base reported that; all the regions in the northern parts (North-central, northeast, north-west) are under researched with 5.2%(north east) as the least in that part and 11.7% as the highest (northcentral). With this inconsistency no conclusion can be drawn. Consequently, as suggested by (Baron & Kenny 1986;), where there is no consistent relationship between independent and dependent variables, a mediating variable can be introduced to strengthen the relationship. As such this study is employing Pro-activeness to mediate the relationship between Entrepreneurship Education, Environmental Support and students Entrepreneurial Intention. It is against the above background this study conducted to determine the intervening roles of Pro-activeness on relationship between Entrepreneurship Education, Environmental Support with students Entrepreneurial Intention.

Concept of Entrepreneurial Intention (EI)

Generally, intention is the cognitive state immediately prior to executing behaviour (Sani, 2019). Thus, an entrepreneurial intention is concerned with the inclination of a person to start an entrepreneurial activity in the future (Malebana, 2015). It is a key determinant of the action of new venture creation moderated by exogenous variables such as family background, position in one's family, parent(s) occupation, education and training (Sani, Ibrahim & Muhammad, 2018)

According to Sani, *et al* (2018), intentionality is a state of mind directing a person's attention, which leads to experience and action in order to achieve something. Entrepreneurial intention is a state of mind that explores people wish to create a new firm or a new value driver inside existing organizations (Sani, 2017). Intentionality therefore acts as a force that propels entrepreneurial actions and behaviour. It gives direction to someone attention and determines experience one gets in life.

Entrepreneurship Education and Entrepreneurial Intention

To date policy makers are primarily concerned on the influence of entrepreneurship education on graduates' career decision, and therefore how it can be influenced by policy measures (European Commission, 2003). Successively, over the past decade there has been a substantial increase in entrepreneurship programs worldwide designed to foster entrepreneurial culture at all levels of the educational system (Yakubu & Norashidah, 2016).

Nevertheless scholars like (Ekundayo & Babatunde 2014) acknowledged that inclusion of entrepreneurship education influences students' intentions of becoming self-employed. Also Peter & Moses (2014) revealed that Entrepreneurship Education substantially influences students' Entrepreneurship intentions.

However, on the other hand studies by (Ooi & Nasiru, 2015; Muhammed, 2013; Abiodun, Isaac & Titilayo 2015) reported that there is no significant positive connection between new venture creation and content of entrepreneurship lectures. They also stated that venture formation needs some other factors besides entrepreneurship education. This study assumed that; Pro-activeness could be one of these factors.

Evidence from the reviewed literatures shows that there are inconsistencies of findings on association of entrepreneurship education with students entrepreneurship intention, this suggested the need for intervening variable to balance the relationship as recommended by (Baron & Kenny 1986; Nasiru, 2015) whom posited when relationships is not consistent between independent and dependent variables, a typical mediator or moderator could be introduced. Thus, this study formulates the following hypotheses.

$H0_1$: There is a significant relationship between EED and EIT
$H0_2$: There is a significant relationship between EED and PRO

Environmental Support and Entrepreneurial Intention

The business environment plays a very vital part in inducing entrepreneurialactivities, which many scholars linked it with the role of government in promoting entrepreneurship. Some of the role of the government comes in terms policies and programs such as of funding, externalities, and infrastructures that shapes the factual indigenous framework. In addition, the university environment (support) is also identified as vital mechanisms that influence entrepreneurial activities (Morris & Lewis, 1995). The way and manner in which government provides support to entrepreneurs will go a long way in encouraging and motivating

people to be entrepreneurs, this support can be inform of grant, tax holiday and even government patronizing the said product or services. Several scholars have identified certain resources which they classified as tangible and intangible that makes environment very supportive in relation to entrepreneurial activities (Beck, Demirgüç-Kunt & Maksimovic, 2005; Niosi & Bas, 2001). Some of these resources identified include financial support, training, business idea and plan competition, soft loan, and most importantly the physical structure within the local environment.

However, studies like (Fini, Grimaldi & Sobrero, 2009; Morris & Lewis, 1995; Uddin & Bose, 2012) found a strong correlation between the environment and the entrepreneurial intentions. Their study suggests that the relationship between environment and entrepreneurial intention is worth investigating. Conversely, other studies like (Ibrahim & Lucky, 2017; Ibrahim, 2014; Sani, 2019) reported that environmental support has no significant influence on student entrepreneurial intention. These make the relationship not consistence and bring about the need for intervening variable to strengthen the relationship as recommended in (Baron & Kenny 1986). However the study presents the following hypotheses.
$H0_3$:There is a significant relationship between EVS and EIT
$H0_4$:There is a significant relationship between EVS and PRO

Mediating Role of Pro-activeness
Proactive personality concept, developed by Bateman & Crant (1993) defining it as a somewhat stable tendency to effect environmental change that differentiates individuals based on the magnitude to which they take action to influence their environments. Individuals with a prototypical proactive personality identify opportunities and act on them, show inventiveness, take action, and persevere until meaningful change occurs (Crant, 2000). In contrast, people who are not proactive exhibit the opposite patterns: they fail to identify, let alone seize, opportunities to change things. Less proactive individuals are passive and reactive, preferring to adapt to circumstances rather than change them (Crant, 2000).

Pro-activeness is a firm's strategic orientation that captures specific entrepreneurial aspects of decision-making styles, methods and practices (Frank, Kessler & Fink, 2010). It is not actually an individual construct rather a firm, which refers to attempts to prepare for the future by seeking new opportunities which may or may not be related to the present line of operations which enables introduction of new products and brands ahead of competition (Okpara, 2009). Proactiveness involves attempts to discover future opportunities, even when these opportunities may be somewhat unrelated to existing operations (Venkatraman, 1989; Rauch, Wiklund & Frese, 2004). Studies established that pro-activeness has strong relationship with firm performance e.g Angelina, Robert, Kenneth & Joseph, 2015; Samson, Rashdan, Rosli & Saad, 2018). It is also independently associated with Entrepreneurial Intention (Sani, *et al* 2019). Since it was already established that pro-activeness is correlated to performance, or student entrepreneurial intention it is assumed to mediate Entrepreneurship Education, Environmental Support with Student Entrepreneurial Intention. Thus this study hypothesizes the following.

$H0_5$:There is a significant relationship between PRO and EIT
$H0_6$: PRO mediates the relationship between EED and EIT
$H0_7$: PRO mediates the relationship between EVS and EIT

The Ecological Approach Theory

The ecological approach theory was advocated by Aldrich Howard (1990). It integrates the influence of the environment, and the belief that entrepreneurial behaviour is planned intention. This approach is process-focused in that the networks of several factors are examined in order to forecast Behaviour. According to this theory, beliefs, perceptions and assumptions are learned within the context of a given environment. This theory believes that, attitudes and perceptions predict intentions, which in turn affects Behaviour. Thus, the ecological approach suggests that entrepreneurial characteristics can not only be learned, but can also vary across individuals and situations. An entrepreneurial intention is thus mediated in the following manner; environment or event causes an individual to form perceptions, attitudes and assumptions. These perceptions then translate themselves into intentions or potentials. Intentions or potentials then are expressed through behaviour.

The Ecological theory is related to this study as the theory sees environment and events as a major determinant of entrepreneurial intentions. This study also sees Environmental Support and Entrepreneurship Education as a determinant of entrepreneurial intention through Pro-activeness. In other words, the teaching of Entrepreneurship Education in the universities, create these enabling and Supportive Environments for imparting Entrepreneurial behaviours with the help of individuals pro-activeness. This theory also, accepts that individuals can activate their entrepreneurial potentials if there are environmental possibilities of which entrepreneurship education is one of the environmental possibilities that activate individual entrepreneurial potentials with the help of proactive personality.

Methodology

The study adopts survey research design which is cross-sectional in nature. This type of research design is adopted because the information about the variables represents what is going on at only one point in time. Primary data was collected from the population of the study using self-administered questionnaire. The population of the study consists of 793 final year students of Federal University Dutse (FUD) during the 2017/2018 session where thesample size of 266 obtained from the population using Yamanee formula and 30% was added to the sample size as recommended this change the sample size to 346. University studentsare ideally suited for the study as they about to engage in the actual entrepreneurial behaviour (Krueger, et. al,. 2000). The researchers chooses FUD final year students not by priority rather because the entrepreneurship education curriculum is consider the same across all theuniversities in the country and all the student took the courses in their 200 and 300 levelrespectively. Simple random sampling technique was adopted given the fact that thepopulation is homogeneous in nature. Out of the 346 questionnaires distributed 305 filled andreturned, 23 had more than 10% missing values and one was an unengaged response, thus

they were all deleted. However, 282 were valid and useful for analysis (Hair, Balck, Babin, Anderson & Tatham, 2006). The instrument for measuring Entrepreneurship Education was adapted from Ooi, Selvarajah & Meyer, (2011), Environmental Support from Linen (2018), Pro-activeness from Bolton,& Lane, (2012) and finally entrepreneurial intention (EIT) from (Linan & Chen, 2009), all questions were in close ended form and responses were on a 5 point likert scale, thus: strongly agree, agree, undecided, disagree and strongly disagree).

Technique of Data Analysis

This study employed the use of Smart PLS 3.0 in order to calculate the two basic model of PLS path modelling i.e. measurement model and structural model base on the recommendation of (Anderson & Gerbing, 1988). Some of the aims for the use of PLS are: places a very flexible restriction in respect of distribution and population of the study (Haenlein & Kaplan, 2004). It also has the likelihood of providing a additional reliable and accurate calculations of moderating or mediating roles because its accounts for error that is capable of decreasing the possible relationship as well as the expansion of the confirmation of the theory as stated in (Helm, Eggert, & Garnefeld, 2010; Henseler & Fassott, 2010).

Results

Measurement model:

The reliability and validity of the model were assessed by the measurement model of PLS-SEM path modelling. As can be seen from Table 1, the reliability analysis has been achieved for all reflective constructs as represented by Composite Reliability (CR), which is above the threshold of 0.70 for all variables. The Average Variance Extracted (AVE) that represents the convergent validity of reflective constructs is also achieved. As shown in Table 1, the grand mean scores of each construct (i.e., the average of the squared of factor loadings of each construct's items) is above the threshold of 0.50 and thus indicates that each of these constructs explains more than 50% of the variance of its indicators (Hair *et al*., 2014). On the other hand, to ascertain the discriminant validity of the reflective constructs, the square root of AVE of each variable should be higher than its correlations with any other construct (Fornell & Larcker, 1981). As shown in Table 2, the diagonal bolded values represent the square root of AVE, which is above the correlation of any reflective variable with one another. This clearly indicates the distinctiveness of each of these constructs.

Table 1: Measurement information: convergent validity (n = 282)

Constructs	Items	Loadings	AVE	C.R
Entrepreneurship Education	**EED2**	**0.826**	**0.694**	**0.901**
	EED3	**0.795**		
	EED4	**0.835**		
	EED5	**0.874**		
Entrepreneurship Intention	**EIT1**	**0.711**	**0.610**	**0.916**
	EIT2	**0.723**		
	EIT3	**0.821**		
	EIT4	**0.798**		
	EIT5	**0.821**		
	EIT6	**0.839**		
	EIT7	**0.744**		
Environmental Support	**EVS3**	**0.771**	**0.681**	**0.865**
	EVS4	**0.851**		
	EVS5	**0.852**		
Pro-activeness	**PR03**	**0.893**	**0.786**	**0.880**
	PRO2	**0.880**		

EED1, EVS,1, EVS2 and PRO1 were deleted due to measurement issues, CR: Composite reliability, AVE: Average variance extracted

Table 2: Measurement information: discriminant validity (n = 282)

Constructs	**1**	**2**	**3**	**4**
Entrepreneurship Education	**0.833**			
Entrepreneurship Intention	**0.553**	**0.781**		
Environmental Support	**0.295**	**0.339**	**0.825**	
Pro-activeness	**0.511**	**0.581**	**0.349**	**0.886**

Diagonal values correspond to the square root of the AVE of the reflective constructs. Sample size 282

Table 3: Structural analysis result (n = 282)

Relationship	**BetaValues**	**(STDEV)**	**T Statistics**	**P Values**	**Decision**
EED -> EIT	0.33	0.07	4.92	**0.00**	Supported
EED -> PRO	0.45	0.06	7.13	**0.00**	Supported
EVS -> EIT	0.11	0.05	2.12	**0.03**	Supported
EVS -> PRO	0.22	0.06	3.51	**0.00**	Supported
PRO -> EIT	0.37	0.07	5.55	**0.00**	Supported
EED -> PRO –EIT	0.17	0.04	3.93	**0.00**	Supported

EVS -> PRO ->EIT	0.08	0.03	2.91	**0.00**	Supported

***p < 0.05, Hypotheses 1-4: direct relationships, Hypotheses 5-6: Mediating relationships,

Table 4: Bootstrapped confidence interval

Hypothesis	nple Mean	SD	T. Values	2.5%LL	97.5%UL
EED -> PRO -> EIT	0.17	0.04	3.93	0.09	0.26
EVS -> PRO -> EIT	0.08	0.03	2.91	0.04	0.14

Hypothesis is supported, when there is no zero between lower and upper limits, LL: Lower limit, UL: Upper limit, SD: Standard deviation

Structural model:

In order to evaluate the predetermine hypotheses; the structural equation model was employed using bootstrap indirect effect (Hair *et al*., 2014). As presented in Table 3, the statistical analysis revealed that EED is significantly related to EIT ($\beta = 0.33$, $t= 4.92$ and $p<0.05$) and therefore hypotheses 1 is supported. Correspondingly, the empirical data indicated that EED is positively related to PRO ($\beta = 0.45$, $t= 7.13$, & $p<0.05$). Therefore, the empirical analysis also supported the H2. More so, the analysis also supported H3 as EVS is positively related to EIT ($\beta = 0.11$, $t= 2.12$ & $p<0.05$). Furthermore the empirical evidence support H4 as indicated that EVS is positively related to PRO ($\beta = 0.22$, $t= 3.51$ & $p<0.05$). Moreover, the empirical evidence indicated that PRO positively and significantly connected EIT ($\beta = 0.37$, $t= 5.55$ & $p<0.05$) thereby H5 supported. On other hand, PRO mediated the relationship between EED and EIT ($\beta = 0.17$, $t= 3.93$ & $p<0.05$). EVS and EIT ($\beta = 0.08$, $t= 2.91$& $p<0.05$). Thus, H6 and H7 are all supported. To sum, the hypothesized direct relationships as H1, H2, H3 and H4 are thereby supported empirically. On the mediating relationships, although all the mediation relationships are significant based on path coefficients (simple mean) and their T-statistics (t-value), nevertheless, the hypotheses may only be supported when there is no zero between Lower Limit (LL) and Upper Limit (UL) of the confidence interval, which relies on bootstrapping standard error (Hair *et al*., 2014). However, as shown in Table 4, there is no zero (i.e., when the lower limit has a negative and the upper bound has a positive signs) between any of the confidence intervals of each of the relationships. Hence, all hypothesized relationships on the mediating effect of Pro-activeness on the relationship between independent variables (i.e., Entrepreneurship Education, Environmental support) and Entrepreneurial Intention are therefore supported empirically.

Discussion of findings

This study investigated the impact of entrepreneurship Education, and environment support on pro-activeness, as well as mediating effects of on pro-activeness on the relationship between these predictors and entrepreneurial Intention among Nigeria university students. The study was built on the platform of theory

planned behaviour (TPB) (Ajzan, 1991). However, the numerical analysis of this study established the practical confirmation on the effects of entrepreneurship Education, and environment support on the development of Pro-activeness and more importantly the mediating role of Pro-activeness on the relationship between relationship between these predictors and entrepreneurial Intention among Nigeria university students. However, the results are not surprised equated to the preceding studies as they also found that pro-activeness as the dimension of Entrepreneurial Orientation related to students entrepreneurial intention (Sani *et al*., 2019), even though precise mediating role of Pro-activeness on the relationship between entrepreneurship Education, environmental support and student entrepreneurial intention was not previously established. By the way, the study addressed an important knowledge gap of accepting how Entrepreneurship Education and environment support could be used as an antecedent of Pro-activeness and how this path relationship create entrepreneurial Intention as well.

Conclusion

In line with the findings of the study, it is concluded that EED and EVS significantly affect EIT both directly and indirectly through PRO. Even-though some of the relationship was not previously established the results support previous research about the relationships in our model. For example, direct relationships between EED and EIT, EVS and EIT, PRO and EIT, were established previously by (Linan & Chen, 2006; Sani, 2019, Sani, Yakubu & Shehu, 2019) among others. It also shows that PRO mediates the relationship between EED, EVS and EIT. This indicates that the association between EED, EVS and EIT is best understood through PRO.

Theoretically, the study made a different contribution by observing the intermediating role of PRO on the relationship between EED, EVS and EIT.

Recommendation

1. Further related study should be replicated with other factors involved a wider and different sample to confirm the findings. Practically, the study confirms the relative importance of each antecedent in the EI model going by the way people apprehend reality and transform it into perceptions towards entrepreneurship.

2. Therefore, PRO would be the first step in the mental process influencing perceptions of EED and EVS which ultimately affect intention to start a business.

3. The study further recommends that other researchers should employ these hypotheses with other antecedent of entrepreneurial intention for further proof.

4. Educators and important members of the society including friends and family should encourage the promotion of an entrepreneurially supportive culture that permits collaboration and interchange of ideas.

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Consultative constitution for effective administration of Nigeria democracy: a comparison with Switzerland federation

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Abstract
The desire for a better and progressive society through a governmental design such as federalism has been passionately debated over the years. Federalism is an effective device for securing unity in diversity and protecting the minority and the weak constituents from the powerful majority components of the country. Countries like Nigeria and Switzerland among others have chosen to practice this effective device for administrating their countries accordingly. This participation in an ideal situation is elicited by relative consultation. This paper compares the constitutional development of Switzerland and Nigeria. It was discovered that in Switzerland adequate consultations were and are carried out in the constitutional development while in Nigeria inadequate or no consultations were carried out and as result, has been confronted with the problems of ethnicity and regionalization of powers, weak and ineffective state institutions, failing capacity to enforce law, order and security etc. secondary in this research. It is also recommended that the Nigeria constitution making process should be characterized by public consultation, broad-based participation should be encouraged in bargaining, negotiation and drafting process to improve compliance, consensus and legitimacy.

Introduction

Federalism (federal system) denotes a sovereign state formed by establishment of a close-knit union of two or more smaller political communities which after formation are no longer completely independent but do retain a significant amount of autonomy (Almond, 2012).

The desire for a union by some hitherto autonomous political entities is usually spurred by the fear of external aggression or threat of external aggression or threat to independence, a strong need to preserve local diversities and autonomy, economic advantages (larger markets, stronger bargaining power), administrative efficiency, among others.

In states where the above principles of federalism have been consciously, objectively and effectively implemented, the result has been the emergence of a social superstructure characterized by security and development. Switzerland for instance has one of the highest development percentages in the world. The world Bank threats to national security like unemployment rate, ethno-religious conflicts, institutional corruption, failing capacity to enforce law and order, violation of fundamental human rights, among others are almost non-existent in the Swiss federation. The Swiss federation is in fact rated as the most people – oriented democracy in the world. In the sense that almost in all major policy issues, ultimate endorsement is granted by the citizens through the medium of referendum (Fleiner, 2009).According to Koller (2012), another major strength or position attribute of the Swiss federalism is the accountability of its government to the citizenry, which makes official corruption almost non-existent in the country.

The Nigerian federation on the other hand is plagued with crisis of monumental proportions. These include official graft, subversion of the will of the citizens, alienation of the people from fundamental decision and policy making, insecurity of lives and property, rising rate of poverty, general infrastructural decay, dwindling standard of living and high cost of living amongst others.

The political milestones in Nigeria since the independence in 1960 reveal a myriad of problems with the federation a myriad of problems with the federation, the political crises of 1963 in the then Eastern Regions election, the attempted secession of the then Eastern Region/declaration of the Republic of Biafra state in 1967, the almost three decades of military rule (1966-1999), frequent Inter-religions/ethnic conflicts and crises.

Other specific mal-functions are the ever increasing rates of insurgencies and insecurity of lives and properties in the country. The deadly activities of the Niger – Delta militants in the South-South, Odua people's Congress(OPC) in the South-West, the movement for the actualization of the Sovereign state of Biafra (MASSOB) in the South-East, the continuous Fulani herdsmen/host communities clashes and of course, the very condemnable Boko-Haram terrorist activities in the Northern part of Nigeria.

All these are with varying degrees of old and, or fresh interest, agitations and demands. Even among the Corporate bodies and civil societies, constant conflicts and rivalries either among themselves or with the authorities concerned more often than not elicit one to ask if actually there were consultation/bargaining in the processes of formulating laws (constitution) and forms of government (treaty) for the mutual peaceful and harmonious co-existence in one humble country.

Akamere (2003) is opined that federalism is derived from a latin word, "foedus" and simply means treaty or agreement". One is inevitably moved to ask who, where, when, with what and how did Nigerians agree? (if at all there was or were agreements or treaty in relation to the 1999 constitution as amended); how were the representatives selected and how did they (representatives) agree on a platform (constitution) to live, live and work together to build and sustain a united and progressive country such as Switzerland? Did the makers of the Nigerian constitution take into account the very vital role of consultations to citizens/government mobilization and participation for a harmonious collective growth and development?

Nigeria is an empirical "child of colonialism". As a colonial creation like other Africa states. It was arbitrary constructed without respect for the diverse ethnic histories, cultures, and wishes of the people. Ikelegbe (2013) argued that such state (Nigeria) was almost alien, imposed, predatory, plundering unaccountable, coercive and violent. In other words, the Nigerian people were never consulted adequately before the federal system was imposed on them. According to him Nigeria's federal system (federalism) seems to have created more complexity and confusion, duplication and overlapping as well as waste of time and energy. It has equally created room for dual or ambivalent loyalties and struggles with policy implementation and administration.

This uniqueness of this paper is therefore predicated on the fact that it focuses on the foundation of Nigerian federalism and examines the lack of adequate participation and consensus as the roof cause of the dysfunctionality of the Nigerian federation. And to suggest ways through which the full compliments of consultation could be bought to bear to correct the failing federalism of Nigeria.

Some Democratic Elements

Federalism

Federalism is a universal political concept which denotes a specific form of political practice. It has various definitions..

Federalism is a process that involves cooperation, bargaining and conflict between and within the federating units and between and within the central authority and autonomous authorities (AWA, 1976).

Wheare (1953) defined federalism as the method of dividing power so that general and regional governments are each, with a sphere, co-ordinate and

independent. He identified five characteristics which are:

1. There must be at least two levels of government and there must be constitutional division of power among the levels of governments.
2. Each level of government must be independent and co-ordinate.
3. Each level of government must be financial**l**y independent.
4. There must be Supreme Court of Independent, Judiciary to resolve power-sharing conflicts.
5. There must be a Constitution, no level of government should have undue power over the amendment process.

From the above definitions, it is crystal clear that the following are true of ideal federalism.

1. It is a product of free will by members of hitherto autonomous nations.
2. It is made possible by national consensus that is a general (unforced) agreement by the federating constituencies, usually characterized by ethnic religious and geographical diversities.
3. Its primary goal is to preserve and protect the identifies and diversities respectively of the federating entities.
4. It emphasizes a legal division of powers between a central authority and the component bodies.
5. The terms of its being, its structure and modus operandi are specified in a body of document called constitution which is a product of national dialogue, bargain and consensus, and cannot be unilaterally altered by any level of government.
6. Its legitimacy and effectiveness is predicated on the extent to which it addresses and satisfies the aspirations and needs of a federating units.
7. True national consensus, on which the foundation of federalism is anchored, is a product of extensive and exhaustive consultations, negotiations and compromise.

Consultation

Consultation as a universal concept has been variously defined and explained by various authorities such that it is practically impossible to capture every single definition in a single paper of this scope.

Maduagwu (1975) stated that public consultation processes can also enhance voluntary compliance because the sense of legitimacy and shared ownership that consultation gives motivate affected parties to comply. According to him, the tools usually used for public consultation are:

1. Informal consultation: This includes all forms of discretionary, adhoc and under-standardized contracts between regulators and interest groups. It is however limited by its transparency and accountability.
2. Circulatory of Regulatory proposals for public Comment: These forms of public consultation differ from informal consultation in the sense that, the circulation process is more systematic; structured, and routine, and may have some basis in law, policy statement or instructions. Responses are usually in written form, which may be supplemented with oral statements at hearings. It is the most widely used form of consultation.

3. Public Notice and Comment: This process is more inclusive and open than the circulation for comment process, and is usually more formal and structured. It gives all interested parties the opportunity to be aware of, and participate in the consultation process.
4. Public Hearings: According to Hampton and Tubbs (2013), Public Hearings provide a platform for face-to-face contact in which dialogue can take place between regulators and wide range of affected parties and between interest groups themselves.
5. Advisory Bodies: This is the final tool which countries use for public consultation, and it involves the employment of experts (especially at the planning stage) to assist in defining positions and options.

Constitution

According to Akamere (2003), a Constitution is the collection of principles according to which the powers of the government, the rights of the governed and the relations between the government and the governed are adjusted.

Filippor, et al (2004) a constitution is an equilibrium selection device that helps to solve problems pertaining to its component parts and also provided some guidance to their general design.

Every modern written constitution generally confers specific powers to the state as institutional entity, established up the primary condition that it abides by the said constitution's limitations, thus, apolitical organization is constitutional to the power control for the protection of the interests and liberties of the citizen include those that maybe in the minority (Gordon, 1999).

Sources of Constitution

1. Conventions and Norms: This refers to the long existing customs and practices defined and guide the relations and interactions among individuals and institutions in a particular society
2. Legislative Decisions: Some constitutional laws are denied from legislations in the form of statue, acts of parliament, local government by laws. The legislators are saddled with the basic responsibilities of law-making.
3. Judicial Precedents: They are composed of the previous decisions of courts of law. They are often laws and customs of the people which have received the judicial recognition in the reasons given by Judges for their decision in particular cases.
4. Formidable Literature: Just like Judicial decision, academic writings can be evidence of customary laws and can be also play subsidiary roles in developing new rules of law.
5. Ideology: The contents and nature of a constitution may be influenced by the kind of ideology held by the state. Nigeria for instance practices a kind of capitalism.

The Constitution Making Process

Due to the centrality of the constitution to the structure and existence of the state, its drafting and amendment processes are highly systematized. The constitution plays a crucial role in peaceful political transactions and post-conflict peace-building. The nine component parts of the constitution making process identified by the global organization (UN, 2013) are:

1. Assessment of the need for a constitution making process by key stake-holder in the state.
2. High level negotiations between key constituencies, leading to an agreement on how the constitution making should proceed. That is establishing a blueprint and structure for the process – including who will be involved in preparing a draft, how they will be selected or elected, how consensus will be built, how the constitution will be adopted, what the time will be, and how disputes will be resolved.
3. Establishment of a representative body (e.g. constitutional commission) to lead the public education and consultation campaigns and to prepare a draft of the constitution.
4. Establishment of a secretariat or other body to support the mandate of the constructional bodies, in particular with the logistics involved in carrying out public education and consultation.
5. Organization of a public information and civil education campaign on the constitution making process, and the role and implications of the draft constitution.
6. A public consultation process led by the drafting body to gather view and ensure input of the public on the draft consultation.
7. Submission of the draft constitution to a representative forum (e.g. constituent assembly constitutional convention or parliament) to debate it and make amendments where necessary.
8. Final adoption procedures (e.g. qualified majority in the representative form or referendum).
9. Post constitution-making education on the newly adopted constitution and development of a strategy for its implementation.

It is instructive to note that in the reviewed above, one dominant factor that is crucial and pervasive in constitution is consultation. It implies that ultimate input, and ratification in constitution making (as a universal process) inheres in the citizenry of the state either directly or through their elected representatives, and the constitution making process is best achieved through an exhaustive consultation process.

Overview of Nigerian And Swiss Federalisms

Nigerian Federalism

History: Nigeria is one of the several countries which practice or claim to practice federalism as a system of political administration, hence the Nigerian constitution especially use the nomenclature – Federal Republic of Nigeria. Nigeria is a nation state of extra ordinary complexities and diversities reflected by the plethora of ethno-cultural and religious groups co-habiting the territory.

At About 250 ethnic groups.

According to Irabor (2011), Nigeria's emergency as a plural state owes its origin to colonial conquest which permeated the entire continent of Africa from the 19th Century. The structure of Nigerian federalism can be traced far back to 1914 when the hitherto Northern and Southern protectorates were amalgamated by the British Colonial Administration, though with unitary form of government.

The Richard's constitution of 1944 gave more impetus to the emergence of Nigerian federalism with the division of the country into three 930 regions. Oyovbare et al (1991) stated that it was however, the 1954 Lyttleton constitution that established a federal system in Nigeria for the first time. The constitution removed the element of Unitarianism? contained in the 1951 Macpherser's Constitution.

Igbuzor (2001) stated that 1960 and 1953 independence and Republic Constitutions respectively consolidated the federal structure instituted by the 1954 constitutions. However, the 1963 constitution added a fourth region (Mid-Western Region) to the existing Eastern, Northern and Western regions, bring the total to four regions. The federal structure was eventually abandoned in 1966 when the military took control of the government and introduced a unitary system of government. In 1967, the four regions were subsequently changed to 12 states, 19 states in 1976, 21 states in 1991 and 36 states in 1996 with Abuja as the Federal Capital Territory.

Federalism was re-introduced in Nigeria as in 1979 when democracy was re-established. According to Nwabueze (2013) the reintroduced federalism was different from what it was in the pre-military administration era. This was because the 1979 federal structure created a central government that was and has remained an absolute power over the states, which in practice are more or less appendages of the federal government. Though the 1979 constitution was been replaced with the 1999 constitution upon which the present democratic government was found. (The 1999 constitution is a rehash of over 90 percent of what is contained in the 1979 constitution). The 1979 and 1999 constitutions are different from their predecessors in that they were created by military decrees and not by national consensus.

Structure and Practice

Nigeria's federalism is made up of a central governing authority called the federal government, 36 intermediate entitles called states, which have their individual governments. A federal capital territory and 774 municipal units called local government areas. The Nigerian federation therefore has three tiers levels of government: Federal, State and Local Government. They all perform independent function and co-ordinate function, but in practice, the power of the first tier (federal government) tends to supersede the powers of the state and local governments (Chukwuka 2013).

The powers of the federal government as specified in the 1999 constitution in the exclusive list include: Defense of the country, external affairs, aviation among several others. Also performs some function on concurrent list like education, health and etc. At the second tier, the state government performs the functions on their concurrent and residual lists. In the residual list, all the functions are performed by the state government. They include chieftaincy affairs, settlement of disputes between communities etc. The head of the state tier is the Governor. 1999 constitution, second schedule, section 4. The third tier local government headed by the chairman. According to the 1999 constitution, fourth schedule, section seven, the functions of the local government include: Collection of rates, radio and television licenses, establishment and maintenance of cemeteries etc.

The 1999 constitution like its predecessor the 1979 constitution has been widely criticized by notable political commentators as being responsible for the systematic disintegration of the federalism. Its highly centralized nature and the diminishing state and local power have singled out as primarily responsible. Professor Ben Nwabueze, a member of the Constitution Draft Committee of the 1979 constitution traced the problems of the 1999 constitution to the 1979 which it as derived. According to him, the constitution is failing because it was not authorized by the people nor owned by the people.

Nwabueze argued that the constitution is not a reflection of the aspiration of Nigerians, he says:

> *I drafted chapter 2, and it became the chapter two of the constitution….The 1979 constitution was in fact drafted by Chief Rotimi Williams and myself with the help of the other members of the committee…We were called the 49 wise men….I take responsibility for the errors…….(Nwabueze, 2013).*

Professor Nwabueze identified the error of the constitution was the decision of 49 member committee to unilaterally move 50 percent of the concurrent list of the 1960 and 1963 and a further 30 percent of items on the residual list and, put them on the exclusive list.

Irabor (2011) argued that the 1979 and 1999 constitution are military constitutions that do not have the input and approval of the people. He contended therefore, that the problems of Nigeria's federalism lies in a non people authorized and owned constitution. Stating that when Nigeria had such a constitution in the first republic, there were no cases of the systematic failures that characterize the present dispensation.

Igbuzor (2001) while commenting on the non-consultative constitution making process of the 1999 constitution he lamented that the Justice Nicki Tobi led constitution Review Committee which was meant to consult Nigerians, was given less than two months to do its job.

Swiss Federalism

Canadian Scholar Liebich (2012) in his essay "Federalism Swiss Style" assertedthat Switizerland is often cited as the model of federalism, especially because it is one of the wealthiest and politically most stable countries in the world, despite linguistic and cultural divisions. Liebick's position is validated by the United Nations (2013) which ranks Switzerland as the fifth richest country in the world in terms of per capita gross domestic product, and the highest quality of life in the world. Wikipedia (2013) statedthat Switzerland has the world's nineteenth largest economy by nominal GDP, the thirty-sixth largest by purchasing power parity, fifteenth largest exporter and seventeenth largest importer of goods.

Also a population of approximately 8 million people comprising of four main linguistic and cultural regions: German, French, Italian and the Romans. Hence the Swiss (as the nationals Switzerland are called) do not form a nation in the sense of a common ethnic or linguistic identity, but rather on a common historical background, shared values and symbolism.

Switzerland evolved over many centuries from a loose alliance of small self-serving towns and states, beginning with the confederation of Uri, Schwyz and Nidwalden in 1291, to a fully-fledged federal state of 26 cantons.

Political System

The Federal Constitution defined Switzerland as a federal state composed of 26 cantons with far reaching autonomy. The basic features of the Swiss political system as follows:

- Governments, Parliaments and Courts on three levels'
- Federal
- Cantonal
- Communal
- Small villages have reunions of all citizens instead of Parliament.
- Two features of Direct Democracy grant an unusually detailed level of participation to ordinary citizens.
- **Popular Initiative:** Ordinary citizens may propose to change the constitution if they can find a number of supporters (100,000 out of about 3,500,000 voters, smaller numbers at the cantonal levels). The parliament will discuss the proposal and make an alternative which may be accepted or rejected by the citizens in a referendum. Though the same referendum they may decide whether to accept the proposed initiative or leave the constitution uncharged.

- **Federal Two-Chamber Parliament:**
- The National Council is Switzerland's "house of representatives. The 200 members are elected every four years according to a refined proportional election system.
- The "Council of states" represents the cantons, (like the United States Senate).
- Both chambers discuss new laws separately.

- Being a member of parliament is not a full time Job.
- Both chambers of parliament form several commissions to control the work of the administration and to debate new laws in depth.

Federal Government And Administration

Switzerland's government is a team consisting of seven members with equal rights. Each member of the federal administration, but all major government decisions are taken in weekly government conferences either by consensus or by majority voting of all seven members of the federal administration. The members of the government are usually (re) elected every four years in December. There is no legal limit to the total term of office.

The seven Administrative Department are:

- Internal Affairs
- Foreign Affairs
- Justice and Police
- Energy, Traffic, Environment, Transport and Communication.
- Economy and Education and Research
- Finances
- Defense and Sports

Switzerland does not have a full time President. The representational functions of a President are taken over by one or all of the government members. Every year, another member of the government team is elected federal President in turn so that every member of the government assumes this role in seven years.

Koller (2012) states that Switzerland government is characterized by frequent referendums on new and changed laws, budgets etc. Some of them mandatorily, while others are facultative, that is, if only 50,000 citizens demands for it. It is this constant tradition and practice of referendums that differentiate the Swiss brand of federalism from other federal democracies.

The cantons have the constitutional rights to establish their proper governmental system to decide on the scope of autonomy of their municipalities, to determine the scope of direct democracy granted to the citizens, and to organize their own judiciary. They also have the right to determine the official language(s) of the Canton from among the four national languages. All cantons have their constitutions, their won government and parliaments. Cantonal and communal budgets are subjected to mandatory referendums. Cantons may also go into agreements with foreign countries as long as such agreements are not inconsistent with any provision of the federal constitution.

A Comparative Analysis

Nigerian and Swiss Federalism

A critical study of Nigeria and Switzerland federalism and constitutions reveals few points of convergence and multiple divergent points.

To foster an unambiguous understanding of these convergent and divergent areas, they shall be discussed under various sub-titles such as:

- Diverse Nationalities

- Source of Constitution
- Distribution of powers
- Direct verse Indirect Democracy
- Financial Federalism

Diverse Nationalities

The question of diverse nationalities is crucial to both federalisms. But whereas the Swiss constitution in its preamble acknowledges it – "to live our diversity in unity, respect one another". The Nigerian Constitution's preamble is silent o this important issue, preferring instead to emphasize the issue of national unity. The implication of this is that whereas the Swiss federalism becomes a "means to an end, which is the wellbeing and satisfaction of the citizenry. The Nigeria model tends to insist on the unity of the country even at the expense of the well being of the people, thereby becoming an "end in itself". The unfortunate fall out of this is that the country continues to polarized along these ethnic and tribal lines with national politics dominated? by pro-regional nationalities (Ikelegbe, 2013).

Conversely, the Swiss constitution guarantees that all national languages have equal recognition. Nigeria with 250 ethnic groups and about 500 languages, such arranged might prove awkward at the federal and state level. However, this can happen only when state and local government autonomous are strengthened as applies in Switzerland.

Source of Constitution

It has been sufficiently stressed in this paper that the 1999 constitution of Nigeria is more or less a re-hash of its 1979 predecessor which was definitely not a product of national consensus. The implication of this fact is that the Nigerian constitution is not and cannot be said to be a people's constitution since it was neither produced nor ratified by the people and federating states of Nigeria. (Sekoni, 2013) quoted Nigeria's former Senate President, Senator David Mark as saying the peoples consent and input were not required to amend the Nigerian constitution since there was an elected national assembly. In Senator Mark's opinion, it is the duty of the National Assembly to decide the people's constitution. The implication of this, is that statism – the running of a country as a bureaucracy with emphasis on what those charged with the responsibility to run the bureaucracy choose to do rather than what citizens prefer is entended in Nigeria rather than a country or community of interests held by the people.

Conversely, the Swiss federal constitution is a product of comprehensive and painstaking consultation, and bargaining with and by the peoples of Switzerland in all the cantons and communal. This was still subjected to a referendum by the people and cantonal votes, where the majority of the citizens and cantons voted to adopt the constitution.

Distribution of Powers

In the Swiss federal constitution, the cantons (states) are Sovereign in so far as their Sovereignty is not limited by the federal constitution. The cantons cede the areas of foreign relations, legislation on currency, and railways to the federal

constitution. On the other hand, only the cantons have armed police force, run hospitals and universities while the public schools are run by the communes. And this gives the cantons a strong position.

In the context of Nigeria, the distribution of power between the federal government and the federating states is lop-sided power structure. Nwabueze (2013) contended that one of the major challenges of Nigeria federalism is that the power is overly concentrated at the centre thereby rendering the federating units powerless and ineffective.

Direct Versus Indirect Democracy

Switzerland features a system of government not seen in any other nation: direct representation whereby referendums have been used since 1848 on the most important laws. The amendments to the Swiss constitution, the joining of international organization or changes to federal laws that have no foundation in the constitution but have been operational or more than one year must be approved by the majority of the people and the cantons (double majority) in a national vote. Any citizen may challenge a law that has been passed by parliament if that person is able to collect 50,000 signatures against that law in 100 days.

In Nigeria, the democratic practice is indirect. The constitution and laws of the land are more or less the products of the elected members of parliament and the president. Similarly, the alteration of the Nigerian federal constitution is a function of the parliament and not the direct responsibility of the people through referendums, as obtains in Switzerland. The Nigerian Constitution declares that for the alteration of the constitution shall not be passed in either House of the National Assembly unless the proposal is supported by the votes of not less than two-third majority of all the members of that House and approved by resolution of the House of Assembly of not less than two-third of all the states. When elected representatives turn ground to pursue parochial and selfish interest; the electorates become helpless, especially as the recall process appears to have been deliberately designed to be ineffective.

Fiscal Federalism

In virtually all federal systems, one of the major recurring causes of inter-governmental conflicts is the issue of securing adequate resources, especially on the part of the lower levels of government to discharge their responsibilities. In the Swiss federation, the cantons retain their financial autonomy. Article 47 of the Swiss federal constitution states that, the confederation shall respect the autonomy of the cantons in the areas of tasks, finance and organisation. Consequently, there is no problem of revenue allocation.

The situation is however, the opposite in the Nigerian context. The major areas of revenue generation – mining, oil prospecting and exploration are controlled exclusively by the central government which in turn remits a paltry 13 percent of such revenue to the state from which the resources is derived. The remaining revenue accruing to the federation is shared on the basis of a formula which

allocates 52 percent of total revenue to the federal government, while the remaining two federating units – (state and local government) are left with a paltry 48 percent. The Nigerian federation is a union of all-powerful central authority and highly subordinate federating units called states which are heavily dependent on the federal government for revenue.

An indispensable element of the federalism is the existence of a constitutional framework in which the terms of federation are spelt out. Constitution as a legitimate universal concept in turn, is characterized by a number of immutable principles. One of such principles is consensus – an opinion, law or position that all members of a community or group agrees with and accepts. It presupposes that for any constitution to achieve validity and acceptance in its sphere of influence, it must emerge as a product of consensus within that sphere.

The Swiss federal constitution position cannot be said to be as the Nigerian experience, reason being that the Nigerian constitution is not a product of national consensus. The detailed consultation, negotiation and compromise processes as well as the ultimate ratification referendum that went into the production of the Swiss federal constitution are absent in the Nigerian case, where only 49 men hand – picked by a military Head of State drafted the constitution and contributed mainly to its ratification. The sad consequence of a Nigerian federal constitution that is lacking in popular consensus are the multiple socio-political and economic dislocations presently manifesting in all sphere of National life; the entrenchment of statism and the total systematic failure of the Nigeria state.

Conclusion

An indispensable element of the federalism is the existence of a constitutional framework in which the terms of federation are spelt out. Constitutionalism as a legitimate universal concept in turn, is characterized by a number of immutable principles. One of such principles is consensus- an opinion, law or position that all members of a community or group agrees with and accept. It presupposes that for any constitution to achieve validity and acceptance in its sphere of influence, it must emerge as a product of consensus within that sphere.

The consultation process provides the forum for all interest groups to make their input into constitution. The various inputs made by various groups are then harmonized through the instruments of bargaining, negotiation and compromise. The resultant document of this process becomes the constitution of consensus authored and approved by the people.

The Swiss federal constitution position cannot be said to be as the Nigerian experience, reason being that the Nigerian constitution is not a product of national consensus.

The detailed consultation, negotiation and compromise processes as well as the ultimate ratification referendum that went into the production of the Swiss

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The sad consequence of a Nigerian federal constitution that is lacking in popular consensus are the multiple socio-political and economic dislocations presently manifesting in all spheres of National life; the entrenchment of statist and the total systematic failure of the Nigeria state.

Recommendations

The bedrock of true federalism is a constitution of National consensus (as obtains in Switzerland) and that the major bare of Nigeria federalism is its predication on a constitution that it berefts of national or popular consensus, this paper hereby recommends the following;

1. The Nigerian federalism should be holistically restructured through a ethnic sovereign national conference process that will recognize and cede ultimate constitutional sovereign to the citizens as against the current practice which gives ultimate power to the state bureaucracy.
2. The constitution making process should be characterized by public consultation, and bargaining between the various nationalities to determine their terms and context of association. The consultation should activity seek the opinions of interested and affected Nigerians, as against the 49 member draft committee of the 1979 constitution and the 27 member provisional ruling council that approved the operational 1999 constitution.
3. Broad-based participation should be encouraged in the bargaining, negotiation and drafting process to improve compliance, consensus and legitimacy. This paper subscribes to the comprehension consultation, negotiation and compromise by a process that has the people's blessing and consent. The stages should be between members of the same ethnic. Nationality, an inter-ethnic nationalities discussion and inter federating units discussions.
4. Each stage should be conducted with a referendum to give it the approval of the majority of the people concerned, while the constitution that emerge from the process should equally be approved through a consensus of the nationalities involved. This will minimize, if not eliminate the conflicts and crises that frequently arise between members of various ethnic nationalities, as such issues bothering on area of extreme divergence and differences in culture, religion etc, From the analysis and observations of this paper, we submit that only a constitution of national consensus can enhance the effective administration of Nigeria democracy and rescue Nigerian federation from its steady move towards failed statehood.

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The effects of Herdsmen and farmers conflict on Urban Cities in Nigeria

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Abstract

The persistent violence between the Fulani herdsmen and farmers is one of the Nigeria Security problems which portends grave socio-economic consequences in the urban cities. The continuous destruction has affected national cohesion and as well as the lives at the urban cities. This paper looked at the causes of the herdsmen and farmers conflict, the effects of the conflict on the urban cities, the Government response and necessary recommendations. Secondary source of data and personal experience were adopted in this study. Ranching system amongst others was recommended to prevent the contact of the herdsmen and farmers thereby putting an end to the destruction of the lives and properties in the rural areas, thereby depopulating the already overpopulated urban cities.

Introduction

Insecurity in the context of herdsmen and farmers relationships in Nigeria dates back to when in the first instance Fulani people began to feel insecure in their places of origin and began the search for solution outside their place of origin. Second, insecurity arose amongst the non-Fulani farming communities when the Fulanis arrived in their community and engaged in activities that point to attempt to dislodge the local communities. Culturally, Fulani herdsmen are known livestock breeders and in pre-colonial times, their place of origin was the Sahel Semi-arid areas of Futa-Jalon Mountain in West Africa. But as a result of threat from climatic changes and population growth made the herdsmen to move to the Savannah and tropical forest regions of Southern West Africa and far Northern Nigeria. The immigration into far Northern Nigeria dates back to the 13th and 14th centuries [Ahmed-Gamgun ,2018). Consequently, differences in climatic conditions and changes thereof in the North, propelled herdsmen to move across regions especially from the North to the Central and Southern Nigeria to access better grazing resources in order to secure quality food security for their herds. This usually takes place during crop cultivations season. While driving cattle across regions, sometimes the destruction of crops occur and becomes a source of conflict between farmers who claim customary right over land and herdsmen who are regarded as strangers.

The increasing movement from one place in the eyes of the modern law amounted to trespass and encroachment of the properties of others. Nevertheless they co-existed and from time to time, whenever issue arises traditional rulers come in to adjudicate to ensure that whoever was found guilty was sanctioned and paid compensation.

According to Atuma [2018], He claimed that terrorists have hijacked the conflict. Before now, the Fulani herdsmen were regarded as the most peaceful partners to their host communities, their only red line being the protection of their cows. These terrorists are part of the Al-Qaeda based in Afghanistan. Two arrested suspects confessed to the Plateau State Commissioner of Police Undie Adie how they connived with some herdsmen to rustle the cows, sheep and kill a seven year old boy. (Daily Sun, 2018).

THEORETICAL FRAMEWORK

Frustration Aggression Theory is the most suitable theoretical framework for this study, which was developed in 1939 by John Dollard and his team of research associates. This means that where expectation does not tally (meet) attainment, there is then the tendency for people (including Ethnic Nationalities) to confront those they hold responsible for frustrating their ambitions.

The central theme of the frustration-aggression theory is that aggression is not just restricted exclusively to a natural reaction or instinct as the realist and the biological school assumed, but much more importantly, the theory emphasizes the outcome of the situation where the legitimate desire of an individual is denied either directly or indirect consequent upon the way the society is structured.

This can be related to the feeling of the Fulani herdsmen that they are denied access to land for the grazing of their cattle by the farmers and by this, violence ensued which is claiming lives and destruction of properties.

Causes of the Crisis

Since the fourth Nigerian Republic found in 1999, farmer-herdsmen violence has killed thousands of people and displaced tens of thousands more. Some of the causes are:

(1) The trend in the increase is due to an expansion of agriculturist population and cultivated land at the expense of pasture lands, deteriorating environmental conditions desertification and soil degradation. (Wikipedia, 2018)

(2) Breakdown in traditional conflict resolution mechanism of the land. When conflicts occur, tension is raised and to resolve the conflict, farm owners reported the cases of conflict to their traditional rulers and the police. And where the herdsmen are confirmed to be responsible for the destruction of crops are fined to pay compensation. This became too rampant that the farmers refused compensation and ordered the Fulani herdsmen to take their cattle away from their farm lands (Ugwu, 2017)

(3) Activities of the herdsmen in the name of promoting their nomadic culture of pasturing but more worrisome is the new dimension of bearing sophisticated weapons of war to terrorize farmers either as a result of lack of attention or they deliberately allow their cattle to stray and trample on the crops and forcefully eat up farm crops of farmers, they also contaminate streams which serve as sources of water for human consumption. Hence, this leads to outbreak of disease in the community. It is also reported that they have taken kidnapping and arm robbery activities on the highways. (Ingawa, Ega, and Ehabor 1999)

(4) The proliferation and misuse of fire arms in Nigeria are the leading contributors to the escalation of the culture of violence and militarization of the herdsmen\farmers crisis. According to Putak (2010) the proliferation and misuse of fire arms is a worldwide progressively complex and multi faceted phenomenon that affects the people worldwide. Small arms are probably responsible for most of the deaths in current conflict; hence, Annan (2004) opined strongly that the search should begin now.

(5) Antagonistic perceptions and belief among farmers and herdsmen could compound conflict situation, especially due to failing institutions and fierce competition for resources. (Bello, 2013)

(6) Tenuche and Ifatimehin (2009) in their study, observed that there is no resource sustainability in Nigeria. Because of this, there is difficulty for a majority of its citizens who require land for farming and grazing to have access to land.

Ofem and Bassey (2014) assert that there are recurrent clashes of interest between the host farming communities and the nomadic cattle herders. They identified the causes of conflicts in the Cross River State. As destruction of crops, contamination of streams by cattle, disregard for traditional authority, overgrazing of fallow land, sexual harassment of women by nomads, harassment of nomads by host youths, indiscriminate defecation on roads, theft of cattle, stray cattle, and indiscriminate bush burning.

Effects of the Herdsmen and Farmers Conflict on Urban Cities in Nigeria

The prevailing activities of the Fulani herdsmen had over the years led to killing, maiming, raping of people and destruction of their farms and this had resulted to the migration from the rural to the urban cities in the country. Some of the outstanding effects of the migration of the farmers and the rural dwellers to the cities for the protection of their lives from Fulani-herdsmen are as follow

1. Unemployment

The rural migrants left their villages to seek protection in the cities leaving every source of their livelihood in their respective rural communities. Majority of the migrants are farmers who abandoned all their economic productive resources in their various communities. And in the cities, many people are already competing for the few jobs, it becomes very difficult to accommodate everyone into jobs, thereby leaving a large percentage unemployed. This also increased the poverty rate in the country in general.

2. Increase in Crime rate

The activities of the herdsmen has led to increase in crime rate at the urban cities. Their coming to the cities, is populating the already unpopulated areas where sources of livelihood are scare or limited. In attempt to secure a living, they involve themselves in different dubious activities. Some have taken to robbery, kidnapping etc. This has led to a kind of lawlessness following the wide ratio between security personnel that ensure the law and order among the people.

3. Waste Management Problems

Urban waste management is a major challenge in Nigeria. Municipal solid waste. This include household, garbage, commercial refuse, construction and demolition debris, dead animals and abandoned vehicles (Cointreau, 1982). The majority of substances composing municipal solid waste include paper, vegetable matter, plastics, metals, textiles, rubber and glass. The activities of the herdsmen that led to the overpopulation of the urban lives have also contributed to waste management problems in the cities in Nigeria. The drains and water way are blocked with refuse while the streets are littered with pieces of papers, empty packs of sachet water, leaves used for wrapping food, cellophane etc. This has resulted to the hindrance of effective solid waste management.

4. Food Shortage and High Prices of Commodities

Following the migration from rural to the urban cities, the urban cities now have more mouth to be fed without corresponding increase in food production as the farmers in the rural have evacuated their dwelling for the fear of being attacked by the herdsmen. Hunger has stepped in, every individual has access to smaller quantity of food. This causes high prices of food. This has automatically brought the cost of living high and the standard of living low.

5. New Viral Diseases (Health Issue)

According to Agudo,[2018], due to the population growth of the urban cities, coupled with the unhygienic practices, disease-carrying organism can diffuse and spread faster in the areas. Diseases that may spread due to overpopulation are cholera, contacted from infected water supplies, the flu (influenza) – is an extremely contagious respiratory illness by the influenza A or B viruses, Ebola – Known as Ebola hemorrhagic fever is a viral hemorrhagic fever in humans and other primates and the zika virus infection. The chances of spread of infections is quite higher in the urban cities.

6. Pollution

Pollution is a harmful contamination of natural resources which is harmful to human health. Air, water, land etc). the rural migrants have added to the pollution problems in the urban cities as there are increase of human activities e.g more release of sewage water etc.

GOVERNMENT RESPONSE TO THE CRISIS

(1) The various measures adopted by some state government to achieve peaceful coexistence and continuous development of their respective states are:

(2) **Jigawa State:** Here, the Governor of Jigawa State, then Sule Lamido provided a permanent grazing reserve and water pumping windmills at the well-thought strategic locations (Zayyad, 2004).

(3) **Benue State:** In July, 2017, the Benue State Government enacted the Benue State anti-open grazing law and fixed its implementation with effect from 1st November, 2017. Reacting to this development, some Fulani opposed the anti-open grazing law while some supported.

(4) **Bayelsa State:** The State's search for peace forced Governor Seriake Dickson to allocate the state-owned palm estate at Elebele, spanning about 1,200 hectares of land for grazing; this, the Ijaw kinsmen highly opposed.

(5) **Ekiti State:** In this State, the state Governor Fayose enacted an anti-open grazing law and called on the state's hunters not to allow herdsmen

and appealed to the Federal Government to declare rampaging herdsmen as terrorists. (Ojomoyela, 2018)

(6) **Plateau State:** This is one of the states that have suffered several herdsmen and farmers conflict which transformed into reprisal attacks (Bonkat 2008). The Government of Plateau State has tried to solve this problem by setting up Judicial Commission of Inquiry into conflicts, declared state of emergency.

(7) **Taraba State:** The Government has also enacted the open grazing prohibition law to introduce ranching practice in Taraba State.

(8) **Niger State:** The Governor provided 21 grazing reserves for the herders to graze their animals.

(9) **Kogi State:** In Kogi State, though the Government has said that Kogi is home to herdsmen and called on the people to integrate herdsmen in traditional Council in the State and Local Government levels of Government for effective decision making.

Administratively, the State and Federal Government are regarded as weak because they failed to protect the inhabitant remote towns and villages from invaders. Most often, the immediate protection is self protection when there are rumors of likely attacks and normal daily business is halted. (Ibrahim, 2018).

CONCLUSION

In recent time, the activities of the herdsmen have sent fears, tension, sleeplessness and shock that led to the loss of lives and properties of the rural dwellers. The pastoralists engage in raping women, abducting and killing farmers. They attack villages and towns in large numbers at night when the people are sleeping and made away valuables. And to eradicate the crisis between the farmers and the herdsmen, there must be a disconnect in their contact with the farmer land by the development of ranches and grazing areas which is the best practice of rearing cattle in the modern time. This has been successfully done in India, Ethiopia, and Brazil etc.

RECOMMENDATIONS

(1) The establishment of ranches

The grazing of animal on cattle trails in the 21st century is antiquated. The focus now should be on modernization of cattle rearing which maximizes various benefits in terms of job creation, food scarcity and eventually will end the herdsmen/farmers contact (conflict). The owners of the cattle should acquire some hectares of land for ranching. Cattle business cannot be a national issue and should be left in the hands of the private individuals that embark on the business.

(2) Orientation /Education

The cattle owners should be given orientation to change their mindset over the traditional method of rearing cattle towards the modern techniques. This will ensure adequate milk collection and security against rustlers to enable them live a normal life. And the nomadic herdsmen should be trained on development of ranches which is the global best practice of rearing cattle. This will enable them to be economically better off.

(3) Disarmament of herdsmen

The army and police should locate them and take those sophisticated arms from them. They carry AK47s on the necks, some are tied around the bellies of the cows. And there should be government prohibition of the carrying of such arms.

(4) Proper policing of Nigeria boarders

The boarders of Nigeria are very porous and should be fortified towards off the infiltration of the terrorists and the proliferation of fire arms into the country

(5) Proper organization of the intelligence unit

The government should strengthen the security machinery of the country and more emphasis should be placed on the intelligence unit of forces.

(6) The government can assist the cattle owners by providing grants for the purchase of land for the ranches just as the farmers will also be assisted. This will boost the agricultural development in Nigeria.

(7) Both the farmers and herdsmen should stop making hate speeches because hate speeches ignite anger and destroy national unity. Those found guilty of these offence should be sanctioned accordingly.

(8) The numbers of security personnel should be increased to meet up to the challenges of insecurity in the country and state police should be given a considerate attention by government.

(9) The government should concentrate on the development of the rural areas by providing the necessary and needed infrastructure which will make live meaningful. This will attract people from the urban cities to the rural areas.

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Civil Society and the Challenges of Democratic Consolidation in Nigeria

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Abstract
The role of civil society in popular struggle in Nigeria spans through Nigeria's history beginning from the colonial area to the prolonged area of military era. The study, therefore, examines the roles of civil society towards the entrenchment and democratic consolidation in Nigeria since the beginning of present democratic dispensation in 1999. It argues that, the civil society is a platform to harness with both public and private sectors in making sure that government policies on social change is favourable. Using Social Exchange Theory to interrogate the discourse, the study adopts secondary sources of data gathering. It establishes that the independence of civil society is highly imperative for affordable service delivery and continuous impact. It concludes that, civil society is still a veritable tool to checkmate the excesses on the part of the government in ensuring that the dividends of democracy towards the consolidation of democracy in Nigeria is encouraged and sustained. The study, at the end of the discourse, recommends that the civil society should always, through timely press conferences, town hall meetings and several other gatherings, applaud the efforts of the government that focuses on national interest and criticize the government policies that are anti-welfarism.

Keyword: Civil society, Consolidation, Democracy, Government, Politics**.**

INTRODUCTION

Nigeria has vast natural, mineral and human resources that it could exploit to become a great nation. Its resources, growing population, ethnic diversities and rich cultural heritage, if well exploited, with visionary leadership would make the country a force to be reckoned with. However, the country presents a paradox. Since its independence in 1960, Nigeria has been confronted with various political and socio-economic challenges. They include: political challenges which have to do with managing elections, promoting national integration, establishing democratic values, curbing corruption and money laundering, ensuring efficiency and effectiveness in the public service sector; intra-state conflict with negative consequences for the polity; the Niger-Delta crisis; inequality – the widening gap between the rich and the poor; the issue of providing for the needs of its growing population and addressing unemployment, poverty, dearth of infrastructures and basic social facilities, among others (AU.APRM, 2009).

Retrospectively, colonial rule and its attendant harsh economic conditions imposed on the people by the colonial state was what led to the rise of civil society activism in Nigeria. Colonialism made civil society particularly, labour, professional, women, and student organizations, and the media so active in the politics of the colonial era. Particularly, repressive colonial policies –forced labour, dispossession and commercialization of peasants' lands, increased taxation including on women, and urban-biased development became sources of local resistance which significantly helped to nurture and strengthen civil society organizations in Nigeria (Mgba, 2015:183).

With this development, the governments became suspicious, intolerant and began to infiltrate, politicize, compromise, circumscribe and harass the civil society (Ikelegbe, 2013: 34). Despite the resistance experienced by these civil society organizations, they continued in their struggle for greater good of the greatest number of Nigerians even under military regimes that were known for their outright disregard for democratic principles and human right abuses, just as Mgba (2015: 185) puts it:

> Organized labour's role in popular struggle in Nigeria spans through Nigeria's history beginning from the Colonial era, to the prolonged period of military rule, and to the contemporary time of globalization.

Perhaps, it is in view of this that, Ranchod (2007) argues that CSOs could play a "watchdog" role over state actions spending and legislation". According to Foely and Edwards (1998:5), civil society is identified as an effort to rethink the bases of social order, placing it as a realm of politics situated between the state and citizenry or put otherwise, between government and those governed.

It is on record that May 29, 1999 marks a watershed in the political history of Nigeria. On that day, the country transited into civil rule after 15years of unmitigated military dictatorship.Prior to the transfer of power, Nigeria went through three transition programmes which lasted for thirteen years. These were the tran-

sition programmes of General Ibrahim Babangida (1985-1993), General Sani Abacha (1993-1998), and General Abdulsalami Abubakar (1998–1999). With the advent of democracy since 1999 (termed as the Fourth Republic), one of the core objectives of civil society organizations have been a realistic consideration of democracy and its ideals. Indeed, consolidating or deepening democracy helps in "strengthening people's ability to hold public servants accountable for their actions and fostering democratic change by expanding social pluralism" (Marcussan, 1996:406 quoted in Allen, 1997:336). Nigeria's return to democratic rule was greeted with high hopes and expectations by the citizenry. Among the multiple expectations of the Nigerian people, two of them were salient. First, there were hopes that post-military dictatorship era would usher in a responsive and accountable political leadership that would be a radical departure from the authoritarianism that Nigerians were subjected to for one and a half decades. Secondly, the Nigerian people nursed the hope that democratic rule would bring about a marked improvement in their material condition (Oyediran, 1995). The active role played by civil society organization is unimaginably crucial. The various organizations that constituted the civil society were formed around some definite sets of interests, which border on issues of ethnicity, religion, gender, professionalism and a list of other determinants.

Thus, civil society has been emphasized in new democracy experiencing "democratic rollback" (Diamond, 2008), with a view to "deepening" or consolidating the process, that is, embedding democracy in a society such that "the likelihood of democratic reversal or even destabilization … is remote" (Heller, 2009:124). This is because, civil society is indispensible for democracy, so much so that one of the best ways to achieve democratization is to strengthen civil society (Gifford, 2000:495). Without mincing words, civil society groups are fundamentally "Conciliator Organisations" such as professional associations, religious groups, labour unions, citizen advocacy organizations where individualist like minds gather to promote their common good and enrich public participation in the entrenchment and sustenance of democratic culture. As a matter of fact, democracy requires a vibrant and autonomous civil society and an effective state capable of balancing the demands of different interest groups (Mercer, 2007:7).

However, there has never been a time in the history of Nigeria that the role of civil society organisations has come under much scrutiny than within the past 20 years of uninterrupted democracy. Civil society organizations have been widely recognized as an essential third sector that serves as a bridge between the state and the private sphere and work to seek the greatest good for the greatest number of the people. Civil society is therefore seen as an increasingly important agent for promoting good governance like transparency, effectiveness, openness, responsiveness and accountability (Ghans – Pasha, 2005:3). In other words, civil society is neither an arm of government nor institution of the state. It operates independently of government in pursuit of collective interest. It neither makes law, executes law, interprets law nor holds or control funds, yet it is one of the most powerful institutions for change. It is the watchdog of the people and has the capacity to mobilize citizens into a movement, build support across stake-

holders and also bring credibility to the political system in promoting transparency, accountability and confidence in governance.

In short, civil society is a vehicle vital for social, economic, religious and political development activities of the state as developing societies like Nigeria depend on the effectiveness and efficiency of its civil society (Omade & Bakare, 2014). Therefore, the main focus of the study is to recapitulate into the factors that led to the formation of civil society organizations in Nigeria, examines their fundamental contributions to the enthronement of democracy in Nigeria, assess their challenges in democratic consolidation in Nigeria and possibly suggest ways through which the performance of civil society organizations can be improved, within the context of sustainable democracy.

Understanding Civil Society

Definitional issues revolve around the scope of civil society - does it include organizations and associations which are not always voluntary, such as churches or religious sects, and does it include political parties and trade unions, or should the term be confined to voluntary activist movements? The main conceptual issue is the surprised link between civil society and democracy, whether civil society is viewed as "the cornerstone of democracy" (Castells, 2008:78), with civil society seen as providing "the impetus for establishing elections, as well as the leadership and resources for political parties contesting these elections" (Holm et al, 1996:43). Thus, a definitional concern when looking at civil society organizations centres on delineating civil society groups in terms of whether they participate in social or political activism. This sphere is separate from the state and the market. Civil society is thus usually defined in relation to the state (Bayart, cited by Okuku, 2002:82-83); that is, the way society is organized outside the state, meaning 'the set of voluntary organizations and groups not created by the state' (Belloni, 2008:182). Nevertheless, much of civil society work is geared toward complementing state or government efforts.

The civil society sphere, which has a long history in political thought is sometimes referred to as the "Third Sector". But as movement or organization, in the form of CSOs, Civil Society refers to:

> Citizen initiatives, associations, and movements (which) have increasingly oriented themselves toward the defense and expansion of a variously described societal realm, the forms and projects of which are clearly distinguished from statism (Cohen & Arato, 1994:30).

In spite of its common usage in social and academic discourse, civil society 'resists easy definition, especially when discussing it as a global development' (Barnes, 2007:11). Generally, civil society is considered to encompass all spheres of organized societal activities located outside the realm of active politics. Proponents of this schools of thoughts distinguish the civil society from the

political society – the domain of government institutions and political parties. Others view civil society as the society itself, whether organized or not, as long as it is different from the sphere of active politics. Whatever perspective one may prefer, there is an agreement that civil society has tremendously grown in strength and prominence in Africa in the last there decades. It is also widely accepted that groups making up civil society differ significantly in terms of their membership, goals, size, level of professionalism and impact on policy processes and social transformation (Koko, 2016:114).

However, there is a continuum between these forms of activism, and groups may act differently at different times. One would normally associate political activism with party politics and civil society groups befitting the "political activist" tag would be those aligned to political parties or political causes, such as challenging the form of government or demanding human rights. In the same vein, groups identified as 'social activists' would probably be 'non-aligned' to party politics, and focusing on/advocating a range of causes that may include equal access to housing and water, the environment, access to medical facilities, minority rights, etc. The distinction between the two types of activism is generally based on where activism is targeted, with political activism conceptualized as activity targeting the state and political reform (Yang, 2009), whereas social activism might seek to change society.

Following largely from liberal thinking, civil society is conceived as an arena independent from the state (political influence) and market (economic influences) where individuals forge associational ties in pursuit of their interests (Tar, 2009:24). It refers to non-state and non-market forms of voluntary associations that are governed by communicative practices" (Hellner, 2009:124). Similarly, Thomson (2010:5) defines civil society as the organizations that arise out of voluntary association within society, found between the extended family and the state. Included in this group are professional organizations, labour unions, trade associations, women's groups, church assemblies, businesses, special interest companies, community groups, and so on, right down to sports and social clubs. Thus, civil society is viewed as an aggregate of institutions and bodies acting as an intermediary between the family and the state, its life is defined by distinctiveness and relative independence from the state and its objectives are essentially civil and public, while its activities are underlined by claims, contestations and popular struggles (Ikelegbe, 2001).

In all its forms, civil society is an appropriate locus of enquiry in a number of regards. Foremost, it is the social arena in which associative life is shaped by norms, practices and beliefs attached to faith. In the content of the discourse, what is important to note is that civil society is a contested and sometimes an ideological concept used in referring to social forces or groups that are independent of the state (Hearn, 2001).

Theoretical Perspectives

The theoretical framework adopted in the course of this study is the Theory of the State. Nigeria as a socio-economic and political formation is constituted by the state and the civil society, both of which are organically and dialectically related. In the first instance, each cannot be properly understood except in direct reference to the other. Secondly, in a fundamental sense, and more so under the country's perennial military dispensations, the sate increasingly poses a sharp contradictions to the civil society. An understanding of the nature and role of the Nigerian civil society in democracy thus requires some insights into the structure and dynamics of the Nigerian state. In fact, the origin of the state is hotly contested; for Hegel, it is the objective concretization of the dialectics of Reason or Spirit ; for Weber, it is resultant of subjective obedience to various bases of legitimacy – traditional, charismatic and legal-rational; for contract theorists, the state arises from social contract between rulers and the ruled: while for some elitist theorists, the state is based on the superior political leadership qualities of state managers (Eteng, 1996:2). The functions of the state are also contradictorily posed. Thus, for some, its main objective is the maintenance of law and order while for others, it includes the promotion of general welfare, and its operation as a kind of clearing house for differing and competing interest groups in society. The scope of its functions has equally varied according to the conceptual whims of the analyst, being rather general and broad for some, or more restricted and limited for others, even as the state functions only as a part of the social order (Wilson & Kolb, 1949:517; Ballard, 1939:254).

Besides, the state is equally functionally distinguished from the government-in-office. Ballard (1939:233-4) thus sees the government as the mechanism through which the state acts, while Williams (1951:202) argues that the government is the structure by which the group's activity is controlled and regulated. The state, for Plato, as for Aristotle, existed for the purpose of seeking common good and moral perfection. To them, the state was not merely a political association but also served as a religious community and a socializing agency (Moten & Islam, 2011:71). Meanwhile, beginning with Niccolo Machiaveli (1946 – 1527 c.t), the emphasis and assumptions changed. Theorists now viewed the man as a self-interested creature who has a "perpetual and restless desire for power after power that ceases only in death" (Hobbes, 1968:161). Consequently, the focus has shifted from morality and virtue to power and authority. This is true for Karl Marx (1818 -1883) and for Max Weber (1864-1920), both of whom influenced the contemporary theorists of state. Both Marx and Weber assumed population, territory, government and sovereignty as self-evident features of the state needing no elaboration. Hence, they proceeded to a class or group analysis of the state and its behavior. For Marx, the state is the product of class contradictions and class struggle and is controlled by the economically dominant class (Pierson, 1996). To Weber, the state is a "human community that (successfully) claims the monopoly of the legitimate use of physical violence in a given territory (Weber, 1970:78). In addition, Dahl (1961), influenced by Weber, viewed the state as a collection of individuals occupying role positions (those of governing authority) and acting as a group to govern (Dahl, 1961). It is in view of this that

GIddens (1985:20) defines a state as "a political organization whose rule is territorially ordered and which is able to mobilize the means of violence to sustain that rule.

The relevance of this theory lies in the fact that, civil society is the sphere of organized social life, association and professional solidarity, activism and engagement with the agencies of the state for social transformation (Shaw, 1994:647). It is not only distinction from the state but also in conflict with it (Heller, 2009:126). Ideologically, civil society is necessarily opposed to the state, not simply in the sense of confronting authoritarian regimes, but also primarily in the sense of constraining the scope and action of the state (Allen, 1997:331-335). From the Marxist's view, civil society is largely a contested space that reflect the struggles within wider society especially between the state and exploited classes (Mercer, 2002). The Marxist view of civil society popularized by Gramsci (1978:12) sees civil society as "a domain in which existing social order is grounded …… and a realm in which new social order can be founded… and an intellectual tool for fermenting change" (Cox, 1999:4-5). Civil society to Gramsci is an "ensembly of private groups" that challenges the coercive power of the state as an emancipatory instrument for the exploited classes and groups (Gramsci, 1978:12; Herbert, 2012:239-240).It is within this context that Hegel (1964:48) holds that civil society is contradictory construct, which is in continuous conflict with the state. None of the two concepts can be romanticized as they always tangle. He, however, opines that the state is a formation that encapsulates universal interests, which in turn contains and prevents particular interests in the civil society from exploding.

To corroborate this, Marx (1964:49) theory also holds that the set of contradictions that obtain in the civil society are also reproduced in the state formation, almost simultaneously. This happens in such a way that the state promotes some set of interests in the civil society, while it at the same time undermine other interests. This view agrees with Marx's position that the civil society and the state are not entirely independent of one another, rather they criss-cross at various arenas (Cammack, 1989). It is also important to note that Karl Marx's position about the civil society coincides with his view of the economic substratum in the capitalist system. In fact, he sees the capitalist society as a logical product or epiphenomenon of the civil society (Abutudu, 1995:3). In other words, while Hegel is of the view that the civil society consists of numerous and conflicting interactive private interests which are counteracted by the state, Karl Marx views civil society as a product of history, shaped by the perpetual conflict which arises as a result of unequal access to means and products of production. Thus, civil society is an essentially participatory, broad-based and self-governing formation engaged in shaping public affairs, public policy and governance. It is a formation that is voluntarily constituted, non-state, fairly autonomous, largely self-generating and self-supporting, and is conceived with civil and public purposes. Civil society is the private realm of the citizenry, in juxtaposition with the state and corporate realm (Diamond, 1994; Ikelegbe, 2005:243, Thomson, 2010:5). It is the associational life that allows for development of social capital/trust which binds members together and motivates them to act collectively whenever their

group interest is threatened by forces opposed to them (Fukuyama, 2001; Haynes, 1997).

The Emergence of Civil Society in Nigeria's Political Space

Colonial rule, especially its attendant harsh economic conditions imposed on the people by the colonial state was the initial basis for civil society activism in Nigeria. Colonialism made civil society particularly labour, professional women and student organizations, and the media active in the politics of the colonial era. Repressive colonial policies – forced labour, dispossession and commercialization of peasants' lands, increased taxation including on women, and urban-biased development became sources of local resistance which helped in no small measure to nurture and strengthen civil society organizations in Nigeria. As a matter of historical fact, the rise of labour struggles and, indeed, other associational entities, is closely rooted in the process of colonial conquest, dependent capitalist and class formation (Tar, 2009: 89). In an overview of the historic struggles of civil society in Nigeria, Ibrahim (2003:29) clearly established:

> The dynamism of trade, professional and students unions in Nigeria is one of the clearest signs of the democratic drive embedded in its civil society. For example, Nigerian students have played a very significant role since 1934 when they established the Lagos Youth Movement (LYM), the core on which the first nationalist party, the National Council of Nigeria Citizens (NCNC) was built. In the post war years, the West African Students' Union (WASU) played a galvanizing role in the independence movements ….. Nigerian students have continued to play a significant role in the country's democratic struggles.

To corroborate this assertion, in actual fact, imaging the active role and impact of civil society in Nigeria prior to independence, Thomson (2010: 276) interestingly posits that:

> It had been civil society that actually overthrown the colonial state. Associational activity … trade unions, professional societies and community organizations had all contributed to make the nationalist movement the powerful forces that they were.

Apparently, the struggle by civil society in Nigeria for democracy clearly predates the upheavals in Eastern Europe and third wave of democracy in the 1980s and 1990s. The struggle for popular empowerment had been a continuing phenomenon since the immediate independence years (Bradley, 2005; I-IDEA,

2000: 199-201). And, the struggle of Nigeria's popular civil society organizations is influenced and engendered by the exploitative, hegemonic and dominant character of the state (Osiki, 2009: 156; Tar, 2009). In other words, civil society organizations have an age long connection with struggle for democratization in Nigeria (Igbokwe-Ibeto et. al, 2014). The historic antecedents of today's civil society organizations can be traced back in time to the pre-colonial and nationalist eras.

However, civil society existed in pre-colonial traditional states in Nigeria as associational forms that gave rise to participation, communication, information flow and influence between the citizens and the state, as well as means of social economic assistance, control of social existence and survival of citizens (Chazan, 1996; Ikelegbe, 2003). With the advent of colonialism, however, new social exchanges, modernism and attendant social dislocations provided a new platform of consciousness and agitation which accelerated the formation of communal, traditional, cultural and other groups (Ikelegbe, 2013). The nationalist movement and decolonization also provided the stimulants for associational blossoming. Consequently, the decolonization period is regarded as the springboard of modern day civil society (Young, 1992:37). According to Igbokwe-Ibeto et al (2014:6), several associational groups in the colonial era sought to restrain the colonial administration from enforcing unpopular laws like the imposition of taxes on some products. The Agbekoya revolt and the Aba Women Riot in the Western and Eastern Regions of Nigeria respectively, were some of these activities of civil society. Though, crude and unorganized as some may see it, these organizations were at the vanguard of ensuring equality and equity with the dictates of law. In other words, the consciousness to challenge an oppressive government or policies considered to be autocratic is not a new phenomenon in Nigeria. It is in view of this that Ekeh (1994) argues that:

> The structures and processes that are currently labeled civil society are not new. Historians and social scientists in the pre-1985 period used other concepts and terms to designate phenomenon that this fresh construct of civil society now claims for its domain.

Specifically, CIVICUS (2007) describes certain typologies of civil society organizations in Nigeria as follows: Professional Associations, Labour and students Groups which include: the Nigeria Bar Association (NBA), the Nigerian Medical Association (NMA), Nigerian Society of Engineers (NSE), the Academic Staff Union of Universities (ASUU), the Nigerian Labour Congress (NLC), and so forth. The Human Rights and Pro-Democracy Groups such as the Civil Liberties Organisations (CLO),Committee for the Defense of Human Rights (CDHR), Constitutional Rights Project (CRP), and the League for Human Rights(LHR); Primordial Groups such as the *Jama'atuNasril Islam* (JNI), Federation of Muslim Women of Nigeria (FOMWAN), and the Christian Association of Nigeria (CAN), among others. Undoubtedly, Nigeria has rich associational life, which defines the pluralistic and structurally associated terrain of

civil society in Nigeria. The multiplicity of CSOs certainly makes their categorization or grouping cumbersome. However, Abutudu's (1995) and Diamond's (1994) classifications of CSOs can be very useful in classifying CSOs in Nigeria. Abutudu (1995), identified five classes of CSOs, namely: (i) professional associations, labour and students, (ii) human rights groups; (iii) primordial groups; (iv) business class; and (v) voluntary mutual support groups. By using goals and membership, Diamond (1994) classified CSOs in seven groups. These are; (i) economic (productive and commercial associations and networks); (ii) cultural (religious, communal and ethnic associations; (iii) informational and educational (organizations dedicated to the production and circulation of ideas and information); (iv) interest – based (designed to advance the interests of workers, professionals, etc); (v) development (NGOs and self-help groups; (vi) issue –oriented (movements for environmental protection, women's rights, etc); and (vii) civic (aimed at strengthening the political system and imparting democratic values).

The classification by Abutudu (1995) and Diamond (1994) only point to the fact that no single classification of CSOs can capture their essence and structural differentiation. Notable civil society groups, which are at the forefront of pro-democracy campaigns, judicial issues and the prevention of human rights abuses and extra – judicial murders includes: National Democratic Coalition (NADECO), United Action for Democracy, JACON, Civil Liberties Organisation (CLO), Democratic Alternative, Constitutional Rights Project (CRP), Campaign for Democracy (CD), Human Rights Africa (HRA), Universal Defenders of Democracy and Committee for Defence of Human Rights (CDHR). The establishment of these pro-democracy and human rights groups resulted in an unprecedented level of opposition to the intended transformation of the former military heads of state (General Babangida and late General Abacha) to civilian presidents and the heightening cases of human rights abuse and extra-judicial murders (Ajakaiye, Adesanya & Roberts, 2002:274). Noticeably, there are some professional bodies of civil society organizations. These are: Academic Staff Union of Universities (ASUU), Non-Academic Staff Union of Universities (NASU), National Association of Nigerian Nurses and Midwives (NANNM), Nigerian Bar Association (NBA), Nigerian Medical Association (NMA), Nigerian Labour Congress (NLC), Manufacturers Association of Nigeria (MAN), National Association of Chambers of Commerce, Industries, Mines and Agriculture (NACCIMA), Nigeria Employers Consultative Association (NECA), Nigerian Union of Journalists (NUJ), National Union of Petroleum and Natural Gas (NUPENG) Workers, Petroleum and Natural Gas Senior Association of Nigeria (PENGASSAN); National Association of Nigerian Students (NANS) and so on are professional associations, trade or labour unions and students' bodies (Obasanjo&Mabogunje, 1992; Abutudu, 1995; Lewis, et al, 1998). These CSOs play advocacy and dissemination role in the area of constitutional and political reform to strengthen constitutional or limited rule, founded on the rule of law, pluralism, competitive party and electoral politics, promotion and protection of human rights and the war against corruption (Jinadu, 2013:74).

The conjuncture of the late 1980s activated civil society in Nigeria. Government, hitherto, unaccountable and despotic became even more authoritarian as they embarked upon unpopular belt –tightening programmes. The abuse of office, executive lawlessness and reckless political decisions became the order of the day as the state became the private property of those who ruled Nigeria. From the end of the civilian rule in 1983, through to the Babangida and Abacha regimes, the excesses of government continued to grow, activating a civil society determined to check the erosition of rights, freedoms and civic values. Thus, the conjuncture was also characterized by intense restlessness among citizens and civil groups, which demanded democracy, participation and justice, and sought compensation for the deficiencies in state welfare through alternative social provisioning. New forms of civil organization emerged n this context and new sets of policy platforms and issues were developed (I-IDEA, 2001:200-201). However, the introduction of Structural Adjustment Programme (SAP) into the political economy of Nigeria, and the elastic transition programme of the Babangida administration, provoked the emergence of the "NGO industry" (Alemika, 2003) with diverse areas of interest such as democratization, gender, human rights, poverty, conflict management, environmental and health. Some hitherto conservative professional bodies were also transformed into militant groups by the exigencies of the market logic and transition programme (Animashaun, 2008:27). While authoritarianism inhered in the different modes of accumulation that existed before the introduction of SAP, the implementation of the policy components of SAP expanded the totalizing and authoritarian thrusts of the state (Gana, 2000).

The major policy components of SAP included the formal introduction of the second tier foreign exchange market (SFEM); removal of petroleum subsidy, privatization and commercialization of state enterprises, wide-ranging introduction of deregulation; removal of controls in profit repatriation to stimulate foreign investment, and reduction of public expenditure etc (Kukah, 2003). Apparently, the Structural adjustment basically led to the disengagement of the state from economic production (parastatals), leading to a worsening of the financial conditions of the people. There are two important things to note about civil society intervention under SAP. First, government's gradual withdrawal from economic production and social provisioning led to the emergence of civil society particularly community-based organizations (CBOs) as alternative sites of economic production and social service delivery. Secondly, the authoritarian context within which SAP was implemented and the negative consequences of its implementation on the material conditions of the citizenry pitched civil society organizations in a deadly confrontation with the state (Animashaun, 2008: 27).

It is interesting to note that, since May 1999, when the Obasanjo civilian administration came to power, wives of the president, vice-President, state governors and other influential people in society have set up various pet projects and NGOs. These include Stella Obasanjo's Child Care Trust, Titilayo Abubakar's Women Trafficking and Child Labour Eradication Foundation (WOTCLEF), and Remi Tinubu's New Era Foundation for disabled and displaced persons. Other pet projects include Royal Advancement for Development; Health is

Wealth, Youth Empowerment Scheme, Rural Empowerment Accelerated Programme started by the wives of the governors of Ogun, Oyo, Niger and Adamawa states, respectively (Ajayi, 2001:18). So far, in Nigeria, particularly since the return of civil rule in 1999, the number of registered civil society organization is estimated to be over 500,000 (Chukwuma, 2005:3).

Studies have shown that the role of civil society is very indispensible for national development. It is not anti-government as may be perceived in some quarters. Clinton (2012) was of the view that civil society is not a threat but an asset. In a critical evaluation of the role of civil society organization in a democratic setting, Diamond (1999) asserts that:

> It provides the basis for the limitation of state power for the control of state by society and thus for democratic political institution as the most effective means of exercising that control; it supplement the role of political parties in stimulating political participation, increasing the political efficacy and skills of citizens, promoting an appreciation of the obligations and rights of democratic citizenship, it promotes civic awareness through the civic education for democracy; it disseminates information widely and so empowers citizens in the collective pursuit and defense of their interests and values through the enhancement of inclusiveness, responsiveness, accountability, etc.

In Nigeria, the activities of CSOs touches on different aspects of the nations life ranging from politics to the economy, religion, social life, among others. CSOs such as the Civil Liberties Organisation (CLO), Save Nigeria Group and National Democratic Coalition (NADECO0 are focused on political processes while development NGOs such as the Justice, Development and Peace Commission (JDPC) of the Catholic Mission in Nigeria, are also concerned with eradicating poverty, reducing unemployment and public enlightenment. There are other CSOs such as the Entrepreneurial Development Initiative (NDIP), providing vocational skills training and empowerment for the unemployed youth in the Niger Delta Region. Unlike in some African countries where CSOs in Nigeria represent the bridge between the government and the ordinary people. Their views are usually respected because they are considered to be non-partisan (Jiboku & Jiboku, 2017:169). Indeed, the activities of trade unions or labour movement under the umbrella of the Nigeria Labour Congress (NLC) in coalition with other civil society groups including pro-democracy and human rights groups during military dictatorship of the late 1980s and the 1990s hastened the return to democratic rule in the country in 1999 (Adejumobi, 1999; Adetula, 2011:10; Bradley, 2005; Yusuf, 2009:151-160). According to Ojo (2011), many of the civil society groups like the Campaign for Democracy (CD), Save Nigeria Group (SNG), Civil Liberties Organizations (CLO), Committee for the Defence of Human Rights (CDHR), Transition Monitoring Group (TMG), etc, were instrumental in the restoration of civil rule.

Undeniably, these groups in collaboration with the Nigerian Labour Congress (NLC) fought the Nigerian military administration to a standstill. They mobilized students and workers for civil disobedience, strikes and protest marches across the nation. Many in their ranks were killed and maimed, while some lucky few were able to make good their escape into exile (Ojo, 2011). Of significance are chains of reactions that trailed the introduction of the economic policy (Structural Adjustment Programme) of the then Babangida's administration.

The advocacy of these organizations was against the "conditionalities" of the IMF (including privatization of state public utilities, deregulation and/or desubsidization, down-sizing of public institutions, and devaluation of the naira) during the so-called 1986 national "debate". The critique of state policies of SAP by organized labour and civil society bodies was very vociferous and it hinged fundamentally on not only the "imposed hardship" of the policies on the livelihood of labour and its affiliate unions, women and impoverished Nigerians but also its erosion of national sovereignty. This resulted to an unprecedented wave of labour and popular repression by the Nigeria state (Adesina, 2000:144; Ikelegbe, 2001:8). The implementation of SAP led to political repression and exclusion which further expanded the social gulf between the state and civil society. The deleterious impact of SAP on the material status of the people propelled civil society organizations not only to stage mass protests and organize civil disobedience against the state but also to canvass for the democratization of the social space (Momoh & Seteolu, 2006). All the established and duly registered associations and groups fought gallantly against SAP and enthronement of democratic norms recorded many important gains, both quantifiable and non-quantifiable.

Emphasizing the civil society organisations' contributions to the fight against Structural Adjustment Programme (SAP) initiative, Jega (2000:32) vividly underscores that:

> At the initial stages of the implementation of SAP, some organized civil society groups, notably labour movement, the students, and professional, were able to mobilize using brands of nationalists, patriotic and class-based identities …… university students organized under their national association, NANS, to agitate for collective demands and to oppose state education and other economic policies perceived as detrimental to the Nigerian people. Similarly, workers under the Nigeria Labour Congress (NLC) to advance collective economic and political interests, while professionals such as lawyers and university lecturers, under Nigeria Bar Association (NBA) and the Academic Staff Union of Universities (ASUU), respectively struggled, agitated against, or otherwise impacted upon state policies.

In specific terms, Yau (2015) identifies six areas in which the CSOs in Nigeria have played a significant role that resulted in the good conduct of the elections. These are: One, the setting up of the agenda for electoral reform through sustained advocacy; two, observation of the preparatory stages of the election; three, working with the INEC to provide constant oversight of the electoral umpire; four, voter education and sensitization campaign for peaceful election; five safeguarding the Independence of the Election Management Body (EMB); six, the role of political parties in the actual observation of election and their deployment of various election monitoring mechanisms. In view of this, it could be boldly argued that the Civil Society Organizations had played vital roles in the enthronement of democracy as well as the consolidation of democracy in Nigeria. Related to this, Saliu and Muhammed (2007:538) examined the contribution of civil society organizations in recent memory:

> First is the fight against authoritarianism which was consequent upon the "third term agenda". The third term agenda was an idea initiated by the then president of the Federal Republic of Nigeria, Olusegun Obasanjo, to elongate his tenure by another, an extra term. The covert controversial move by Obasnajo angered a cross-section of Nigerians and especially antagonists of the third term bid across the country. The prominent actors who participated in the struggle included the then Vice-President, Atiku Abubakar, some members of the PDP, other political parties and civil society organizations.

Describing the contributions of these actors towards an outright abuse of power by the then incumbent president Olusegun Obasanjo, the Vanguard Newspaper of January 5, 2006 observes that:

> The National Civil Society Coalition Against Third Term (NACATT), Bamidele Aturu, the Steering Committee Chairman of NACATT, challenged president Obasanjo that the "third term agenda" is immoral, corrupt, divisive, insulting , an evident of failure, capable of creating a political uncertainty and, of course, it is unconstitutional

Other civil society organizations that participated in this protest against authoritarian leadership of president Obasanjo were: Peoples Problems and Solutions (PPS) Organization, Catholic Bishops Conference of Nigeria and individuals like Prof. Wole Soyinka, former governors and factional chairman of the Alliance for Democracy (AD), Chief Bisi Akande, Prof. Ropo Sekoni, Dr. Joseph Oladokun, Solomon Olufelo and Adeola Odusanya, among others. The persistent agitation and protests by the civil society groups culminated into the resolution of the legislative arm of the government on Wednesday May, 16, 2006 to

strike out, in its entirely, a bill seeking 116 amendment/alterations of the 1999 Constitution of Nigeria which sought a three-term maximum of four years each for the president and the Governors as opposed to a two-term of four each stipulated by the constitution.

In Nigeria's political scene, the Third Term Agenda of former President Olusegun Obasanjo was resisted vehemently by CSOs such as National Civil Society Coalition Against Third Term (NACATT) led by the late Mr. Bamidele Aturu and used by the media extensively to campaign against the bid. In addition, religious organizations and individuals were also mobilized against the idea which eventually encouraged the Nigerian Senate to jettison the bill that would have given a legal backing to the Third Term bid. What happened was that the public campaign turned the issue into a national embarrassment for the law makers (Omede & Bakara, 2014).

Another fundamental role played by the civil society organization is the fight for the passage of Freedom of Information Act in entrenching transparency in the government of the day. According to Omode and Bakare (2014), the Freedom of Information Act is a law that stipulated that all institutions spending public funds will have to be open about their operations and expenditure while citizens will have the right to access information about such activities. However, due to personal elitist reasons, the machineries responsible for passing the bill slowed down the process and it took a very long time (over a decade) before the desired result was achieved. The result that was achieved is chiefly attributed to the relentless efforts of the coalition of Nigeria civil society groups who have long worked and advocated for the passage of the F.O.I Bill under the leadership of the Right to know Movement, Media Rights Agenda (MRA) and the Open Society Justice Initiative. Commenting on the success described, Edetaen (2011:112) succinctly affirms that:

> The signing of the F.O.I Bill into law is the clearest demonstration ever, of the power of civil society working together to influence public policy and initiate reform in making government work for the people.

To buttress this further, The Civil Society Organizations (CSOs) played important roles in terms of voter education and election monitoring , just as it was demanded of them by quite a number of opinion minds (Uya, 2000). Without mincing words, civil society groups are critical stakeholders in the Nigerian electoral process, they were, however, able to record only moderate success in curbing election related violence in the 2007 elections. This was because there was very limited opportunity for civil society to participate meaningfully in the electoral process in Nigeria, for instance, civil society does not command much respect among other stakeholders on the electoral process especially the political parties. Also, activities of CSOs are more often not organized to make specific demands.

In short, drawing on the country's long history of a political vibrant civil society, Nigerian CSOs have been building on this history, since 1999, to nurture and strengthen multi-stakeholders' pro-democracy coalitions and networks in state and society to sustain and reinforce its watchdog role in electoral governance in the country. However, playing the role has underscored serious capacity deficits that have constrained the effectiveness, particularly of the oversight role of CSOs. The dynamics and the consequential contradictions of state-society relations in the country, structured and underlined by the salience of its rentier political economy, for example, ethnicity, religion, the urban-rural divide, clientelist patronage, corruption, and federalism, raise questions about the cooptation of various CSOs into the country's partisan politics and mainstream political culture, in a manner that not only dissociates them from civil society itself, but also privileges them (Jihadu, 2013:72).

Civil Society Organizations and The Challenge of Democratic Consolidation in Nigeria

The nurturing of civil society is widely perceived by Western donors and intergovernmental institutions as the most effective means of not only holding rulers to account to the citizens but also establishing the foundation for a durable and consolidated democratic government (Chazen, 1992:282). Perhaps, this explains better the relevance and persistent usages of the word in assessing and analyzing the magnitude and pace of development in the present democratic dispensation in Nigeria. Viewing this assertion from a radical point of view, Allen (1997:329), he argues thus:

> Civil society has become a popular concept in both the analysis of social bases of recent political change in Africa, and external policy support processes of liberal democratic political reform. … Its popularity and continued employment rest on its ideological underpinning, notably on claims that civil society is necessarily distinct from the state, in opposition to the state, and the source of liberal democratic values and pressures. It is thus the proponents of liberal democratic reform, notably those external to African politics that "need" civil society.

It is an incontrovertible fact that, a fundamental challenge to democratic consolidation in Nigeria is the question of good governance. As Aiyede (2005) puts it, the leadership styles of the post-independence Nigeria elites were perceived to be responsible for the dictatorship, spoils politics and economic failures that have marked the country's political and economic history. The effect has been an uncaring society characterized by pyramidal patron/client relations that have left the society deeply fragmented and factionalized. What has been conspicuously lacking is good governance and accountability. Governance, broadly defined, is the means by which the state acquires and exercises au-

thority to provide for citizens. The outputs of governance processes and systems, at their most basic, are at the core of what affects citizens on a daily basis – roads being built and repaired, health services being delivered properly, and public school teachers getting the supplies they need. Although governance system very greatly, they all tend to have three parts: how governments make things happen, how institutions hold government accountable through checks and balances, and how citizens are actively engaged in the governance process (Malena & McNeil, 2010:13). As the former Vice-President, Alhaji Abubakar Atiku opined:

> Poor governance, among other issues, is the cause of the rising wave of insecurity in Nigeria. What kind of society are we building when about 80 percent of school age children in the North-East and some parts of North-West are not in school? Our energies should be channeled on what needs to be done urgently; enforce rules, value the people, show fairness and equity and assist and protect the most needy and vulnerable (The Nation, November 22:57).

In addition, another major problem confronting Nigeria as a nations in sustaining democratic norm is the lack of accountability and transparency. Accountability is the corner stone of good governance. Unless public officials can be held to account, critical benefits associated with good governance – such as social justice, poverty reduction and development – remain elusive., In practical terms, accountability refers to (a) the broad range of actions and mechanisms (beyond voting) that citizens can use to hold the state to account, such as access to and ability to monitor public budgets, participate in budget formation, and citizens report cards on service delivery; and (b) actions on the part of government, civil society, media, and other societal actors that promote or facilitate these efforts (Makena, & McNeil,2010 :6).In the social context, accountability is often defined as the obligation of public power holders to account for or take responsibility for their actions. Accountability exists when power holders must explain and justify their actions or face sanctions. The accountability of state actors is a consequence of the implicit social compact between citizens and their delegated representatives and agents in a democracy. The social compact, in turn, derives from notions of human and citizens right, as enshrined in the General Assembly of the United Nations Universal Declaration of Human Rights (UNDHR) and in many national constitutions. A fundamental principle of democracy is that citizens have both the *right* and the *responsibility* to demand accountability and ensure that government acts in the best interests of the people. Public actors can and should be held accountable for both their conduct and performance. In other words, citizens have the right to ensure that public actors (a) obey the law and not abuse their power, and (b) serve the public interest in an efficient, effective and fair manner.

Nevertheless, Akindele and Adeyemi (2011) in their contribution to the discourse on the concept of accountability specifically contended thus:

> Accountability as a concept has been variously defined and classified; it has been conceptualized as a way of being answerable or liable for one's actions and/or inactions and, conduct in office or position. It has equally been defined as the process of making elected officials and other office holders accountable and responsible to the people who elected or appointed them for their actions while in office. Thus, accountability connotes the state or quality of being liable and required by a specified person or group of people to report and justify their actions in relations to specific matters or assigned duties.

However, these critical areas of emphasis by the civil society groups since the enthronement of democracy in 1999 will go a longer way to facilitate and enhance the consolidation of democracy. The concept of democratic consolidation as a phenomenon is subject to different interpretations. According to Diamond (1999):

> Consolidation is the process of achieving broad and deep legitimation such that all significant political actors, at both elite and mass level believe that the democratic system is better for the society than any other alternative they can imagine.

Linz and Stephen (cited in Ogundiya, 2011:254) offer an encompassing tripartite framework of understanding this phenomenon. They argued that the behavioural, attitudinal and constitutional frameworks are the major means of determining democratic consolidation. According to them:

> Behaviourally, democracy becomes the only game in town when no significant political opposition seriously attempt to overthrow the domestic regime or to promote domestic or international violence in order to secede from the state …. Attitudinally, democracy becomes the only game in town when, even in the face of severe political and economic crisis, the overwhelming majority of the people believed that any further change must emerge from within the parameters of democratic procedures. Constitutionally, democracy becomes the only game in town when all the factors in the polity becomes habituated to the fact that political conflict within the state will be resolved according to established norms and the violation of these norms are likely to be both ineffective and costly.

They concluded that with consolidation, democracy becomes regularized and deeply internalised in social, institutional and even psychological life as well as in political calculations for achieving goals. This suggests that consolidation on the one hand emphases that democracy must "make sense" to the generality of the people and on the other, it suggest the non-existence of delegitimizing challenges (Ogundiya, 2011). Put differently, Azeez (2005:24) posited that democratic consolidation does not simply mean the defeat of supposedly undemocratic forces and rulers or the putting in place of democratic institutions and paraphernalia. To him, survival and consolidation of democracy has a lot to do with how it is able to better the material conditions of the people in terms of provision of effective and affordable education, shelter, security of life and property, better health care, employment, food, portable water as well as to ensure political stability and thereby save the people from the scourge of war and other violent conflicts. Apart from ensuring socio-economic wellbeing of the people, democratic consolidation also entails the legitimization of the political institutions and processes. Whereas, Onuoha (2004) writing on democratic consolidation posits that:

> Democratic consolidation requires good governance the development of virile and society organizations that would serve as counteracting force to curb the excesses of democratic authorities.

Democratic consolidation implies the internalization of democratic culture and the institutionalization of democratic best practices by a polity that has successfully embarked on a democratic transition (Asiwaju, 200:13). This position is in tandem with the observation made by Diamond et al (1991:13) in the book "*Transition without End"*. In the introductory chapter, the editors of the volume affirmed that:

> If a transition to democracy is ever to be achieved and sustained in Nigeria, a deeper transition must somehow be effected from prebendalism to real institutionalism, where the legal and constitutional rules function, with effectiveness to constraint behavior. This will require not simply wise and imaginative institutional designs of which Nigerians have shown themselves imaginatively capable at times but powerful forces and agencies to enforce them*(Diamond, et al, 1999:13).*

One cannot agree more with this statement especially in the context of Nigeria. Democratic - consolidation, as much as democratic transition is never a smooth-sailing process. It has several ups and downs. Gunther et al (1995) reduce the democratization process to three phases: namely:

- The fall of the authoritarian regime

- Consolidation and
- Enduring democracy

Whereas, O'Donnell (1992), on his part sees democratic consolidation as a two-step process based on the experience of Latin American countries. The first occurred during the 1970s when the return of democratically elected civilian governments was accompanied by setbacks. The second took place during the 1980s, as the hostility between important factions began to subside and the actors *few* accustomed to the rules of the democratic game (Monga, 2002:7). The point being made here is that the dynamics of power assumes greater complexity as democratization progresses. Conscious efforts must thus be made to prevent a reverse of the gains of democracy on a constant basis. As Monga (2003:7) righty noted:

> The democratic consolidation process is more circular than linear in nature. Indeed, any step forward can be followed by a setbacks, for movement here is a reflection of the clash of different social groups, conflicting interest. Those who stand to lose out are unlikely to give up the status quo without a fight.

His statement brings out the paradox of democratic transitions and shows in clear terms the enormity of the task of democratic consolidation in Nigeria.

In a clear term, if Nigerian CSOs are to play this complex role effectively, in sustaining their mobilizational and conscientising political activities and protect the autonomy of society from the state, they must be strengthened, capacitated and empowered to play the role, in a manner that cushions them from idiosyncratic funding by the international donor community. Within the constraints of Nigeria's political economy, their own resource constraints, their leaders and members of Nigerian CSOs must adopt and utilize creative fund –raising strategies to self-generate, self-sustaining independent funding and seize the opportunity created by the return to democratic rule in the country for political participation, inclusiveness and accountability, which lies at the core of constitutional government as limited government and of Nigeria's accession to the African Peer Review Mechanism (APRM) (Jinadu, 2013:86).

Summary and Conclusion

Without mincing words, Nigeria is on the path of democratic consolidation. The idea that civil society is sacrosanct to good governance is incontestable. In Nigeria, the civil society has been central to the democratic struggles, more especially the human right groups. Surprisingly, the civil society on the whole has become moribund or less aggressive (except few human right groups) after the nation re-democratized in 1999. This seriously portends ills for good and responsible governance in the country. Consolidation of democracy via good governance rests primarily on a virile and vibrant civil society.

Since 1999, there has been quite a lot of challenges in the democratic structure with a reasonable approaches. Noticeably, there has been a successful transition from authoritarianism to democratic rule and from one ruling party to another. Notwithstanding, the conduct of elections is still below commendable level, but there are a lot of development in the electoral processes. Within this context, the civil society organisations still need to play a formidable role. The attitude and behaviour of the political class who are only interested in capturing and retaining power at all cost need to be checkmated. No better group or organization can achieve this better than the civil society. Clearly, in the present democratic dispensation, the activities of civil society organizations have enhanced democratic consolidation in Nigeria through the execution of diverse programmes such as voter education, election observation, campaign finance monitoring, election tribunal monitoring, electoral reform advocacy, conflict mitigation, access to justice, public interest litigation, budget tracking; consistency outreaches as well as research and documentation in thematic areas of democracy and governance. These initiatives have made remarkable impact on democratic consolidation in Nigeria (Ojo, 2011).

In sum, consolidation of Nigerian's democracy is not just a question of holding periodic elections. Important as this is, it means developing a democratic culture underpinned by the rule of law. The country must build an egalitarian society with careers open to talents. It should be possible for any Nigerian of talent to rise to any position that these talents entitle him or her. The present politically expedient policy of federal character, not functioning as a true federalism should be corrected to reflect appropriate federal state or alternatively, a confederation. This is the only way by which the sense of patriotism will be fostered. There is at present, a feeling in some parts of the country that this republic is not based on equality of its citizens. Such feelings will have to be assuaged through practical power sharing mechanism. In fact, there is need now in this country for convocation of a Sovereign National Conference for all the stakeholders to deliberate on the efficaciousness of Nigeria remaining an entity.

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Understanding the landscape of behavioral finance biases and the adoption of mathematical models in strategy formulation

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Abstract
Persistent occurrences and phenomenon in the economic and financial systems about which there appears to be no sustainably effective solution are of concern to various stakeholders. Following the financial crisis of 2007-2008 there was a flurry of research activity geared towards explaining what the major causes of this and similar occurrences before were. Similar soul searching occurs after every such phenomenon, as evidenced when the South Sea Bubble burst centuries ago and other such crises that have occurred in the financial markets. This paper reviews some of the theories and what, in behavioural finance, are referred to as biases. An emerging strand of research is the field of neuroeconomics according to which medical imaging technology now allows us to look at brain activity as decisions are being made. The approach helps us to understand the nature and reasons for certain behavioural biases. Recent scientific studies have demonstrated that individuals with brain lesions that impaired emotional decision-making were more likely to behave as rational investors than individuals with normal brains. The paper reviews some of the quantitative or mathematical models used to explain behaviour underlying strategies used to make decisions in financial markets in particular and investment in general, namely, Prospect theory model, Quantitative Behavioural Model (QBM) and Igor's portfolio rule and investment strategies model.

Key words: *Behaviour, Finance, Biases, Mathematical Models, Theories*

Introduction

The use of mathematical and quantitative approaches as tools of explaining behaviour and phenomenon in finance has won admiration from academics and practitioners. Using probabilistic theory to quantify risks and quadratic programming to derive solutions to economic and finance questions, Markowitz is among the earliest and most notable contributors to neoclassical finance and economics. He is among others, credited for developing the mean–variance portfolio selection model[1]. About twenty years later Black and Scholes of the option pricing theory fame, offered an alternative by way of Itoˆ calculus and partial differential equations to explain issues of finance and economic behaviour[2]. Most specifically for behavioural finance, Daniel Kahneman, originally a psychologist deservedly won a Nobel prize in 2002 for his work on the prospect theory. However, evolving and application of mathematical and quantitative tools has been slow in behavioural finance, and this has been attributed to the fact that behavioural problems bring in highly unconventional and challenging features for which the known mathematical techniques have had very limited application, thus the need of new mathematical theories and approaches, instead of mere extensions of the existing ones[3] . Behavioural finance may also be viewed from the perspective of being micro or macro. Micro behavioural finance analyses behavioural biases identifying individual investors considered as totally rational economic beings, homo economicus. It questions the authenticity of the traditional rational decision-making theories. Its proponents argue that behavioural biases have a profound impact on decision-making and can make suboptimal decision- making and errors that directly contradict with traditional finance. Macro behavioural finance, on the other hand, analyses market anomalies that distinguish financial markets from efficient markets assumed by traditional finance and it questions the informational efficiency of markets. According to this approach to behavioural finance, financial markets are impacted upon by behavioural influences, such as market anomalies, bubbles, excess volatility and limited arbitrage[4].

1. Traditional approaches

The traditional approach to finance adopts a normative approach, outlining how the real world should function. However, it simplistically assumes players in the market to be rational Homo economicus, permanently seeking continuous dynamic optimization and equilibrium as postulated in accordance with the efficient market hypothesis. It is the basis of Modern portfolio theory, mean variance analysis (expected returns, volatility of returns), Capital Asset Pricing Model and such other models of positive approach, which attempt to describe how the real world conceivably functions. Dissatisfied with some of the theories and models, some researchers adopted the behavioural finance approach. It is based on academic research in cognitive psychology and adopting the thinking that unlike the rational Homo economicus of the traditional finance school, players in the real world market are more likely to display irrational behaviour, guided more by emotions, optimism, pessimism, greed and fear than by rationality.

A landmark development in explaining market behaviour in finance was the efficient market hypothesis (EMH) according to which in prices of securities or

shares is impounded all available information at that point in time and that therefore such prices are optimal estimates of the true value of investment in these securities or shares[5]. The hypothesis posits that there are three levels of efficiency. The first is the weak form, which is when the decision maker only has past prices and returns as a guide. The second is the semi-strong form, when the decision maker has all information that is publicly available. The third and desirable form is the strong form, that is, when the decision maker has all public and private information as well.

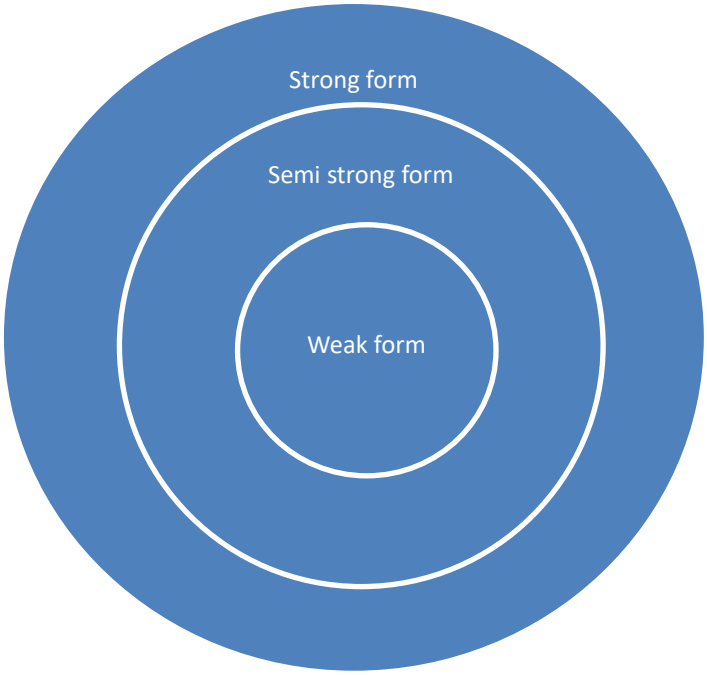


Figure I: Three Forms of Efficiency

Proponents of EMH premised their arguments on the key assumption that investors behave rationally on the basis of the information available and incorporated at the point in time, reinforcing this with the subsidiary arguments that there are incentives to gather and process information about securities and trade on the basis of the decision makers analysis until individual participant's valuation is similar to the observed market price and therefore that it can be concluded that when prices are thus determined, opportunities to earn above-normal rates of return on a consistent basis are limited.

The EMH principal and subsidiary arguments as well are diluted and proven fallacious in light of the fact that on a daily basis and globally, there is evidence of irrational behaviour in financial markets in particular and others in general. The traditional finance philosophy of rationality in decision making in financial markets is blurred by the inadvertent influence of beliefs, values and attitudes driven by socio-psychological and economic factors. These translate into behavioural biases which impact on the decisions eventually arrived at and this is so despite the multiplicity of financial models and technology available to facilitate decision making.

Furthermore it is practically impossible to have all information that can enable one to precisely make valuation similar to the observed market price because like Donald Rumsfeld observed regarding ambiguity *"Reports that say that something hasn't happened are always interesting to me, because as we know, there are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns — the ones we don't know we don't knowns."*[6]

1. **Multidisciplinary Approach to Behavioural Finance**

The role of law, politics, ecology as well as science and technology as factors influencing decision making by investors cannot be underestimated. Similarly, suspicions and uncertainties created when there is friction between the major global economic powers or those generated to join or leave an economic or political grouping greatly impact on investor behaviour and decision making. Regarding ecology, climatic change and the resultant effect on flora and fauna greatly impact on the human activities including agriculture, trade, manufacturing as well as the resultant decisions to invest or not, productivity and production of sectors and the returns of ventures invested in.

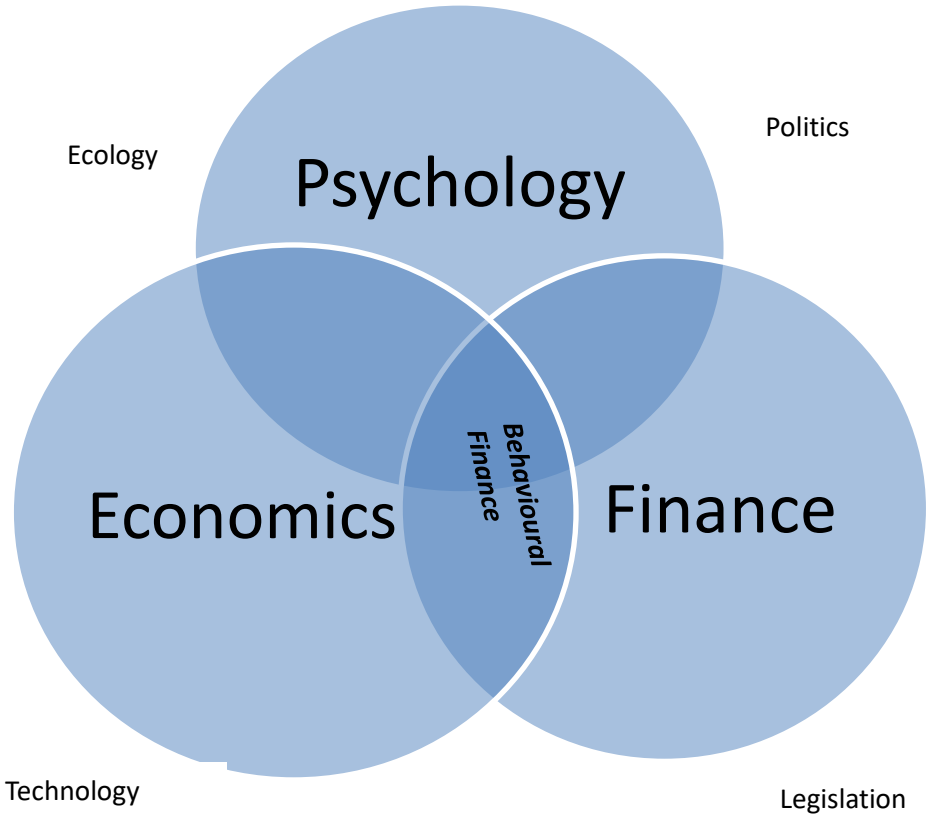


Figure 2: Multidisciplinary nature of Behavioural Finance

One emerging strand of research is the field of neuroeconomics. Medical imaging technology now allows us to look at brain activity as decisions are

being made. This helps us to understand the nature of and reasons for certain behavioural biases. A recent study demonstrated that individuals with brain lesions that impaired emotional decision-making were more likely to behave as rational investors than individuals with normal brains. Other imaging studies have confirmed that the rational parts of our brain are in tension with the emotional or limbic sections of our brain[7]

4 Theoretical Framework of Biases Heuristics

As the behavioural finance discipline evolves various theories, and what have been referred to as biases have been used to explain the decision-making process and mindset of investors to arrive at what they believe may be winning strategies. One such approach has been to categorise as either general-purpose heuristics and special purpose heuristics. Examples of general-purpose ones are availability, causality, fluency, similarity and surprise. The six special purpose heuristics included attribution substitution, outrage, prototype, recognition, choosing by liking and choosing by default.

Another approach has been to divide biases them into four categories. The first category is that of those arising out of rigidity of opinion (cognitive dissonance) including conservatism, Status quo, confirmation, representativeness, illusion of control, disposition, belief perseverance and hindsight. The second category are those pertaining to information processing, namely, anchoring and adjustment, mental accounting, asset aggregation, framing, under-reaction and over-reaction, effect randomness, herding behaviour, and availability. The third category are emotional based biases including loss aversion, regret avoidance, prospect theory, over optimism, overconfidence, illusion of knowledge, self-attribution, self-control, loss aversion, status quo, endowment, regret aversion, escalation of commitment, gambler's fallacy and home bias.

In the sections that follow below some of these biases are discussed.

4.1 Rationality

When a person has consistent preferences, he or she is said to be rational. However, it is difficult to find such a person in the real world because choices and pay-offs are logically premised on priors such as beliefs and predictably human behaviour is characterised by individuals appearing to have inconsistent preferences much of the time. Human behaviour is the potential and expressed capacity for physical, mental, and social activity during different phases of one's life cycles. Behavioural finance has its roots in the need to provide a discipline with a multidimensional approach to explaining behaviour of players in the market on the one hand and market phenomenon like depressions, bubbles and bursts, scams and crashes on the other. It has been defined as a study of human psychology and the rationality of making financial decisions not blurred by the traditional assumptions of expected utility maximization as had been assumed in efficient market hypothesis[9].

In comparison with mainstream approaches to finance decision making, which assume a fully optimal and efficient market, behavioural finance has, as a major objective, enabling a practical appreciation of financial decision-making and analysis as opposed to the former that assume that financial markets are inherently fully optimal and efficient. In recognition of its strategic and global

importance of the behaviuoral finance discipline, the Behavioural Finance Working Group (BFWG) was established. It was from the brilliant works on cognition that Daniel Kahneman was awarded a Nobel Prize[10].

Many of the behavioural finance biases are generally relative to the Bayes rule for updating our priors on the basis of new information which exists to influence the decision-making processes of players in the financial markets. The biases relate to how we process information to reach decisions and the preferences we have. As they are domiciled deep in our psyche it is pertinent that we appreciate not only their existence but also the potency with which they can impact on our decisions and eventually the results of our decisions. This way we may be able not only to reduce their influence and learn to work around them, but we may indeed be able to extrapolate the benefits or returns. Some of these are the subject of discussion below.

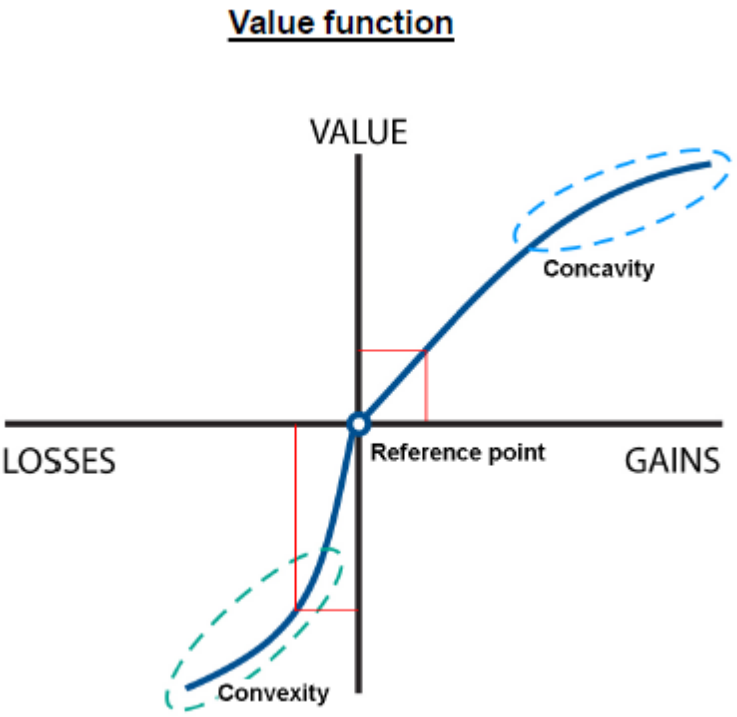
4.2 Prospect Theory

The likelihood of a certain outcome or outcomes resulting from an action or actions is a key driver or demotivator for a person acting in a certain direction or not. The prospects theory explains the apparent regularity in human behaviour when making decisions in situations of uncertainty. The theory states that individuals place much more weight on the outcomes that are perceived more certain than those that are considered merely probable. This aspect of the theory is referred to as the certainty effect. Accordingly, gambles are evaluated relative to a reference point, whereby decision makers analyse assumed gains and losses differently and that incremental value of a loss is larger than that of a gain, that is, the hurt of a $1000 loss is more painful than the benefit of a $1000 gain. The key conclusion of the prospect's theory is that misfortunes, losses and impediments have more prominent effect on inclinations than increases and preferences[11].

Psychology regarding decision making has been categorised as being either intuitive and deliberate mental processes. Intuitive processes are effortless, implicit and often emotionally charged. Deliberate ones are effortful, explicit and consciously controlled[12]. Two main cornerstone features of the prospect theory are that value is assigned to gains and losses rather than to final assets (value function) and that probabilities are replaced by decision weight (weight function).

Figures 1 and 2 below give a graphic description of these features. Along the number line continuum gains and losses originate from a reference point and the vertical line represents values. The value function is defined on deviations from a reference point and is normally concave for gains (implying risk aversion), commonly convex for losses (risk seeking) and is generally steeper for losses than for gains (loss aversion). The about 2 times steeper curve (2x) for losses compared to x for gains confirms the thinking in prospects theory that people feel losses(convex). much more than gains(concave). It is the relative values that are of significance when making decisions rather than absolute values.

Figure 1 Value Function

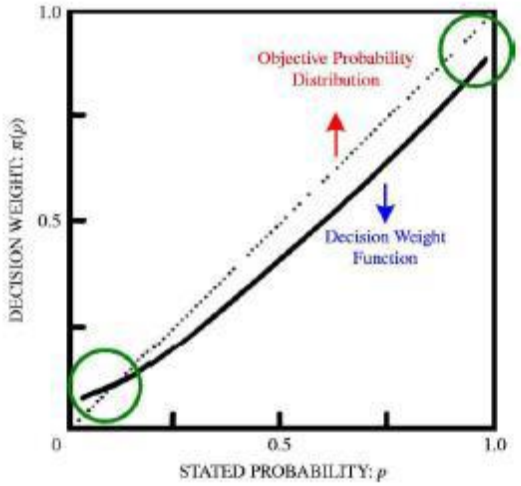


Regarding weighting the tendency is to over weigh probabilities of the higher and lower magnitude and under weigh those in the middle of the continuum. Like for the value function this makes the middle probabilities more realistic and therefore more reliable.

Figure 2 Weighting Function

Weighting function

(second cornerstone of prospect theory)



The experiments carried out in respect of the prospect's theory confirms a distinctive fourfold pattern of risk attitudes, namely, risk aversion for gains of moderate to high probability and losses of low probability, and risk seeking for gains of low probability and losses of moderate to high probability.

The function is normally concave for gains (implying risk aversion), commonly convex for losses (risk seeking) and is generally steeper for losses than for gains (loss aversion). The function predicts a distinctive fourfold pattern of risk attitudes: risk aversion for gains of moderate to high probability and losses of low probability, and risk seeking for gains of low probability and losses of moderate to high probability[13].

4.3 Cognitive Dissonance

The tendency to adjust beliefs to justify past actions is a psychological phenomenon termed as cognitive dissonance. Research findings indicate that investors differ in their propensity to rely on a quick, affect-based decision mode, with the conscious planning based mode being a main feature of choosing among a repertoire of strategies available to them. With regard to investment decisions, individuals seek to reduce by adjusting their beliefs about the efficacy of past investment choices in the context of investment decision-making, especially when they find that their convictions and suspicions defy their expectations. They will accordingly tend to disregard new data that negates known convictions and choices[14].

4.4 Loss Aversion

It is predictable and logical for investors not to wish for loss and therefore to engage in mental processes geared towards eliminating or reducing the psychological impact of loss. They therefore have a natural desire to avoid admitting an error and incurring a loss. Such tendency is referred to as regret or loss aversion. It is the reason behind investors holding on to losing positions too

long and staying out of a market that has recently generated losses even when gainful investment bargains exist. For example, an investor who buys shares for £1,000, which rises quickly to £1,500 in a market would be tempted to sell it in order to lock-in the profit, whereas if the investment dropped to £500, the investor would tend to hold it to avoid locking in the loss. The assertions above have been confirmed by earlier researchers who concluded that investors are about twice as averse to taking losses compared to enjoying an equal level of gains. Thus, most would require an even (50/50) chance of a gain of £2,500 in a gamble to offset an even chance of a loss of £1,000 for the proposition to be attractive[15].

The implication is that the general tendency is for investors with losing positions to prefer breaking even, that is investors tend to be highly risk-averse when facing a profit-making prospect which results in their selling to lock in the sure gain. The reverse is inevitably true, with investors being more risk tolerant or risk seeking when faced with incurring a loss, and they therefore tend to hold onto the investment in the hope that the market prices will favourably increase again. In some behavioural finance literature, the tendency for investors to sell a winning shares or stock and retaining a losing stock is called the *disposition effect*. It indicates that investors tend to sell winners and hold losers[16].

In a situation of what has been described as *myopic loss aversion*, too much importance is attached to routine daily fluctuations in the market, while it is sub optimal behaviour to abandon a long-term investment venture when faced with normal market behaviour. Accordingly, whereas risk aversion has for long been deemed to accurately describe investor behavior with gains. It is also true that when faced with a loss-making situation, investors often show risk seeking behavior.

4.5 Overconfidence

The tendency to believe that certain things are more likely than they really are is referred to as overconfidence. It is the complete opposite of many of the biases noted in behavioural finance research findings such as regret avoidance and loss aversion, among others. With that state of mind investors overstate their knowledge and competences, exaggerate their ability, under estimate and take risks in the hope that things will conform to their expectations.

At the extreme, either out of lack of knowledge or sheer recklessness, some investors do not diversify their investment. This stance is a result of an inflated view of their abilities. The quite common trait affects much of our lives with research indicating that most people rate themselves in the top third of the population. Indeed, many studies – of company CEOs, doctors, lawyers, students, and doctors' patients tend to overrate the accuracy of their views of the future[18].

Despite some shortcomings, this attitude enables people to overcome or recover from life's disappointments far faster than they would have done if they did not have the trait. Quite often they overlook traditional financial theory which argues for holding diversified portfolios as a means of risk management, and with what appears 'misguided conviction', the overconfident investors go for what they believe are good or even excellent prospects. Many go for major contractual bids with quite sophisticated "theoreticians" whom they beat with

intuition and displayed versatility! Overconfidence relates to how well individuals comprehend their own particular capacities and the points of confinement of their knowledge[19].

4.6 Self attribution bias

Some investors are so highly motivated by the skill and luck which they attribute to themselves ('self-attribution bias) that when faced with a positive outcome following a decision, they will view that outcome as a reflection of their ability and skill. However, when faced with the prospect of a negative outcome, it is attributed to bad luck or misfortune. Unfortunately, this attitude blurs the feedback process as it allows decision- makers to block out negative feedback and the resulting opportunity to improve future decisions. Many psychologists have concluded that a large portion of the financial specialists tend to dangerously overestimate their capacity to make correct decisions.

4.7 Herding behaviour

In life there is general belief that there is security or comfort in numbers. It is therefore not surprising that investors and analysts scan the environment to observe the actions and reactions of other players, and in response, head in the direction where the majority are moving, rationally or irrationally. This is likened to the movements of herds of animals, whether domestic or wild. The herding behaviour theory has been often used to interpret and predict price movements as well as to explain economic phenomenon like bubble build ups and bursts and other financial or economic crises. In effect herding could be a contradiction of the overconfidence bias and of information efficiency. It predictably leads to market stress by pushing asset prices away from their fair values as supported by the economic fundamentals, hence driving up market volatility[20].

The subprime crisis in the US is the most recent experience of herding behaviour with great ramifications on the global financial system. Between 2000and 2007, real estate prices in the country skyrocketed on account of investor's herding behaviour. They borrowed loans to buy houses for short-term profits. The temptation was not only the preserve of low-income households but also institutional investors who went in droves throughout the country to acquire mortgages. The relatively sophisticated institutional investors had the advantage of better access of information, which however was basically the same, and that was, that of historically low interest rate. Given the aversion bias in the context of stock market after bubbles, they homogeneously made decision to change their preference in housing investment. In their excitement banks heavily, and almost indiscriminately, lent out in the mortgage sector and their predicament was compounded by doing so on the basis of loose lending standards. Predictably this was followed by massive defaults, delinquencies and panic in the financial markets. Institutions ironically referred to as "too big to fail" had to be rescued through funding by government.

4.8 Groups and Crowds

It is important to appreciate how groups and crowds when, whether as natural persons or corporates are required to make decisions. Groups are typically appreciated on the basis of synergies which they are supposed to confer on the participants, including benefiting the competences or endowments of each participants. From the social point of view individuals prefer belongingness to

isolation. In a 'ask the audience' feature of the Who Wants To Be a Millionaire quiz show research, the audience findings indicated that the range of knowledge and experience is diverse and that individuals give their opinion independently of the opinions of others[21].

According group-mind theory, individuals who became part of a crowd would lose all sense of self and responsibility when but they would gain a sentiment of invincible power due to their numbers[22]

4.9 Representativeness

It is logical to believe that a well-run company represents a good investment, which in turn implies that other factors follow accordingly. Therefore, representativeness is judgment based on stereotypes. The notion of 'representativeness bias reflects the case where decisions are made based on a situation's superficial characteristics (what it looks like) rather than a detailed evaluation of the reality. A common financial example is for investors to assume that shares in a high-profile, well-managed company will automatically be a good investment. This idea sounds reasonable, but ignores the possibility that the share price already reflects the quality of the company and thus future return prospects may be moderate. Another example would be assuming that the past performance of an investment is an indication of its future performance.

In our psyche representativeness makes us believe that things that share similar qualities are quite alike. Players in financial markets especially technical analysts interchange a good company with a good investment and vice versa and when faced with firms having stocks characterised by a consistently good history of earning growth, they would tend to overvalue them. This is inherent in the various share or company valuation models such as dividend valuation and dividend growth models.

4.10 Framing

Unlike in traditional finance theory where it is recommended that all of an investor's investments should be treated as a single pool, or portfolio, such that risks of one or several cancel out with those of others through this diversification, in behavioural finance it is recommended that investors highly focus on the behaviour of individual investments , strategic business units or securities. Under this later approach the emphasised 'individualism' or 'narrow frames' heighten investor sensitivity to loss as opposed to 'aggregation' under which investors comfort themselves with the risk reducing covariance of the 'wide' frame, which enables investors to exhibit a greater tendency to accept short-term losses and their effects, with little consideration of the long term results.The main argument in favour of the behavioural finance approach is that there were justifications and merits for the investor to opt for a particular investment, strategic business units or securities and not others and have them as part of the portfolio. Record of the individual elements of the portfolio enable the investor to make more rational evaluation about whether individual securities or investments or market circumstances are changing so as to warrant change in the composition of the portfolio or strategy or both.

4.11 Hindsight Bias

The tendency to remember positive outcomes and repress negative outcomes is referred to as hindsight bias. There is therefore the temptation for investors to reminisce, with good memories, strategies that delighted them and not to dwell

on the numerous times the strategy did not work. In statistical term an outcome's occurrence increases its perceived ex-ante probability of occurrence. The result is for investors to unambiguously violate rationality precepts in adjusting their estimates of the ex-ante probability of an outcome they know has occurred. This is if, but only if, they underestimate the possibility that the actual distribution of observed outcomes is a result simply of sampling error.

4.12 Mental Accounting

Mental accounting is a behavioural finance bias according to which there is a tendency for people to categorise their money into separate accounts based on a variety of subjective criteria such as the source of the money and the purpose for each account. It has also been referred to as the tendency to "put things in boxes" and track them individually. The mental accounting process involves three components. The first one involves establishing the intended outcomes of a decision or decisions and how subsequently these will be evaluated. Secondly the decision is made on as to what will be carried out in relation to specific accounts and how inflows and outflows relating to the activities relating to these accounts will be tracked. Finally, outcomes are periodically reviewed and balanced.

In our mindsets we separate wealth and allocate it into various buckets or pools according to our objectives of having it and the risks related thereto, quite often according to time horizons. In practice individuals have criteria according to which they use or allocate their money, say on a monthly basis one may, using their discretion, save 30% for precautionary measures, 20% for investment and the remaining 50% for subsistence. For businesses they may be divided into strategic business units and funds allocated accordingly. In doing all these, whether for individuals or businesses there is criteria or policy adopted whether formally or informally. This way the individuals or businesses allocate their cash into distinctive mental accounts based on a mixture of subjective criteria, similar to the source of the cash and reason for every account.

4.13 Asset Segregation

The tendency to look at investment decisions individually rather than as part of a group is referred to as asset segregation and it makes an investor concerned more about those individual holdings which perform below expectation even when majority in the portfolio excel.

4.14 Anchoring

When making numerical prediction, estimates may be made by starting from an initial value referred to as an anchor to arrive at final judgements or answers, which may be suggested by the formulation of the problem, or it may be the result of a partial computation. In making investment decisions**,** as an introductory point, investors tend to remember the price they paid for a stock, and this information influences their subsequent decisions about what price they charge their customers. In forecasting when there are previous periods, there will be a closing figure for the most last period which can be adjusted to yield the final answer, although this may be insufficient without well thought out assumptions[23]. In the financial sphere, values such as market index levels can act as anchors. Round numbers such as 5,000 points on the FTSE 100 Index, seem to attract disproportionate interest, despite them being numbers like any other.

4.15 Availability bias

This is a judgmental heuristic in which a person evaluates the frequency of classes or the probability of events by availability. It refers to the ease with which relevant instances come to mind.' Accordingly, recently observed events are believed to influence decision. A witness of a disastrous passenger plane crash in the recent past is more likely be very cautious when offered an opportunity to invest in the airlines sector or will be sceptical to travelling by plane than one who has not done so. In business investors who have observed a particular sector experiencing difficulty or an unstable financial market are likely to be sceptical before engaging in it. Psychologists refer to this as the 'availability bias'. It leads to overestimating the chances of disaster[24].

4.16 Conservatism bias

Even with new information available in the business decision making environment, some investors may be slow in responding and making changes to their original decisions or at most they may only slightly or partially adjust. This behaviour bias is referred to as conservatism bias. Thus, investors who buy shares in a high-profile company may be slow to adjust their view of the company's prospects even after the company's profitability deteriorates or if another company whose profile, they are not sure of presents an attractive proposition.

5 Mathematical Models in Behavioural Finance

Over time, behavioural finance has graduated through a predominantly narrative discipline, to one whose theories are augmented by use of quantitative or mathematical models. Those explored here are the Prospect theory model, Quantitative Behavioural Model (QBM) and Igor's portfolio rule and investment strategies model

5.1 Quantitative Behavioural Model (QBM)

Based on the assumption there is a market and after observing the behaviour of each of the participant in a market, a researcher will have knowledge that in that market there are many participants whose behaviour is very different from each other and that the actual market price is an aggregation of all the participants' expectations in the financial market. The proportion of each participant (called weight) determines how important they are in influencing the direction of the market.

The representative Quantitative Behavioural Model (QBM) model is:

$E(Y_{QBM}) = W_1 * E(Y_{Investors}) + W_2 * E(Y_{Speculators}) + W_3 * E(Y_{Retail}) \ldots\ldots\ldots$ (i)

$E(Y_{QBM})$ is the actual market aggregation, $E(Y_{Investors})$ that of investors, $E(Y_{Speculators})$ that of the speculators and $E(Y_{Retail})$ that of the retailors.

Because of difficulty in finding the weights (W_1 W_2, and W_3), the optimisation algorithm called Swam Particle Swam Optimisation (PSO) model technique, (adopted after studying the behaviour of schools of fish and flocks of birds), which is a type of a stochastic optimisation technique, was used to find the weights[25].

$Vi(k+1) = w(k).Vi(k) + C1.R1(k).(Pbesti(k) - Xi(k)) + C2.R2(k).(Gbesti(k) - Xi(k))$ (ii) $Xi(k+1) = Xi(k) + Vi(k+1)$

……(iii)

Where Vi(k+1) is the velocity of (k+1) th iteration of *ith* individual, Vi(k) is the velocity of kth iteration of *ith* individual, w(k) is the inertial weight used as a trade-off between global and local exploration capabilities of the swarm. The objective function for the PSO algorithm is the root mean square error obtained from equation i. The parameters are W_1, W_2 and W_3. For the gold data, the proportion of long-term investors are about 52%, short term speculators are about 41% and stochastic retail investors are about 7 %, our weights predictions are consistent with the rarely available market data[26]

The PSO algorithm is based on three principles. Given a swarm of size n., each particle Pi (i =1, 2, . . . , n) from the swarm is characterized by: 1) its current position Xi (k)∈Rd , which refers to a candidate solution of the optimization problem at iteration k; 2) its velocity Vi (k)∈Rd ;and 3) the best position Pbesti (k)∈Rd that is identified during its past trajectory. Assume the best global position found over all trajectories that are travelled by the articles of the swarm to be Gbesti (k)∈Rd. Each of n particles fly through the d-dimensional search space Rd with a velocity V (k) i, which is dynamically adjusted according to its personal previous best solution Pbesti (k) and the previous global solution Gbesti(k) of the entire swarm. The velocity updates are calculated as a linear combination of position and velocity vectors. The particles interact and move according to the following equations:

5.2 Igor's portfolio rule and investment strategies model

In his contribution to mathematics as a tool of behavioural finance, Igor V. Evstigneev focused on developing a new theory of market dynamics and equilibrium, which he believed was a plausible alternative to the classical General Equilibrium theory (Walras, Arrow, Debreu, Radner and others). The characteristic feature of his work was to combine systematic application of behavioural approaches with the evolutionary modelling of financial markets. He believed that his approach would provide answers to the fundamental questions and problems pertaining to finance and financial economics, especially those related to equilibrium asset pricing and portfolio selection.

He assumed A vector $\Lambda^i_o \in \Delta^k$ and a sequence of measurable functions with values in $\Delta K.\Lambda^i_t (S^t, H^{t-1})$, t = 1, 2..., form an investment strategy (portfolio rule) Λ^i of investor i.

For basic strategies, that is, those for which Λ^i_t depends only on S^t, and not on the market history Igor derived what he called portfolio rules basic thus: $H^{t-1} = (P^{t-1}, X^{t-1}, \lambda^{t-1})$. To determine investor i's demand function, given a vector of investment proportions $\lambda^i_t = (\lambda^i_t, 1..., \lambda^i_t, K)$ of investor i, the i's demand function is$X^i_t, k(P_t, X^i_{t-1}) = \alpha\lambda^i_t, KB^i_t (Pt, X^i_{t-1})$, where α is the investment rate.

Short-run (temporary) equilibrium: for each t, aggregate demand for every asset is equal to supply: $\sum^n_{i=1} = X^i_t, k(P_t, X^i_{t-1}) = V_k, K = 1...,K$.

Igor's argued that portfolio rule is called a survival strategy if the investor using it survives with probability one (irrespective of what portfolio rules are used by the other investors! He further asserted that given a strategy profile $(\Lambda^1,..., \Lambda^N)$, it can be said that the portfolio rule Λ^1 (or the investor 1 using it) survives with probability one if Inf $r^1_t \geq 0$ (a.s.),(the market share of investor 1 is bounded away

from zero a.s. by a strictly positive random variable).

6. CONCLUSION

Despite its short history compared to other disciplines like economics and traditional finance it has appealed to both intellectuals and practitioners by providing a foundation for evolving theories for a deeper understanding of the psychological processes involved in financial decision-making. No single discipline can explain behaviour in the markets and the interdisciplinary nature of behavioural finance would help in structured guidelines and rule of thumb investment choices for individuals by drawing attention to potential mental mistakes, hopefully leading to increased investment returns. Irrational behaviour is demonstrated not only in security markets but also in property, bullion, and commodities markets. No 'cure' may be arrived for all the biases, but awareness about them enables players to appreciate their existence and their effect, and help them possibly avoid the major pitfalls. A major component of finance is numeracy and it would be foolhardy for one to believe that when handling decision making about it one can avoid the application mathematical or quantitative models.

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Evolution of E-Funds Transfer and its Impact on Customer Satisfaction in Uganda: a Case study of Stanbic Bank Uganda Limited

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Abstract
The purpose of the study was to trace the evolution of e-funds transfer and its impact on customer satisfaction in Uganda with Stanbic Bank Uganda Limited as the case study. A cross-sectional approach, involving collecting of data at once from employees and customers was adopted. A combination of quantitative and qualitative data analysis techniques was employed. Quantitative data analysis techniques involved the use of descriptive statistics such as frequencies and percentages to summarize responses on issues of E-transfer of funds and customer satisfaction while the Pearson's correlation coefficient was used to establish the relationship between dimensions of E-transfers and customer satisfaction as study objectives. Findings from descriptive statistics indicated that on average the respondents agreed to the statement that e-fund transfer have an effect customer satisfaction. Respondents argued that with less work hours required through e-transfers to serve customers the bank can reallocate resources to planning, policy implementation and other value enhancing bank activities. Customer touch points are user friendly. A coefficient of determination (Adjusted R Square) is 0.093 in the study implies that E-funds transfer accounts for 9.3% of the variance in customer satisfaction. There are therefore other factors outside E-fund transfer that contribute to the greater percentage of customer satisfaction.

Key words: *Electronic, Transfer, Customer Satisfaction, E-banking, Monitoring, Data, Banks, Account, Technology, Payments*

1. Introduction

As a means of enhancing competitive edge, banks have had to spend more on digital information and communication technology than other companies in the financial industry. It is for this reasons that, financial technology, Fintech, the innovative financial services using new technology tools, such as big data, cloud computing, and mobile technology has assumed a lead position in the sector. [1] One of the most notable developments in the financial services sector is electronic funds transfer (EFT) technology. There are numerous definitions of what electronic funds transfer (EFT) is. For example, it refers to transfer of funds initiated through an electronic terminal, telephone, computer (including on-line banking) or magnetic tape for the purpose of ordering, instructing, or authorizing a financial institution to debit or credit a consumer's account.[2] For the avoidance of doubt it has been emphasised that EFTs include, but are not limited to point-of-sale (POS) transfers, automated teller machine (ATM) transfers, direct deposits or withdrawals of funds, transfers initiated by telephone and transfers resulting from debit card transactions, whether or not initiated through an electronic terminal. **EFT** has also been defined as the electronic transfer of money from one bank account to another, either within a single financial institution or across multiple institutions, through computer-based systems and without the direct intervention of bank staff.[3]

2. Progress of Electronic Funds Transfer use in Uganda

In 1998 the Bank of Uganda, in its efforts to reduce transactions on cash basis in the country, established the National Payment System Secretariat (NPSS), with the major goal of reducing barriers to the use of electronic and non cash based payments. Subsequently, payment systems and platforms such as electronic cheque clearance, electronic funds transfer and real time gross settlement were introduced. A key result of these initiatives were agreements between commercial banks and some of the key utility providers (for example of water and electricity) enabling the payment of user charges at banks and platforms for payment of taxes to the Uganda Revenue Authority (URA). The fast-tracking of e-transfer of funds benefited from two technological developments. First was the introduction of GSM mobile phone networks in 1993, which revolutionised the way that people communicated and conducted business. Second was the widespread internet connectivity including mobile broadband and 3G networks. The combined results included reduced costs of access, variety of new platforms and systems for revenue collection, billing, payments and relatively reliable data connections.[4]

In August 2003, as a means of facilitating the provision of a variety of adequate payment instruments to the growing corporations and the corresponding increase in their transactions, Bank of Uganda implemented the Electronic Funds Transfer (EFT) method for both credit transfers and direct debits. The Bank of Uganda lauds Electronic Funds Transfer (*EFT*) as a system providing fast, convenient, reliable and secure domestic payment and collection of funds and in its Strategic Plan 2017-2022, it has as an objective, the reduction of the use of paper money and cheques. By end of 2018, between 75 per cent and 85 per cent of

retail transactions in Uganda were being effected using cash.[5] Direct debits are being used, especially with customers authorising a bank to pay, from their account, as settlement of an obligation due to an utility services provider, as noted with utilities above. Some customers have embraced similar arrangements with providers of telephone and insurance services, among others.

In 2007, the Bank of Uganda introduced EFT system of fees payment in educational institutions, drawing samples from selected secondary schools. The Direct Debit Agreements (DDAs) with the commercial banks have been appreciated by some parents for the benefits of flexibility and convenience. Commercial Banks are expected to credit a beneficiary's account within 24 hours upon receipt of a credit transfer instruction, and to debit the payer's account within 48 hours on receipt of a direct debit instruction confirmed against a mandate [6]. With long ques experienced at the beginning of terms and semesters, school fees payment has been one of the biggest challenges for parents and students. Therefore, online payments can be adopted to solve the problem [7]. However, since its inception in 2007 by Bank of Uganda in collaboration with the commercial banks, the EFT system of paying fees in educational institutions has experienced low levels of acceptance and it has indeed faced some resistances from some parents. At the extreme some students have been removed from schools that used this system. A study carried out with regard to this matter indicated that a large proportion of parents expressed their preference towards use of old systems like bank slips, cash and some who have tried to modify use drafts [8].

In 2017, Cabinet approved The National Payment Systems Policy for Uganda. The major objective was promotion of the safety and efficiency of payment systems in the country as one of the pillars for fostering financial sector stability and economic growth. The policy gives special recognition of the use of electronic payment systems in Uganda for having dramatically enabled more people to gain access to financial services and thus the need to ensure that payment systems operate in a secure and efficient manner [9]. The number of countries gearing towards cashless economies is growing, and the most cited example is Sweden, where cash payments constituted only 2% of total payment value in 2015 and are expected to fall to 0.5% in 2020[10].

The realisation that e-funds transfer can greatly transform financial transaction was also recognised by other stakeholders. For example, on recognising that cash payments can be dangerous, costly, and lacking in transparency, because they are hard to track, NGOs accepted guidance of the United States Agency for International Development (USAID), to form what they called the Better Than Cash Alliance (BTC Alliance). Members of the alliance agreed to adopt electronic payments as a solution to the challenges related to transacting with cash. One such solution was mobile money. The challenges had been particularly noted with regard to issuing per diems for training participants and paying field staff.[11] The choice of mobile money technology was motivated by the very impressive success experienced between 2009, when the mobile network operator, MTN, launched mobile money services and 2012 when a case study was launched by USAID. Findings indicated that over that period subscribers

registered for mobile money services rose from zero to approximately 7 million in the country. This represented nearly half (47%) of the total number of registered SIM cards. This was attributed to customer satisfaction with the safety, relatively low cost as well as efficiency of the system in sending and receiving money around the country. It is therefore not surprising that NGOs of various type have embraced electronic money transfers, notably mobile money. They have chronologically moved from in-kind aid, to cash transfers, then to digital cash transfers, with increasing intensity [12]. There is abundant evidence pointing to the fact that e-payment services, such as mobile money, offer multiple benefits, including making financial transactions more affordable, efficient and transparent. It also enhances the capacity of individuals to power their own financial future, for example with easy-to-use savings and borrowing methods [13]. By the last quarter of 2015, there were over 21.1 million registered mobile money users in the country. This represented an impressive 54% penetration. This technology of money transfer effectively spurred financial inclusion from 28% in 2009 to 54% in 2013. [14]

Table 1: Statistics for mobile operators with mobile money services in March 2015

Mobile network/ mobile money service	Mobile subscribers (millions)	Mobile money subscribers (millions)	Market share %
MTN Uganda/MTN Mobile Money	10.4	7.3	58.4
Airtel Uganda (Warid)/Airtel Money	7.5	3.4	27.2
Uganda Telecom/M-Sente	9.8	1.3	10.4
Africell Uganda (Orange) Uganda/ Africell Uganda Money	0.6	0.5	4.0
Total	**20.5**	**12.5**	**100.0**

Source: Okwii (2015a) m http://www.dignited.com/12624/ airtel-uganda-is-leading-the-mobile-money-uganda-innovation-train/

3. Payment Systems

A payment system is a set of processes and technologies that transfer monetary value from one entity or person to another. Creativity in payment systems can create or enhance opportunities of banks to interface with current and potential customers at reduced costs, help in managing risk of system or counterparty failure as well as check on cybercrime and conventional fraud.[15]. Examples of systems that have transformed conduct of transactions are RTGS (Real Time Gross Settlement) and SWIFT (Society for Worldwide Interbank Financial Tele-communication) and the mobile wallet. The RTGS system refers to the continu-ous (real-time) settlement of fund transfers individually on an order by order basis (without netting). It involves the processing of instructions as soon as they

are received rather than at a later time, thus the description 'Real Time.' It has been identified as being particularly relevant for large value transactions. SWIFT (Society for Worldwide Interbank Financial Telecommunication) is a bank-to-bank messaging system, and as its name implies, it is very relevant for counterparties dealing internationally. It provides a standardized language that institutions use to communicate payment instructions and other information to each other [16]. The mobile wallet (m-wallet), is an online payment system where customers can make payments online rather than having to carry cash. The wallet offers the features of convenience, speed and security, which has made it the new rage in the banking industry since the introduction of technology into banking services. It can be used either online or through a smart phone application. Even a person without access to bank or banking services, can easily access their accounts under this system.[17]

4 Theoretical Review

In both government and the private sector huge investments are made with the intention of introducing new technologies to assist a paradigm shift in the life style of the users. Unfortunately, many have met differing degrees of success. Major examples of disappointing projects, despite huge investments of funds, include the failed diffusion of the Electronic Health Record (EHR) and the Enterprise Resource Planning system (ERP) **[18]**

4.1 Technology Adoption Models and Theories

Over time researchers have advanced various theories on innovation and motivations for adoption, including among others, the Theory of Reasonable Action (TRA)the Theory of Planned Behavior (TPB) , the Technology Acceptance Model (TAM),Theory of Diffusion of Innovations (DIT)), Decomposed Theory of Planned Behaviour, the Technology Acceptance Model 2 (TAM2) and Technology Acceptance Model 3 (TAM3) [19] Some are discussed below.

4.2 Theory of Reasonable Action (TRA)

Ajzen Icek and Martin Fishbein's Theory of Reasonable Action (TRA) has its roots in the Persuasion Models of Psychology of the late of 1950s. It was intended to provide a theory that could predict, explain, and influence human behavior. It was developed in the field of social psychology by Ajzen and Fishbein in 1967, and like many of the models of that time it emphasised the study of the individuals' behavior through the impact of attitude as either a direct or an indirect effect on behavior, and as a result of either one-dimensional or multidimensional factor. The two viewed this theory as being moderated by two main constructs, namely, attitude toward behavior and subjective norm.

4.3 Theory of Planned Behavior

Ajzen extended TRA by a construct of perceived behavioural control. It is theorized to be an additional determinant of intention and behavior. Accordingly, Theory of Planned Behavior TPB is a composite of the main constructs of the TRA, as well as the new one, the perceived behavioural

control.

4.4 Technology Acceptance Model (TAM)

Intended to correct the defects of the theory of reasoned action, this theory integrated aspects of expectation theory and self-efficacy theory, and is used mainly to study behavioural intentions of those who use technology. Its distinguishing aspect are the concepts of perceived usefulness and perceived ease of use, especially as they relate to the adoption of new technology by consumers. Perceived usefulness is the he degree to which a consumer using this new technology would improve the work efficiency of that consumer [20]. Several researches have indicated that consumers have tended to perceive the adoption of information technology as a means of enhancing ease and convenience in Fintechs. A bank that has better competences than another in mining and use of data to construct a user knowledge map will outcompete the lesser endowed.[21] Two major conclusions of the TAM are that there is a positive attitude toward new technology premised on intentions to adopt this technology and that there is a significantly positive correlation between users' attitudes toward a certain technology and their adoption intentions, which has been widely confirmed in the research of the banking field.[22]

4.5 Technology Acceptance Model 2 (TAM2)

It has been noted above in TAM that its distinctive aspects are the concepts of perceived usefulness and perceived ease of use. In a bid to improve the earlier TAM, Venkatesh and Davis added the subjective norm construct. Thus, the Extended Technology Acceptance Model or TAM2 [23]. A relationship exists between subjective norm and both perceived usefulness and intention of use. perceived usefulness is moderated by the user experience, and the intention of use is moderated by the user experience and voluntariness of use. Continued satisfactory experience with a good or service will reinforce its acceptance, that is, the existence of experience moderator will show the increase in the level of users' experience in technology over the time, and this will cause a tangible change in technology acceptance to them [24].

4.6 Technology Acceptance Model 3

TAM3 is a turnaround of the homological network of what determines decision to adoption and use of information technology. Unlike the TAM2 which suggested only one addition to TAM, subjective norm, TAM3 added three constructs after subjective norm , namely computer playfulness (the degree of cognitive spontaneity in microcomputer interactions.), perceived enjoyment(the extent to which the activity of using a specific system is perceived to be enjoyable in its own right, aside from any performance consequences resulting from system use) and objective usability. The comprehensive nature of the model has endeared it to academics and practitioners arguing that it provides a good basis for decision makers and managers in various fields, especially urban managers [25].

4.7 Theory of Diffusion of Innovations (DIT)

Diffusion of innovations theory was propounded by Everett Rogers and it seeks to explain how, why, and at what rate new ideas and technology spread. He argues that diffusion is the process by which an innovation is communicated

over time among the participants in a social system, and that it occurs over five stages, namely, awareness, interest, evaluation, trial, and adoption. They are integral to this theory, with the possibility of the individual rejecting an innovation at any time during or after the adoption process [26].

4.8 Decomposed Theory of Planned Behaviour (DTPB)

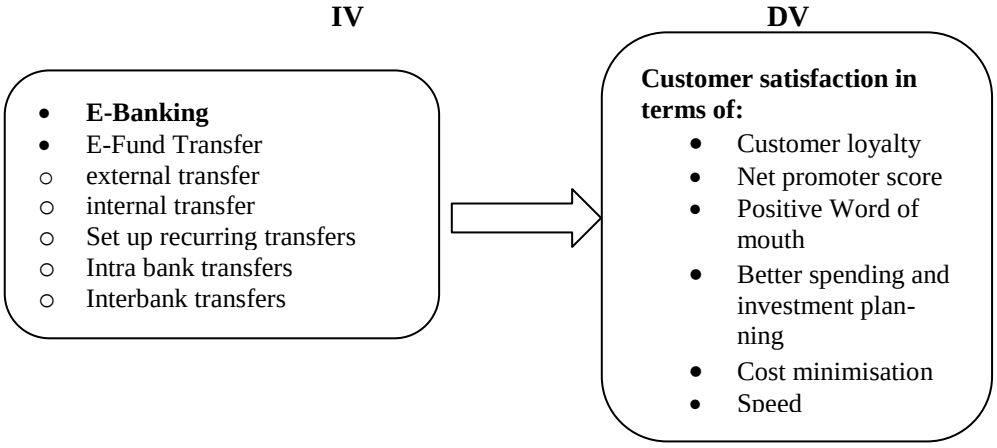
It is an improved TPB, which in turn means it is an enhancement of TRA. In addition to the constructs of these two models, DTPB adds relative advantage, compatibility, and complexity. Relative advantage refers to the degree to which an innovation is perceived as being better than its precursor. Accordingly, (DTPB) attempts to decompose attitude toward behavior, subjective norm, and perceived behavioural control into multi-dimensional belief constructs within technology adoption contexts [27].

4.9 Combined TAM and TPB (C-TAM-TPB)

Developed in 1995, the model combines features of the TPB model whose origins are in social psychology field and TAM from information technology field. Both TPB and TAM theories are premised on the assumption that behavior is determined by the intention to perform the behavior. Intention itself is determined by the attitude towards behavior. Both perceived usefulness and perceived ease of use are positively influencing on attitudes. Thus, attitudes, subjective norms and perceived behavior control are positively influencing on usage behaviours.[28]

5 Conceptual Frameworks

A conceptual framework is an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts and it serves as the basis for understanding the causal or correlational patterns of interconnections across events, ideas, observations, concepts, knowledge, interpretations and other components of experience.[29] The conceptual framework offers many benefits to a research. For instance, it assists the researcher in identifying and constructing his/her worldview on the phenomenon to be investigated [30]



Source: Adapted and Modified from Shields et al, (2013)

Where: IV means Independent Variable and **DV** means Dependent Variable
There are various types of transfers. They may, among others, be external, internal, recurring, intra or interbank. Whatever the type of transfers, there are at least two parties to the transaction. At all stages time is of great essence, just as are expense control, management of all types of risks including loss through theft or fraud and currency risk, convenience and user friendliness. Use of an electronic payment system can incredibly reduce fees of transactions to 1% of the total amount chargeable by an internet service provider or a mobile account replenishment through the unattended payment terminal (UPT). As stakeholders, banks leverage e-banking and e-transfers to save operational costs, increase customer base, achieve mass customisation for e-business clientele, effectively and efficiently communicate with external publics and save time for exploring and developing non-core business. [31]

6 Methodology

In this section the researcher presents the methods and procedures for conducting this study in the following sections: research design, area of study, study population, sampling procedures, data collection methods and instruments, quality control methods, data management and processing, data analysis, and ethical considerations.

6.1 Research Design

This investigation was based on a case study of Stanbic Bank Uganda Limited Uganda Limited Head office in Kampala Capital City. The reasons of using a case study were that, it was a good source of ideas about behavior, it was a good method to study rare phenomena and it was a good method to challenge theoretical assumptions. Within this design, a cross-sectional approach was adopted. This involved collecting data at once, from employees of Stanbic Bank Uganda Limited head office in Kampala Capital City and customers.

6.2 Study Population

The target population of this study comprised of employees in Uganda's commercial banking sector. However, the accessible population comprised of employees of Stanbic Bank Uganda Limited head office and some customers that visited the branch in the same location. According to the Head of Human Resources, Head office on crested towers was the biggest branch of Stanbic Bank Uganda Limited with over 110 employees.

6.3 Determination of Sample size

This sample size was chosen as per guidance below.

Table 1: Showing the sample size of the respondents

	Target population	**Sample size**
Managers	5	5
Middle Level staff	10	10
E-banking operative staff	5	5
Customer relationship officers	8	8
Customers of Stanbic Bank Uganda Limited.	75	63
Total	103	91

Source: Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological Measurement, 1970. The study involved 5 managers, 10 Middle Level staff involved in E-banking operations, 5 Head office (Stanbic) E-banking operative staff, 8 Customer relationship officers attending walk-in-customers and 63 Customers of Stanbic Bank Uganda Limited.

6.4 Sampling techniques and Procedures

Both probability and non-probability sampling techniques were employed in the study. The probability technique of proportional stratified random sampling was used in selecting employees to participate in the study. Proportional stratified random sampling involves dividing the population into mutually exclusive and exhaustive strata, and then selecting a random sample of subjects which is proportional to size of a given stratum. The non-probability technique of purposive sampling was also used.

6.5 Data Collection Methods and instruments

Questionnaire and field guides were used. Questionnaire survey involved collecting quantitative data from selected employees and customers of Stanbic Bank Uganda Limited. The researcher obtained written permission from the bank's administration to interview respondents. The researcher then employed a combination of data collection methods including questionnaire survey, key informant interviews, and documentary review. Questionnaires were used because they were cost-efficient to gather quantitative data. Apart from being inexpensive and flexible, questionnaires were also a practical way to gather data. They were targeted to groups chosen and were managed very well. The major study variables were measured using structured close-ended items adopted from previous research studies and assessed using a five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. Close-ended questions were used.

6.6 Procedure of Data collection

Employees were given questionnaires and requested to fill them within a specified time period, and were collected from the respondents upon completion. Key informant interviews involved collecting qualitative data through in-depth face-to-face engagements with selected heads of department of Stanbic Bank Uganda Limited departments in the bank to compliment data obtained through questionnaire surveys.

6.7 Data Analysis

A combination of quantitative and qualitative data analysis techniques was employed in this study. Quantitative data analysis techniques involved the use of descriptive statistics such as frequencies and percentages to summarize responses. Pearson's correlation coefficient was used to establish the relationship between dimensions of E-banking and customer satisfaction as specified in the study objectives.

7.0 Presentation, Analysis and Interpretation of Results

This section presents data collected using the questionnaire, and interviews and the corresponding interpretations according to the study objectives. The findings were arrived at by analysing and interpreting the available data using SPSS and Microsoft Excel software.

7.1 Response Rate

The total number of respondents who constituted the sample used in this dissertation are summarized below.

Table 2: Showing the Response Rate

Sample	Frequency	Percentage
Bank Employees and customer		
Response	87	96%
Non-response	4	4%
Total	**91**	**100**

Source: *Primary Data*

From table 1 above, the total of respondents was ninety-one (91) where eighty-seven (87) questionnaires were returned and all interviews were conducted. The response rate was therefore ninety-four (96%) which is highly reasonable response rate.

7.2 The Relationship between E-fund Transfer and Customer Satisfaction;

The researcher proceeded to statistically establish whether e-fund transfer positively influence customer satisfaction.

7.3. Correlation Analysis

The study tested the study question of whether e-transfers have an impact on customer satisfaction at a 95% level of significance (two-tailed) using Pearson's product-moment correlation coefficient.

Table 3: Correlation Matrix for e-fund Transfer and Customer Satisfaction;

Correlations

		E-fund transfer	Customer satisfaction
E-fund transfer	Pearson Correlation	1	.323**
	Sig. (2-tailed)		.003
	N	82	82
Customer satisfaction	Pearson Correlation	.323**	1
	Sig. (2-tailed)	.003	
	N	82	82

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

Table 3 above shows that there is a moderate positive relationship between e-fund transfer and customer satisfaction; (r=0.323 p=0.003 n=82). The relationship is statistically significant at 95% confidence level since p-value (Sig.) is less than 0.050 (=0.000). This implies that improvements in e-fund transfer shall be related to improvements in customer satisfaction. Similarly decline in e-fund transfer shall be related to decline in customer satisfaction.

7.4 Regression Analysis

Regression analysis was used to establish the extent to which *e-fund transfer* affects *customer satisfaction*. The coefficient of determination (R Square) was used and the results are presented in the table below.

Table 4: Model Summary

Model	R	R Sq	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.323[a]	.105	.093	.58439	.105	9.337	1	80	.003

a. Predictors: (Constant), E-fund transfer

Table 4 above shows that the coefficient of determination (Adjusted R Square) is 0.093. This implies that E-funds transfer accounts for 9.3% of the variance in *customer satisfaction*. There are therefore other factors outside E-fund transfer that contribute to the greater percentage of *customer satisfaction*.

7.5 Employee views on e-banking

The objective of the study was to examine the effect of e-fund transfer on customer satisfaction in Stanbic Bank Uganda Limited. The table below indicates employee views on e-banking using 7 items scored on five-point Likert scale of 1=strongly disagree, 2= Disagree, 3=Neutral, 4=Agree, 5= strongly agree.

Table 5 Employee views on e-banking

	N	SDA	DA	NS	A	SA	Mean	Std. Deviation
There is ease in external fund transfer	32		16%(5)	28%(9)	22%(7)	34%(11)	3.75	1.107
There is ease in internal fund transfer	32		3%(1)	6%(2)	34%(11)	56%(18)	4.44	.759
There is reduction fraud cases	32		3%(1)	6%(2)	38%(12)	53%(17)	4.41	.756
Ease of transfer of peer to peer funds	32		3%(1)	6%(2)	34%(11)	56%(18)	4.44	.759
Less paper work in banking halls	32		0%	3%(1)	34%(11)	63%(20)	4.59	.560
Less man hours are applied to customers	32		0%	13%(4)	38%(12)	50%(16)	4.38	.707
Resources are skewed to other bank activities	32		3%(1)	9%(3)	47%(15)	41%(13)	4.25	.762

***Source:* Field Primary Data**

Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree

From table 5 above, the respondents were asked in order to find out whether, there is ease in external fund transfer; respondents were asked to state the extent to which they agreed with the above. There are two major results as reflected by way of standard deviations and means. First was the issue of whether there is ease in external fund transfer using e-means. The standard deviation was 1.107, accompanied by a mean of 3.75. Of the total respondents, 34% strongly agreed, while 22% agreed, 28% were neutral, while 16% disagreed and 0% strongly disagreed. This implies that the 56% of the respondents were in approval, 16% disagreed. The other major result was on the issue of whether there was lesser working paper, the standard deviation was 0.560 accompanied by the highest mean of 4.59. Of the total respondents, 63% strongly agreed, while 34% agreed, 3% were neutral, while 0% disagreed and 0% strongly disagreed. This implies

that the majority, 97% of the respondents were in approval, with a mean of 4.59 and SD of 0.560. From the statistics above with 97% in agreement this is an aspect to the bank stakeholders need to uphold comparison to the 0% who were in disagreement. From the findings above this shows that to deliver on the e banking on customer satisfaction this aspect should be keenly addressed.

In determining whether Ease of transfer of peer to peer funds, the study revealed that; of the total respondents, 56% strongly agreed, while 34% agreed, 6% were neutral, while 3% disagreed and 0% strongly disagreed. This implies that 90% of the respondents were in approval while 3% disagreed and 6% had a neutral opinion with a mean of 4.44 and SD of 0.759. From the findings above this shows that this is a key attribute which should be well managed by the bank stakeholders in Stanbic Bank Uganda Limited. In order to find out whether, less paper work in banking halls; respondents were asked to state the extent to which they agreed with the above. The above findings show that bank stakeholders have done some work to do regarding this aspect in totality. From the findings of the study the respondents were asked about less man hours are applied to customers. Of the total respondents, 50% strongly agreed, while 38% agreed, 13% were neutral, while 0% disagreed and 0% strongly disagreed. This implies that 88% of the respondents were in approval while 0% disagreed and 13 % had a neutral opinion with a mean of 4.38 and SD of 0.707 from the statistics above, this shows that this is a key attribute which should be addressed by the bank stakeholders. From the findings of the study the respondents were asked about resources being skewed to other bank activities. Of the total respondents, 41% strongly agreed, while 47% agreed, 9% were neutral, while 3% disagreed and 0% strongly disagreed. This implies that 88% of the respondents were in approval while 0% disagreed and 9 % had a neutral opinion with a mean of 4.25 and SD of 0.762 from the statistics above, this shows that this is a key attribute which should be addressed by the bank stakeholders.

Table 6: Customer views on e-banking

	N	SDA	DA	NS	A	SA	Mean	Std. Deviation
There is ease in external fund transfer	50	2%(1)	2%(1)	2%(1)	48%(24)	46%(23)	4.34	.798
There is ease in internal fund transfer	50	2%(1)	0%	4%(2)	46%(23)	48%(24)	4.38	.753
There is reduction fraud cases	50	16%(8)	28%(14)	44%(22)	8%(4)	4%(2)	2.56	.993
Ease of transfer of peer to peer funds	50	2% (1)	6% (3)	6%(3)	54%(27)	32%(16)	4.08	.900
Less paper work in	50		0%	2%(1)	52%(26)	46%(23)	4.44	.541

banking halls								
Less man hours are applied to customers	50		0%	2%(1)	52%(26)	46%(23)	4.44	.541
Resources are skewed to other bank activities	50		2% (1)	6%(3)	54%(27)	38%(19)	4.28	.671

***Source:* Field Primary Data**

Key: SD= strongly disagree, D=Disagree, NS = Not sure, A= Agree, SA=strongly agree

From table 6 above, the respondents were asked in order to find out whether, there is ease in external fund transfer; respondents were asked to state the extent to which they agreed with the above. Of the total respondents, 46% strongly agreed, while 48% agreed, 2% were neutral, while 2% disagreed and 2% strongly disagreed. This implies that the 56% of the respondents were in approval, 16% disagreed with a mean of 4.34 and SD of 0.798. From the statistics above with 94% in agreement this is an aspect to be addressed by the bank stakeholders." in comparison to the 4% who were in disagreement. From the findings above this shows that to deliver on e-banking this aspect should be addressed.

From the findings of the study the respondents were asked if there is ease in internal fund transfer. Of the total respondents, 48% strongly agreed, while 46% agreed, 4% were neutral, while 0% disagreed and 2% strongly disagreed. This implies that 94% of the respondents were in approval while 2% disagreed and 4% had a neutral opinion with a mean of 4.38 and SD of 0.753 from the statistics above, this shows that this is a key attribute which should be well managed by the bank stakeholders in Stanbic Bank Uganda Limited. The respondents were asked whether there is reduction fraud cases. The results from the study revealed that, of the total respondents, 4% strongly agreed, while 8% agreed, 44% were neutral, while 28% disagreed and 16% strongly disagreed. This implies that the majority, 12% of the respondents were in agreement as shown by the statistics, with a mean of 2.56 and SD of 0.993. The different statistics implied that this is an aspect to be addressed by the bank stakeholders in the bank. In determining whether Ease of transfer of peer to peer funds, the study revealed that; of the total respondents, 32% strongly agreed, while 54% agreed, 6% were neutral, while 6% disagreed and 2% strongly disagreed. This implies that 86% of the respondents were in approval while 6% disagreed and 6% had a neutral opinion with a mean of 4.08 and SD of 0.900. From the findings above this shows that this is a key attribute which should be well managed by the bank stakeholders in Stanbic Bank Uganda Limited.

In order to find out whether, less paper work in banking halls; respondents were asked to state the extent to which they agreed with the above. Of the total

respondents, 46% strongly agreed, while 52% agreed, 2% were neutral, while 0% disagreed and 0% strongly disagreed. This implies that the majority, 98% of the respondents were in approval, with a mean of 4.44 and SD of 0.541. From the statistics above with 97% in agreement this is an aspect to the bank stakeholders need to uphold comparison to the 0% who were in disagreement. From the findings above this shows that to deliver on the e-banking on customer satisfaction this aspect should be keenly addressed. From the findings of the study the respondents were asked about less man hours are applied to customers. Of the total respondents, 46% strongly agreed, while 52% agreed, 2% were neutral, while 0% disagreed and 0% strongly disagreed. This implies that the majority, 98% of the respondents were in approval, with a mean of 4.44 and SD of 0.541 from the statistics above, this shows that this is a key attribute which should be addressed by the bank stakeholders. From the findings of the study the respondents were asked about resources being skewed to other bank activities. Of the total respondents, 38% strongly agreed, while 54% agreed, 6% were neutral, while 2% disagreed and 0% strongly disagreed. This implies that 92% of the respondents were in approval while 2% disagreed and 6 % had a neutral opinion with a mean of 4.28 and SD of 0.671 from the statistics above, this shows that this is a key attribute which should be addressed by the bank stakeholders.

8 Conclusions and Recommendations

Findings from descriptive statistics indicated that on average the respondents agreed to the statement that e-fund transfer have an effect customer satisfaction. With less work hours required through e-transfers to serve customers the bank can reallocate resources to planning, policy implementation and other value enhancing bank activities. Customer touch points are user friendly. The study recommends that a similar research incorporating in other aspects like, leadership and working conditions, working and organization culture and practices among others. Future researchers can focus on looking at the other factors other than those mentioned and studied. This clearly shows a critical look at the above areas derives a holistic picture of ways and avenues affecting understanding electronic-banking and customer satisfaction.

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Total Outsourcing and Service Delivery in the Private Sector: A Case Of Africell Kampala, Uganda

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Abstract

The importance of outsourcing to modern business cannot be overemphasized. Outsourcing helps business firms and individuals worldwide to obtain specialized services which would not be cost efficient for them to provide. Hence, this study examined the effect of selective outsourcing and total outsourcing or service delivery in Africell Kampala, and the study employed a descriptive correlational and cross sectional survey research design. A sample of 168 respondents was determined from 290 target population. Both qualitative and quantitative approaches were adopted to analyze data collected through questionnaire. The results of qualitative analyses using frequency and percentage distributions, means and standard deviations show majority of the respondents were females (58.3%) while 41.7% were male; majority of respondents (67.9%) were aged between 28-37 years, whereas minority of the respondents aged 58 years and above; and majority of the respondents (31.0%) had been in their line of work for a duration of 6 – 10 years. The results further show that the respondents agree that that outsourcing firms are professionals, respond to issues immediately and are flexible in service provision; and that selective outsourcing would enhance performance of Africell Kampala Uganda. The result of quantitative analyses using Pearson's Linear Correlation Coefficient revealed that there is a significant positive relationship between selective outsourcing and service delivery (r=.368, sig=.000). The study however, did not find a significant relationship between total outsourcing and service delivery (r=-.105, Sig=.175). It was concluded that selective outsourcing enables organizations significantly transform their operations in line with the objectives for which a given outsourcing vendors was selected. The companies improve their service delivery, improve and expand activities that generate revenue, minimize the effort spent on maintaining the infrastructure that support the core of the business, exploitation of the skills and technology.

***Keywords**; Total Outsourcing, Service Delivery, Customer Satisfaction, Africell Kampala.*

Introduction

Outsourcing originally started thousands of years ago, Blaxill, Mark and Eckardt, Ralph (2009). When societies began to form, individuals began to develop specialized skills, certain tasks were given to these individuals, and thus outsourcing was born. Today, outsourcing is an important part of the business world because it helps businesses and individuals worldwide come together to serve customers more efficiently.

Man realized the need for outsourcing thousands of years ago, and how it would be impossible for them to fulfill all their needs by themselves without depending on someone else to service the, Herman and Loriana (2010). The service provider possessed specialized skills, which enabled him to do the work faster, cheaply and more efficiently. As such in early societies, every man had a part to play. He could be a father, merchant, soldier or barber, Gamoiski (1988).

The great industrial revolution (1900-1950) that took place in Europe provided much impetus to the development of outsourcing, Ashton, Thomas (1948). The period saw a manifold increase in the production of goods; the market widened and profits were like never before. Many companies began to outsource such activities like accounting, insurance, engineering and legal needs to specialized firms. These firms were within the country and not offshore. At this point of time, outsourcing was exploitative ad ugly, for instance, the Indian farmers were forced to provide raw materials like cotton and indigo for British companies, instead of food crops which were in high demand at the time. Megad (2000), emphasized that outsourcing results to increased employment and income levels of farers. The education and skill levels too improved. The governments in these countries took care to develop adequate infrastructure necessary for manufacturing companies to maximize profits.

Conceptually outsourcing and service delivery constitutes the broad concept of the study. Bucki (2012), defines outsourcing as any task, operations, job or process that could be performed by employees within an organisation on or offsite, but instead contracted to third party or an independent organisation and ceasing to perform that function or process internally. Hadfield (2006), opined that outsourcing can be defined as the strategic use of outside sources to perform activities traditionally handled by internal staff and resources sometimes known as “facility management.”

In this study, outsourcing was understood as full and selective purchases of products or services from an outside supplier, while service delivery was understood as efficiency and customer satisfaction. To this end, service delivery is a combination of capability to deliver on the promises that were made, people deliver the work required on time and quality, customers that appreciate what is being delivered, internal organizations and a degree of excellent to meet customer’s expectations.

Outsourcing is an emerging concept presently adopted by manufacturing and multinational organisations in Uganda, with notable examples of organisations

like East African Breweries Limited (EABL), Crown Beverages Limited, Sheraton Hotels, Mukwano Industries and MTN Uganda. These companies are said to outsource with the objectives to improve capacity, timelines and quality and cut down costs all of which are key elements to quality service delivery.The desire to deliver quality service beyond the expectation of the customer is Africell Uganda's reason for outsourcing most of its operations in the network and IT department, security, marketing among others.

Companies may lose management and control of certain business functions, thus being unable to manage the entity as effectively desired problems with quality can arise if the outsourcing provider does not have proper processes and or is inexperienced in working in an outsourcing relationship. Furthermore, some outsourcing providers may work with other customers, hence might not give 100% time and attention to a single company, which may result in delays and inaccuracies in the work outside. These constraining factors, infringed the researcher to undertake a study into Africell's service delivery amid growing concerns among the company's customers over its declining quality, among other complaints.

Despite all efforts by Africell to improve its performance, poor service delivery has persisted. There us persistent poor network quality, and according to Uganda Commissions Commission survey (2014), Africell Kampala Uganda exceeded the maximum 3.3% blocked and 2.5% drop call rates and blocked due to network failure and premature termination respectively. The network quality is also characterized by persistent outages, congestion and heavy interruption that have left subscribers frustrated and the company unable to maximize its potential as well as achieve its promises in terms of time lines, reliability and profitability. If these problems continue, Africell Kampala Uganda will lose its valuable customers according to Uganda Communications Commission survey (2014).

The purpose of the study was to establish the effect of Total outsourcing on service delivery at Africell Kampala, Uganda with specific objectives of establishing the relationship between selective outsourcing and service delivery, and also investigate the relationship between total outsourcing and service delivery at Africell Kampala Uganda.

1. Conceptual and Theoretical Review

Conceptually outsourcing and service delivery constitutes the broad concepts of the study. According to Webster New International Dictionary (1993), outsourcing is an act of a company or organization to purchase goods or sub contract (services) to an outside supplier or source. In other words, it seeks to contract out Jobs, services etc. as the means of obtaining goods or services from an outside source.

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According to Hadfield (2006), outsourcing can be defined as the strategic use of outside source to perform activities traditionally handled by internal staff and resources sometimes known as "facility management. Outsourcing can be defined as a strategy by which organization contractors out some of its major functions to specialized and efficient service providers, who become valued business partners. Companies have always hired contractors for particular types of work or to levels off peaks and term relationships with firms whose capabilities complement or supplement their own.

In this study outsourcing was understood as full and selective purchases products or services from outside supplier, while service delivery was understood as efficiency and customer satisfaction. To this end, service delivery is a combination of capability to deliver on the promises that were made, people deliver the work required on time and quality customers that appreciate what is being delivered, internal organization and a degree of excellence to meet customers' expectations.

The study was guided by the Transaction cost theory (TCT). According to Ronald Coase, people begin to organize their production in firms when the transaction cost of coordinating production through the market exchange, given imperfect information, is greater than within the firm.

2. Empirical Review

According to Murray and Kotabe (1999), Total Outsourcing is the process of Outsourcing 100% of business operations to an outside vendor. Bravard and Morgan (2006) claim the total outsourcing involves transferring more than 80% of the organizations function to a vendor. Total outsourcing increases profitability and reliability. It is possible that total Outsourcing companies increase their liquidity through injection of cash from Liquidation of redundant assets or proceeds from assets transfer of service providers.

Klepper and Wendell (2008) illustrated that total Outsourcing is a major undertaking and no organization should do it without considerable thoughts. In fact organizations that enter into Out Sourcing arrangements will spend considerable time, effort and money analyzing the deal before entering into contract with any vendor. In other words, organizations entering total Outsourcing arrangements would never undertake it lightly.

Current competitive environment induced by globalization and advances in information technology have forced companies to focus on service delivery, and in particular customer satisfaction and customer loyalty in order to efficiently maximize revenues. In the age of customer delivering quality service, it is considered an essential strategy for success and survival in today's competitive environment (Scott Armstrong and Kesten C. Greene, 2007). The focus of any business system is to provide all customers with the level of service delivery they require and as no budget is unlimited.

Zlad Dalloul (2004), in a report on Africell Kampala Uganda mentioned that the some management of Africell networks has been outsourced by Huawei, Seagate Co LTD Uganda telecom, IT and customer care to Vodafone, Payroll to Deloitte. All its cleaning services out sourced to Dream clean executive cleanliness and

all its catering services to sunset restaurant.

This was done to achieve increased profitability time lines and deliver quality services to its stake holders, employees and customers most importantly. Furthermore companies have increasingly turned to total outsourcing in order to reduce costs and improve service delivery in Uganda. However, Outsourcing is yet to be fully practiced as in other economies of the world. Today only a few local organizations are Outsourcing and none seems to have totally outsourced its operations.

In the recent years, there has been a significant shift in the balance of power between the consumers and the organizations providing those products or services. Business the world over is struggling for competitiveness in a rapid globalizing economy. The heat of competition is being felt in all areas of the economy. Due to the competitive pressure, corporations started outsourcing non-core operations to outsiders who are experts in doing that job with efficiency, effectiveness and at reduced cost (Sople, 2004). An increasing number of business functions are being outsourced. To meet competitive challenges, corporations are outsourcing to highly specialized firms that can use their expertise to increase the efficiency of an outsourced function. The increase in outsourcing has resulted in lower staffing levels, reduced costs, and more flexibility.

Quinn (2001) claimed that extensive Outsourcing is becoming more and more compelling, across the commercial spectrum indeed when properly developed Outsourcing substantially lowers costs, risks and fixed investment while greatly expanding flexibility, innovative capabilities and opportunities for catering higher value added and stake holder returns.

Elmuti and Kathawala (2000) argue that outsourcing provides institution with opportunities to add more experts to their resource pool hence chances of increasing innovative performance may improve.

Flows (1998), claims that processing clients orders is a critical function in any sales cycle completing customer orders in a timely manner is one of the things that strengthen client relationships and helps build new ones. Flows further states that whether selling products or providing services, it is necessary to process customers' requests quickly.

In such a competitive environment, those offering better customer services, faster order processing and the timely delivery of services will eventually increase and maintain their customer base, in support of the above Outsourcing can undoubtedly bring tremendous benefits to organizations. In the case of order processing specifically, organizations can strengthen relationships with existing clients and easily build new ones by providing a constant and efficient service that deals with the timely processing of orders.

3. Methodology

The study was conducted using a descriptive correlational survey and cross sectional design. As recommended by Amin (2005), the design involved collecting data from a large sample of respondents (168) at one point in time, without influencing it in any way. The study also involved correlating the descriptive data to establish the relationship between the independent variables (selective outsourcing and total out sourcing) and dependent variables (efficiency and customer satisfaction). The study mainly took a quantitative approach despite the fact that there are some aspects of qualitative nature. The quantitative aspects of the study aimed at measuring and analyzing variables with statistical procedures (Bakkabulindi, 2008).

4. Results and Discussions

One sample statistics:

Questions on Total Outsourcing	Mean	Std. Dev.	Interpretation
To improve on performance all network services should be outsourced	1.9881	.72581	poor
For better performance all IT technical staff is outsourced	1.7083	.85719	poor
All marketing services are outsourced for better performance	1.8333	.82380	poor
All activities of the organization are outsourced to improve on the performance	2.2262	.93950	poor
Major tasks of Africell are outsourced for better performance	2.1429	.93684	poor
Average	**1.97976**	**0.856628**	**Poor**

Source: Primary Data

As revealed by the findings in the table above, most of the respondents agreed with most of the items that were examined. The first ranked items that were examined. The first item was that "To improve on performance all network services should be outsourced" (mean=1.9881, Std. Dev. =.72581 and rank=1). This was interpreted as poor. Secondly the respondents disagreed with the items and this was that" For better performance all IT technical staff is outsourced" (mean=1.7083, Std. Dev. =.85719 and rank=2). This item was interpreted as poor with the overall average 1.97976 and also interpreted as poor. The third ranked item was that "All activities of the organization were outsourced to improve on the performance" (mean= 2.2262, Std. Dev. =.93950 and rank = 4). This mean was interpreted as poor. The fourth ranked Item was "All marketing services are outsourced for better performance" (mean=1.8333, Std. Dev. = .82380 and rank= 3). This was interpreted as poor. Lastly the last item was that" Major tasks of Africell are outsourced for better performance" (mean= 2.1429, Std. Dev= .93684 and rank= 5). This was interpreted as poor. Generally, the respondents do not agree that total outsourcing could enhance performance of Africell Kampala Uganda.

5. Discussions of findings

The results showed that there is no significant relationship between total outsourcing and service delivery at Africell Kampala Uganda. These results are contradictory with most studies, because they found significant positive relations ship between outsourcing and performance. Elmuti and Kathawala (2000) argue that outsourcing provides institution with opportunities to add more experts to their resource pool hence chances of increasing innovative performance may improve.

Total out sourcing does not have a significant relationship with service delivery. Total outsourcing cannot be used as a strategy to improve on service delivery. If all core and noncore services are out sourced, the company may not have effective control of it activities. This makes it not to develop competence internally.

6. Conclusions and Recommendations

Outsourcing can enhance customer experience through between quality of service board the best people across the globe to manage networks , get access to least technology expertise and processes leading to improved productivity, reliability and affordability. In simpler terms, outsourcing enables organization deliver seamless customer experience, higher customer satisfaction and more profitable growth. From the study findings, the following recommendations were offered;

Managers of business organizations should use selective outsourcing as the best strategy to enhance service delivery in their organization. Organizations should only outsource some services or tasks from contractors while the rest should be performed by the staff of the organization internally. This will result in increased efficiency and customer satisfaction.

When using selective outsourcing, core services should not be outsourced; they are the backbone of the company. Core activities are the very sensitive activities which require the organization itself to handle.

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Selective Outsourcing and Service Delivery in The Private Sector: A Case Of Africell Kampala, Uganda

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The importance of outsourcing to modern business cannot be overemphasized. Outsourcing helps business firms and individuals worldwide to obtain specialized services which would not be cost efficient for them to provide. Hence, this study examined the effect of selective outsourcing and total outsourcing or service delivery in Africell Kampala, and the study employed a descriptive correlational and cross sectional survey research design. A sample of 168 respondents was determined from 290 target population. Both qualitative and quantitative approaches were adopted to analyze data collected through questionnaire. The results of qualitative analyses using frequency and percentage distributions, means and standard deviations show majority of the respondents were females (58.3%) while 41.7% were male; majority of respondents (67.9%) were aged between 28-37 years, whereas minority of the respondents aged 58 years and above; and majority of the respondents (31.0%) had been in their line of work for a duration of 6 – 10 years. The results further show that the respondents agree that that outsourcing firms are professionals, respond to issues immediately and are flexible in service provision; and that selective outsourcing would enhance performance of Africell Kampala Uganda. The result of quantitative analyses using Pearson's Linear Correlation Coefficient revealed that there is a significant positive relationship between selective outsourcing and service delivery (r=.368, sig=.000). The study however, did not find a significant relationship between total outsourcing and service delivery (r=-.105, Sig=.175). It was concluded that selective outsourcing enables organizations significantly transform their operations in line with the objectives for which a given outsourcing vendors was selected. The companies improve their service delivery, improve and expand activities that generate revenue, minimize the effort spent on maintaining the infrastructure that support the core of the business, exploitation of the skills and technology.

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9. Empirical Review

Service delivery is a set of components that provide service delivery architecture (such as service creation, session control and protocols) for a type of service. Service delivery often requires integration of telecommunication and information technology capabilities and the provision of services that are unmatched in the industry (Burnes 2004).

Experience elsewhere, shows that there is a relationship between work methods and performance in service delivery. It is imperative that for the service to deliver the desired outputs, it needs to strive to look or encourage better ways of performing the delivery process. Service organization may not necessarily directly deliver the service but much as a matter of policy such as outsourcing should develop benchmark processes that are effective and efficient in delivery of services (Cornner, 2004).

To Kakabadese (2002) Outsourcing is a strategic decision of a company to use an outside organization to perform work that would be typically done within the company. To Marray and Kotabe (1999) Outsourcing is a process that occurs when a company purchases product or services from an outside supplier, rather than performing the same work within its own facilities in order to cut costs.

According to Gilley and Rasheed (2000) given the diverse nature of business process a firm has to manage today, it is nearly impossible for a firm to manage all of its processes by solely depending on its own resources. Even if it is feasible, the firm may lose focus efficiency hence Outsourcing some or all of its non-core business processes to enable such a firm to focus on core competences rather than services that fall outside its expertise. This cannot only improve function effectiveness and flexibility by accessing a support network with highly qualified and specialized man power, but also helps firms control their costs and business risks by transforming highly fixed costs to predictable expenditures. Like traditional selection processes, the Outsourcing process includes all the

steps of planning, selection and managing service providers.

Selective outsourcing involves outsourcing only part of an activity and performing the rest of the activity in-house. Selective outsourcing is generally more successful than total outsourcing for two main reasons. First, companies that outsource an entire activity tend to be constrained in their ability to control the supplier. This means that companies that outsource an entire activity no longer have a sufficient level of expertise in-house to control or manage their supplier. Second, when companies perform a part of the activity in-house, they have access to the operational knowledge and information required to design effective reporting systems. Hence, it is far more difficult for the supplier to behave opportunistically (Quinn, 2001).

In comparison with purchasing or contracting out, Outsourcing differs in the strategy that drives it. In general, it is a strategy that allows companies to focus their talent and resources on improving and expanding activities that generate revenue, minimizing the effort spent on maintaining the infrastructure that supports the core of the business while also exploiting the skills and technology of some suppliers to strengthen their core competency as well as maintain their non-core activities (Murray & Kotable, 1999).

In view of the above, driven by the notion that a single vendor cannot process world-class capacities in all areas of business, this has forced many companies to embark on selective out sourcing of multiple vendors. Selective outsourcing involves outsourcing only part of an activity and performing the rest of the activity in house. Selective outsourcing is generally successful among organizations because it allows companies to perform part of their activities in house, hence gaining access to the operational knowledge and information required to run the activity.

Furthermore, through selective outsourcing, firms can save on capital investments and thus reduce on financial risks (Gilley & Rasheed, 2000). Watson (2006) claimed that organizations selectively outsource in search of expertise in certain areas of their operations in order to improve their overall performances. However, the increased level of focus on cost reduction, efficiency, customer satisfaction and festiveness has elevated outsourcing companies to a strategic level of value creation and competitive advantage.

In Uganda, Africell first selectively outsourced some of its core operations by contracting Huawei, Seagate Co LTD, Uganda Telecom (UTL) network and IT in Uganda to handle its network operations with the help of the signal boosters and as its back born (2014). However the Gambia and Sierra Leon network known as Hits telecom holdings giant that has since taken over orange Uganda and then to Africell Uganda, the company has out sourced office supplies, travel catering services, temporary labour, security, printing services and facilitates management. In addition Africell Uganda has most recently decided to outsource part of its core business activities like promotions in order to increase timelines quality and profitability.

10. Methodology

The study was conducted using a descriptive correlational survey and cross sectional design. As recommended by Amin (2005), the design involved collecting data from a large sample of respondents (168) at one point in time, without influencing it in any way. The study also involved correlating the descriptive data to establish the relationship between the independent variables (selective outsourcing and total out sourcing) and dependent variables (efficiency and customer satisfaction). The study mainly took a quantitative approach despite the fact that there are some aspects of qualitative nature. The quantitative aspects of the study aimed at measuring and analyzing variables with statistical procedures (Bakkabulindi, 2008).

11. Results and Discussions

One sample statistics:

Questionnaires on selective outsourcing	Mean	Std. Dev.	Interpretation
For better performance only some activities/ tasks are outsourced	3.7798	1.27352	Good
Very sensitive departments of the organization are outsourced for effective performance	3.3631	1.42445	Good
Some non-technical and technical services are outsourced by this organization	3.4524	1.29859	Good
Very sensitive tasks of the organization are outsourced	3.1845	1.36527	Good
Average	**3.44495**	**1.3404575**	**Good**

Source: Primary data

According to the findings in the table above, (mean=3.7798, Std Dev.=1.27352), most of the respondents agreed with the items that "For better performance only some activities/tasks are outsourced "This item was interpreted as implying that respondents did not have challenges while carrying out the research and this was good. The second rated item was that "Very sensitive departments of the organization are outsourced for effective performance (mean = 3.3631, Std. Dev. =1.42445), which the respondents rated as good. The third question was whether "Some non-technical and technical services are outsourced by this organization". This item was also interpreted as Good, with the mean level of (mean=3.4524, Std. Dev. = 1. 29859), the respondents believe that it is not easy for them to gain good service deliveries implying that it is cost-effective to outsource some technical services in the firm. Furthermore, the respondents agree that very sensitive services should be outsourced for effective performance, with mean = 3.1845 and Std. Dev. =1.36527. Generally, the respondents believe that selective outsourcing would enhance performance of of Africell Kampala Uganda.

Discussion of findings

The study revealed that selective outsourcing has a significant weak positive relationship with service delivery at Africell Kampala Uganda. This is in line with Harris, (2003) who found out that there existed a positive correlation between factors of outsourcing of noncore services influencing organizational performance. Akewushola and Elegbede (2012) found that outsourcing has operational advantages such as increased efficiency as a result of activities being carried out by specialized firms, and reduction in permanent staff, which then became variable costs related to the level of activity. Further, Nordin (2008) asserts that outsourcing of some value chain activities can generate operational efficiency by reducing capital investment and commitment as well as ensuring maximum utilization of the existing resources in a way that generates maximum value from the least possible inputs. Therefore, if done well, the strategic outsourcing relationship can result in increased operational efficiency in service delivery.

Greer et.al, (1999) also noted selective outsourcing business operations and processes usually inevitable in instances where a specific firm has no knowledge or skills for performing the task within the organization. Besides, company can also outsource in order to minimize workload, attain financial economies, increase ability to focus on core competencies and strategic issues, access to technology and specialized expertise, ability to demand measurable and improved service levels, and achieve competitive advantage

7. Conclusions and Recommendations

The study concludes that selective outsourcing has a positive significant effect on service delivery in Africell Uganda. Selective outsourcing is a strategy through which organizations can resort in order to reduce costs and improve service delivery. It can enable organizations to concentrate on their core competencies and at the same time reach the market with the most efficient and cost effective services guaranteeing continued success for the firm and the best on the market products for customers.

Outsourcing can enhance customer experience through between quality of service board the best people across the globe to manage networks , get access to least technology expertise and processes leading to improved productivity, reliability and affordability. In simpler terms, outsourcing enables organization deliver seamless customer experience, higher customer satisfaction and more profitable growth. From the study findings, the following recommendations were offered;

Managers of business organizations should use selective outsourcing as the best strategy to enhance service delivery in their organization. Organizations should only outsource some services or tasks from contractors while the rest should be performed by the staff of the organization internally. This will result in increased efficiency and customer satisfaction.

When using selective outsourcing, core services should not be outsourced; they are the backbone of the company. Core activities are the very sensitive activities which require the organization itself to handle.

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Intercultural Management Practice: The Effect on selected Organizations in Nigeria

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ABSTRACT

The need for Nigerian organizations to pay attention to intercultural management practices have become necessary following the challenges posed by cultural diversity in workplace. Hence, management needs to pay strict attention to the diverse workforce. The main objective of the study is to investigate effect of Intercultural Management practices in Nigerian organizations. It specifically examined the effect of managerial behavior on intercultural management and impact of culture on organizational performance. It purely employed primary sources of data collection. The finding revealed that managerial behaviors have effect on intercultural management in Nigerian organizations and also culture has impact on organizational performance. It was recommended that management of various organizations in Nigeria should establish structures in their organization that will encourage good ethical behavior of all levels of managers and even employees as this has significant effect on the organizational performance.

Keywords: *Intercultural Management, Managerial Behavior, Culture, Practices, Organizational Performance*.

Introduction

In recent times, there has been growing recognition for contemporary managers to develop a universal focus to management practices as narrow view is inappropriate due to diversity in culture which often time poses some serious challenges for managers in today's organization. Approaches, perceptions, practice and concept of management, differ in various cultures. As a result of the globalization of business operations, with its attendant culturally diverse workforce, there is the need to pay attention to the roles and effect of intercultural aspect of management in organizations. Hence, it is pertinent for managers to instill social cultural issues in management practices, opportunity to enter into, contribute to, and learn about a new culture, present an opportunity to learn new ways of thinking about the management of people, resources and processes in organization, about working with and through people across a range of national and international business and management backgrounds, in order to enable management professionals clearly identify with the effect of different cultural values on management and leadership styles in different cultures globally. Hicks and Gullet (2012) observe that a general applicability of management fundamental is culture bound as many applications on organization and leadership were inappropriate to local situations, as the native culture and personality play a significant role in organizational success.

Statement of the Problem

Cultural differences do affect managerial behavior and practices such as planning, organizing, staffing and controlling. It is unquestionable that culture influences management practices mainly through motivation, respect, reward system, promotion and authority (Bagwell, Kyle, and Ramey, Garey 2015). Ewanlen, Ogendengbe & Rebman (2017), posit that the way of doing things in one culture may not always be the same in another country. Hence, what is good in one culture may be bad in another, as people tend to act, perceive, see things and do things in different ways, at different time and at different places. Ewanlen et al (2017) further asserts that Cultural differences do affect managerial behavior and practices such as planning, organizing, staffing and controlling. In line with this view, Donnelly, Gibson & Ivancevich, (2014) affirm that Culture also affects interpersonal relations as seen in negotiation; hence it is essential that being aware of cultural difference is a prerequisite for personal and organizational success. However, Schein (2012) opined that organizational culture is even more important today than it has been in the past due to increased competition, globalization, mergers, acquisition, takeovers, alliances and various workforce development which have created a greater need for coordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering product and services, product strategy and process innovation and ability to successfully introduce new technologies, such as information technology, effective management of dispersed work unit and increasing workforce diversity, and managing of workforce diversity facilitation and support teamwork. In the same vein, Dasanyaka and Mahakalanda

(2018) note that there is greater need to adapt to external and internal changes of organizational culture because it has become imperative today as the world is moving towards knowledge based economy. Maximizing the values of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and the willingness to share knowledge with others (Dasanyaka and Mahakalanda 2018).

Objectives of the Study

The main objective of the study is to investigate intercultural management effect on Nigerian organizations.

The specific objectives are as follows:

1. To examine the effect of managerial behavior on intercultural management in Nigeria organization;

2. To examine the impact of culture on organizational performance**.**

Research Questions

(1) To what extent does managerial behavior effect has on intercultural management on the organization under study?

(2) How does culture enhance organizational performance in the organization under study?

Research hypothesis

(1) H_o: Managerial behavior has no significant effect on intercultural management

(2) H_o: Culture has negative impact on organizational performance

Review of Related Literature

2.1 Basic Definitions and Concepts of Intercultural Management

Adler (2011) defines intercultural management as the description, comparison and interaction of organizational behavior within countries and cultures, organizational behavior across countries and cultures; and between co-workers and other people from different countries and cultures.

According to Ewanlen et al (2017), Intercultural management is the study of the behavior of people in organization located in cultures and nations around the world. It focuses on the description of organizational behavior within countries and cultures, on the comparison of organizational behavior across countries and cultures and most importantly, on the interaction of people from different coun-

tries working with the same organization or within the same environment. Ewanlen et al (2017), note further that the implication is that often time different meanings, interpretations may be given to similar activities in two different cultures but the diverse nature of the workforce accounts for the variations of interpretation given to employee behaviors depending on its cultural setting.

Intercultural management mainly deals with concepts such as values, attitudes, assumptions, behavior and organizational outcomes such as motivation (Steers & Sanchez-Runde, 2012). Some other concepts employed in intercultural management are derived from social psychology, sociology, anthropology: cognition, perception and attributions. Some of these concepts are most relevant and they include *Cognition, perception, attribution, attitudes, Values norms and rules.*

Lahey, (2013) state that Cognition encompasses the intellectual processes through which information is obtained, transformed, stored, retrieved, and used. Gudykunst (2016) posit that perception may be defined as our awareness of what is taking place in the environment or as one's experience of an event or the process by which a person senses reality and comes to a particular understanding or view. Gudykunst (2016) define attributions as the attempts made by people to explain others' behavior. In other words, attribution signifies determining why events occur and the reason may be either *personal* or *situational*.

Adler, (2011) observe that attitudes are formed through direct, personal experience, genetic and physiological factors, and third determinants like parents and groups, and mass media, and can, but are not necessarily predictive of behavior. Unlike attitudes, Hofstede (2015) identify that *values* are general in nature; they do not focus on a specific event, but they cover many attitudes. Rokeach, (2011) defines values as enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence. Hofstede (2015) further explain that values as broad tendency which exhibited by people to prefer certain states of affairs over others. Gudykunst (2016), state that *Norms* are guidelines of how we should or should not behave. They have a basis in morality. According to Hofstede (2015), *rules* are guidelines for the ways we are expected to communicate, and are not based in morality.

2.2 The effect of Managerial Behavior on Intercultural Management practice in Organization

The importance of top management taking the lead role in an organization, defines top management's behavior that is supposed to determine how the organization as a whole are perceived by stakeholders.

However, unethical, aggressive, arrogant behavior on the part of top management is immediately translated as an attributed that affect cultural management systems as whole in most organization in Nigeria.

According to Hodgetts and Luthans, (2016), cultural effect on management is reflected by basic values, attitudes, beliefs and behavior of the people that exist in organization. Culture can affect technology transfer, managerial attitudes, managerial ideology and even government-business relationships. Moreover culture affects how people think and behave in most Nigeria organizations. Hence, between top management behavior and organizational culture is that top management must identify personally with the defined organizational culture, as lack of identification and subsequent deviant behavior will leads to uncertainty, both internally and externally.

Richard, Carlos, and Luciara (2016) observe that traditionally, global managers have been advised to deal with cultural conflicts by adapting to the other culture. Hence, academic and management training programs have long recognized a fairly typical pattern of behavior and accommodation of managers assigned overseas for instance. That is, managers assigned overseas initially experience stress and anxiety as a result of being immersed in an unfamiliar environment (This is referred to as culture shock). However, with time, they learn new ways of coping and eventually feel more comfortable living in the culture of the host country. They are able to be effective in dealing with people from another country by learning the foreign culture in depth and behaving in ways that are appropriate to that culture (Richard, Carlos, and Luciara 2016. Following the above views, we therefore hypothesized that, H_1: *Management Behaviour has significant effect on intercultural practices in Nigerian organizations.*

2.3 Impact of Intercultural Practices on Organizational performance.

Denison and Mishra (1995) note that an important factor influencing the challenges, understanding and interpretation of the appraisal process, its development, implementation, and other appraisal related elements and functions in Organizations, is related to important organizational outcomes such as performance. According to Brooks (2016), an intimate knowledge of interculture should improve managerial ability to analyze organizational behavior in order to manage and lead people in organizations. Brooks (2016) state that intercultural management practices enables managerial ability to analyze organizational behavior which translates into superior corporate performance. McShane and Glinow (2015) observe that intercultural cultural management practice help employees to understand organizational event, and employees can communicate more efficiently and effectively thereby, reaching higher level of cooperation with each other because they share common mental models of realities.

Aluko, (2013) point out that intercultural management practices influences organizational performance. To this end, Jones (2010), cited in Aluko, (2013), suggest that the reliability of interculture and organizational performance encourages the identification of relevant determinants of organizational performance. In compliance with this thought, some indicators were used to examine the impact of intercultural practices on organizational performance.

Zakaria (2011) cited in Aluko (2013), contend that one of the relevant determinants of organizational performance is employee behaviour. He further observed that some of the intercultural factors that determine employee's behaviour such as the family background, beliefs and religion, values, attitudes and perception of work, commitment to work; norms and collectivism versus individualism have positive impact on workers. According to Aluko (2013), when workers exhibit positive work values and attitudes in organization, this will reduce the incidences of lateness to work and absenteeism, labour turnover are very low, the level of commitment to work is relatively high while the premium and emphasis placed on the achievement of power, wealth and prestige made the workers to put more effort at work

Ojo (2018) emphasizes the impact strong powerful culture has on organizational performance. He posited that strong culture have been hailed as key to improved performance. However, strong culture has almost always been the driving force behind continued success in business. Accordingly, strong culture firms are said to generate an almost tangible social force field of energy that empowers employees and drives the organization towards superior performance. Saffold (2012) cited in Ojo (2018), have connected strong shared values with commitment to self-confidence, ethical behavior and reduced job stress. On the other hand, Barney (2014) argue that for firm's culture to provide sustained competitive advantages and thus by implication, be source of sustained superior financial performance, certain conditions must be fulfilled; the culture must be valuable, it must enable a firm to do things and behave in ways that lead to high sales, low costs high margins, or in other ways add financial value to firms. However, Barney (2014) posits further that superior financial performance is an economic concept; hence for culture to generate such performance, it must have positive economic consequence. As such, Barney (2014) suggests that culture must be rare; it must have attributes and characteristics that are not common to the cultures of multiple firms. Therefore, such culture must be imperfectly imitable; and firms without these cultures cannot engage in activities that will change their culture to include the required characteristics and if they try to imitate these cultures they will be at some disadvantages e.g. reputational, experience e.t.c. compared to the firm they are trying to imitate (Barney 2014).

In line with the discussion above, we therefore, formulate the hypothesis that *H_2: Intercultural practices has significant impact on organizational performance.*

2.3 Effect of Globalization on Intercultural Management.

It is also imperative for a manager that wants global presence to place strong emphases on the external environment. It is a recognized fact that culture differs widely within the same country, not only in countries that are large and diverse but also within geographically small and relatively homogeneous countries. Hardly therefore can firms ignore the global environment, even if the firm has no plan to operate abroad. Increasingly, firms are now known to employ people

from different nations with different cultural background within and outside its global environs.

2.4 Perceptions on Intercultural Management Practices around Africa

The culture of a society describes the pattern of behavior which relates to the values and beliefs that are developed over a period of time. The cultural impact of management on organizations is reflected in the basic beliefs and behavior of managers. The most common aspect is how people think and behave (Iguisi, 2004) For example in s South Africa which is made up of a population of well over 42 million people, comprising of about 75% Blacks, 12% Whites, 9% colored and 3% Indians, is already known as is a culturally diverse nation. This diversity goes on, as population grows and long exposure to western education and management practices persist, it has influenced different styles of management in South Africa (Richmond and Gestrin, 2013).

However, Ewanlen, Ogendengbe & Rebman (2017) observe that Ghana, comprises of about 100 linguistic and cultural groups whose major ethnic groups are Akan, Ewe, Mole-Dagbane, Guan and Ga-Adangbe. These ethnic groups share a common cultural heritage, history, language and origin. The major languages are Twi, Fanth, Ga, Hausa, Dagbane, Ewe, and Nzema with English Language as the official language. The management style prevalent in a culturally diverse society like Ghana can be appraised in line with the common characteristics of Africa society and Hofstede's (2015) classification of societal cultures. Moreover, Ewanlen, et al (2017) note that organizational power in Ghana is based on clear system of hierarchy as autocratic leadership style is common place as a result of organization hierarchy and respect for age in Africa. Hence, authority is rarely questioned and decision making is highly centralized as absolute objectives rests with God. Managers are paternalistic in nature as they show adequate concern for the welfare of the subordinates and harmony is thus maintained.

Methodology

This study employs quantitative approach, through administration of structured questionnaires. A stratified random sampling technique was used to select the fifty (50) respondents consists of management staff from various organizations drawn from different tribes in the six (6) geo-political zone in Nigeria. The questionnaire prepared in likert scale form comprises of a total of 4 questions, 2 from each sections relating to the objective of the study.

The statistical instrument employed for testing the hypotheses formulated is the Analysis of Variance (ANOVA). The decision rule is that we accept the hypothesis if the f-statistic value calculated is greater than the critical value (from the ANOVA distribution table) is greater than the critical value which is 1.53 at 5% significant level and a degree of freedom of 49, otherwise we reject the hypothesis

3.1 Interpretation and Test of hypothesis

Table 1 Effect of managerial behavior on intercultural management practice in Nigeria organizations.

	RESPONSES					
QUESTIONS	**SA (%)**	**A (%)**	**N (%)**	**D (%)**	**SD (%)**	**TOTAL (%)**
Unethical, aggressive, or arrogant behavior on the part of top management is translated as an attributed to the whole organization.	28 (56)	16 (32)	2 (4)	2 (4)	2 (4)	50 (100)
Management must identify personally with the defined organizational culture	25 (50)	20 (40)	3 (6)	2 (4)	- (-)	50 (100)

Source: Field Survey 2019

Table 1 highlight respondents perception on the effect of managerial behavior on intercultural management practice in Nigeria organizations, it was observe that a total of 44 respondents representing 88% agree that Unethical, aggressive, or arrogant behavior on the part of top management is translated as an attributed to the whole organization, with only 2 respondents representing 4% were neutral, the remaining 4 respondents representing 8% disagree. Also, a total 45 respondents representing 90% agree that management must identify personally with the defined organizational culture, 3 respondents representing 6% were neutral to this opinion while 2 respondents representing 4% disagree.

Test of hypotheses

Test of hypothesis one

(a) Hypotheses formulation

H1: Managerial Behaviour has significant effect on intercultural management

(b) Test statistics is 38.4571 (see appendix II for ANOVA Result)

(c) Since the F-value is 38.471 and the critical value is 1.53, following our decision rule, we therefore accept the hypothesis meaning that Managerial Behaviour has significant effect on intercultural management

3.2 Interpretation and Test of hypothesis

Table 2 Impact of Intercultural Practices on Organizational Performance in Nigeria

QUESTIONS	RESPONSES					
Employees behavior determines organizational performance	25 (50)	15 (30)	4 (8)	3 (6)	3 (6)	50 (100)
Family background, beliefs and religion, values, attitudes and perception of work, commitment to work; norms have positive influence on workers.	32 (64)	9 (18)	3 (6)	3 (6)	3 (6)	50 (100)

Source: Field Survey, 2019

Table 2 examines respondents perception on the question about the Impact of culture on organizational performance, a total of 40 respondents representing 80% agree to this statement that employee's behavior determines organizational performance. While 4 respondents were neutral, 6 respondents representing 12% disagree.

Finally, a total of41 respondents representing 82% agree that Family background, beliefs and religion, values, attitudes and perception of work, commitment to work; norms have positive influence on workers; 3 respondents were neutral to this assertion while the remaining 6 respondents representing 12% disagree.

Test of hypothesis two

(a) Hypotheses formulation

H1: Intercultural management practices have significant impact on organizational performance.

(b) Test statistics is 21.6429 (see appendix II for ANOVA Result)

(c) The F-value is 21.6429 and the critical value is 1.53, following our decision rule, we therefore accept the hypothesis indicating that Culture has positive impact on organizational performance.

Conclusion

In response to all the 4 questions raised, respondents who were of the agreed and strongly agreed views have the highest scores with the highest percentage also recorded. Therefore, the finding indicated that managerial behaviors have effect on intercultural management in Nigeria organizations and also culture has impact on organizational performance**.**

This study has however attempted to explore intercultural management and its impact for Nigeria organization. Due to difference in attitude, behavior styles of decision making, cultural diversity and languages across Nigeria, we therefore, conclude that Nigeria organization will profit and succeed even more if the management of organization gives recognition, priority and attention to intercultural management practice.

Recommendations

Based on the above conclusion, we therefore recommended that management of various organizations should establish structures in their organization that will encourage good ethical behavior of all levels of managers and even employees as this has significant impact on the organizational performance.

Moreso, Management of Nigerian organization must identify personally with the defined organizational intercultural practices

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Organizational Change and Employee Performance in Private Sector, A Case Study of Free University of the Great Lakes Countries-Butembo Campus, Democratic Republic of Congo, North Kivu

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ABSTRACT
The research was undertaken to investigate the orgnizational change and employee performance in Private sector in Democratic Republic of Congo (DRC). The area of study was Free University of the Great Lakes Countries [Université Libre des Pays des Grands Lacs (ULPGL)] Butembo Campus located in Butembo, Noth Kivu. The general objective of the study was to examine how organizational changes have altered employee behaviours in ULPGL.The researcher used both primary and seondary data collection methods. Simple random sampling was used as the sampling strategy. Both primary and secondary sources of data. Data analysis was done using both qualitative and quantitative methods. Quantitative data was tabulated and represented in percentages, Pearson correlations statistical method and frequency distribution were also used to analyze data. Qualitative data was organized into themes identified from research questions and also content analysis was used. The study established that organizational change plays an essential role in the performance of employees of an organization. It was also established that employee performance needs a decentralized system form of organizational change and this has to be enforced. Most of the organizational changes in ULPGL Butembo Campus were fairely effective, planned and coordinated organizational change strategy. However, through the introduction of strategic organizational changes such as from the cahin of command to participation of the employees in decision making, in the day to day operations of ULPGL, will improve employee performance. The study recommended that ULPGL Butembo Campus should consult and network with other organizations in similar fields on how to manage organizational change. The study also recommended that ULPGL should generate financial sources either internally or externally to put in place a more improved organizational change management system.

Key terms: *Organizational Change and Employee Performance*

BACKGROUND TO THE STUDY

The world economy is going through a massive change (Ferres, Firns & Travaglione, 2000). According to Burack (2000), there is a shift from manufacturing to services, globalization of industries and worldwide dissemination of advanced computer and information technologies. As a result, globalization and new business environments have led to organizations enduring enormous tension to change the way they do business, so that they may remain competitive (McKay, 2002). Burack (2000) further stated that, the change is motivating managers to fit their organization's structure, culture and management processes to the demands of the external environment. Internally, the change is viewed as motivating the implementation of participative management and employee involvement processes, which lead to high employee commitment to the organization and higher performance. Accordingly, Travaglione (2000) acknowledges that, corporate restructuring and downsizing have likely changed the traditional psychological contract between employees and employers.Organizational change can be defined as "something that alters how an organization functions, who its members and leaders are, what form it takes, or how it allocates resources" (Huber et al., 1993:316). According to Weick and Quinn (1999), organizational change can be either episodic or continuous. They further argue that, change occurs in organizations as work processes and systems are continuously updated over time. Continuous change happens every day as small continuous adjustments, created simultaneously across units, culminate and create substantial change.

Whereas, change is inevitable, with it comes challenges that require employees to respond to continuous smaller scale changes that happen on an almost daily basis, as well as discrete large-scale change initiatives that completely alter the way they do their jobs (Weick & Quinn, 1999). Thus, the continuous organizations have left many employees affected either negatively or positively which in the end has had direct effect on performance as many employees have either been emotionally detached from their workplace or committed.

Byars and Rue (2006) defined performance as the extent to which an employee accomplishes the tasks that make up his or her job. It is concerned with the record of outcomes produced during a specific job, over a specific time (Williams, 1998). In case of changes, employee performance is thought to be affected directly in relation to the concept of productivity because of aspects such as efficiency, quality and effectiveness (Williams, 1998). Employee's performance is translated in their potential into behaviour, standards individuals must achieve in their work and seen as the desired result of behaviour (Ivancevich & Matteson, 1996). The direction, intensity and duration of effort expended by individuals influence the quality of their job performance (Ivancevich & Matteson, 1996).

However, Manion (2004) argues that, mistrust, increasing cynicism, escalating financial pressures, and continuing challenges brought about by changes adversely impacts on the workforce's performance in various ways such as

organizational commitment and level of satisfaction. Manion (2004) further states that accelerating change, increasing organizational challenges and crises, workforce shortages and mounting environmental pressures make the need for committed and fully engaged employees more important than ever. Gaining commitment of employees to needed or desired organizational initiatives and to their work, is a challenge faced by all (Manion, 2004).

In context of the Free University of Great Lakes Countries (ULPGL) Established in 1991, Université Libre des Pays des Grands Lacs (Free University of the Great Lakes Countries) is a non-profit private higher education institution located in the the urban setting of the large city of Goma (population range of 1,000,000-5,000,000 inhabitants), North Kivu. Officially accredited/recognized by the Ministère de l'Enseignement Supérieur et Universitaire, République Démocratique du Congo (Ministry of Higher Education, Democratic Republic of the Congo), Université Libre des Pays des Grands Lacs (ULPGL) is a small (enrollment range: 3,000-3,999 students) coeducational higher education institution. Université Libre des Pays des Grands Lacs (ULPGL) offers courses and programs leading to officially recognized higher education degrees such as bachelor degrees, master degrees, doctorate degrees in several areas of study. This 26 years old H.E. institution has a selective admission policy based on entrance examinations and students' past academic record and grades. The admission rate range is 60-70% making this Congolese higher education organization a somewhat selective institution. International applicants are eligible to apply for enrollment. ULPGL also provides several academic and non-academic facilities and services to students including a library, housing, sport facilities and/or activities, study abroad and exchange programs, as well as administrative services. The University of the Free Land of the Great Lakes is located in the western city of Goma, 13 km from the international airport, 9 km from downtown, near Lake Kivu. In addition to its two sites (campuses) in Goma, it has two campuses, one of Butembo in North Kivu province and the province of Bukavu in South Kivu.

STATEMENT OF THE PROBLEM

The rate at which Democratic Republic of Congo and its population are competing for natural resources for either business or personal settlement is alarming this has left the Free University of Great Lakes Countries twisted to cope. ULPGL’s mandate is to guarantee quality of education to the Congolese citizens and foreigners willing to join it but the speed at which capital forces are competing for the limited resources seem to have outstretched Free University of Great Lakes Countries. With ULPGL_Butembo Campus under constant pressure to produce more, with less has been forced to change its work system. On the other hand, investors are not willing to put more money towards resources, while they expect returns on their investments. Investors are also not loyal to any management policy unless it is productive, and they are often ready to make alternative investment decisions when expectations are not met by the company which conflict with watchdogs such as the university. In this context, due to unlimited wave of changes in the capital economy, ULPGL-Butembo campus is left with no other choice but to change its management and approach to work.

Therefore, the attempt of this study was to investigate what effects organizational changes in ULPGL_Butembo Capus have had on employee performance.

REVIEW OF THE LITERATURE

Organizational change

It is a process in which an organization optimizes performance as it works toward becoming its ideal state (Jones, 2004). Organization going through a transformation such as change in business strategies or a major section of an organization is altered known as reorganization, restructuring and turnaround; an organizational change is especially evident when the organization has just undergone a transfer of executive power (Haveman, Russo & Meyer, 2001). Change is concerned with shifting from one stage to another or breaks down existing structures and create new one (Chonko 2004).

How Organizational Change has altered Employee Behaviors

Organization change has direct implication on employee's attitudes and behaviors to effective change programs (Eby et al., 2000). In this regards, Desplaces (2005) advocated that extent of certain individual and workplace characteristics may lead to develop positive attitudes and behaviors for change readiness. These factors are associated with personal, social, environmental, cultural, and organizational service since change in organization usually develops uncertainty and anxiety among employees because of developing a vague and an unknown situation.

Ongori (2007) observed that, since organization change is inevitable with comes various work climate in which employees are part of. Therefore to achieve competitive advantage employees play a key role. It is thought that, employees are more committed to any organization change if they are motivated towards their work (Ongori, 2007). However, this is only possible if they are sure of job protection, but when they are uncertain that they will hold the job for a couple of years because of uncertain environment; job insecurity creates the most dangerous stress at workplace because when employees are uncertain about their future and therefore this stress reduces employee performance.

In addition, Tan, Tan and Tiong (2006) explained that, with increase in stress caused by uncertainties resulting from organization changes, this will affect work satisfaction and then on the employee departure. Employee commitment and stress depend upon the environment in which they work. If working environment is good then employee will1eel comfortable at workplace and focus to achieve the organizational objectives. But if the environment is not friendly then employee work in depress environment that reduces their performance level at workplace (Champy, 1995). Any change, even a change for the better, is always accompanied by drawbacks and discomforts.

Notably, employees are more satisfied from the organizations which are stable over time as compared to those which changing its policies (Wanberg and Banas, 2000). In the need to achieve competitive edge that organizations can do by

decreasing the number of employees at work place and by changing the way of doing business to increase improvements that give edge relative to their competitors in the market but it decreases the employee commitment. Organizations that want to achieve competitive edge work on employee benefits in terms of satisfying working conditions, employees guidance that how to perform particular task and bonuses that increases employees morale that increases employee performance at workplace (Meyer and Stensaker, 2006).
In regard to change in leadership/style, it may positively or negatively affect the employee performance at workplace. Employees are more committed with their job who works under leaders who have clear direction and know how to get work from employees. When employee knows his responsibilities his morale will increase and they focus on achieving organizational objectives and as a result productivity or profit of organization increases (Rotenberg & Saloner, 1993).

In order to gain employee support regarding organizational changes then management or leadership should offer a supportive environment that gives them direction to work more efficiently (Giga, et al., 2003). If management wants to successfully implement the change in the organization then leaders must change their own ways of doing things as well as motivating employees at work. So leaders take change as the most important factor that leads them at top.
Sathe and Davidson (2000) indicated that, alterations in organizational culture also modify the mentality of people to do work and it also changes the attitudes of employees towards implementing change; either for good or bad. Since norms and values of the organization are not always consistent or fixed. It changes with the passage of time that's explains why organizations ought to design accommodative cultural system that enhance employee positive behaviors (Weick and Quinn, 1999). Changes in the organization are affected by the norms and values of the employees that are embedded at the workplace (Schein, 1992). In today's more competitive environment it is necessary for the organization to develop favorable organizational culture that increases job performance that help to reduce resistance when organization is going to change its strategies or way of doing things at workplace.

Employee Performance
According to Jones and Schilling (2000), employee performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Combs et al., (2005) noted that, employee performance combines all financial and non-financial outcomes of organizations. On this basis, performance is defined in four dimensions: profitability, liquidity, growth, and stock market performance.

Cadwallader and Busch (2008) argue that, how change is taken by the individual worker is an important thing to understand. Despite the fact that implementing change is an important part to remain in the market, its acceptability differs from one organization to another organization. Employees are the one who affected by the change first, so it is necessary that employee accept the change with full zeal. In either way, once change occur employee performance will be affected

positively in terms of increase in output and quality of work or negatively.

Meanwhile, Caldwell, et al., (2004) pointed out that, when employees' way of doing things changes at workplace without consultation, they often resist to change because it alter the routine or usual way to perform task that assign to them or they fear to lose existing position (Ongori, 2007). The increasing incidence and complication in the implementation of change at workplace need workers to confess alterations without disruption and resistance towards change is the more general response that worker shows towards change (Cadwallader and Busch, 2008, pp.32-33). If staffs fail to accept change for instance cultural change, their responsiveness to work and job satisfaction levels will be negatively affected and once employees are dissatisfied with working climate, consequently productivity will be affected. On the other hand, if cultural change is accommodative and employee oriented there will be high levels of job satisfaction which will result into effective performance.

In light of some sort of stress at work place especially job stress, which complicate the life of individual; either job stress arises under working environment or by worker themselves (Riggio, 2003), workplace stress is considered as an important indicator which forces employees to make absence from work that ultimately decrease the performance of employee at work and increases turnover (de Croon, et al., 2004). Thus, when employees take stress at work place it will give negative outcomes to both individuals and corporations (Nigam, et al., 2003). Structural changes also induce job stress and it consider the environment under which employee do their work like rules and regulation at workplace, Role of employee is not clearly defined by the management, lack of compensation and bonuses (Ogundele, 2005). All these sorts of uncertainties and unfriendly working environments may either lead to staff instability which disrupts work output or demoralize employees thus; affecting concentration and creativity hence lower employee performance.

Relationship between Organizational Change and Employee Performance

In today's competitive environment organizations cannot achieve edge if members of organization are not fully committed with the work. People who are more motivated towards their work have better vision, truthfulness, belief and more dedicated with the work(Krishnakumar & Neck, 2002). As result, employee output will increase due to attendance and creativity hence high employee performance levels. Therefore, organizations that have various ways to arrange resources when it needs and the competencies that are necessary for the change processes are better able to gain the advantage in this hypercompetitive environment (Ma, 2000).Organizations that show proactive behavior towards organizational change gain a remarkable advantage relative to its competitors (Pellettiere, 2006).

Nohria (2000) indicated that, some forms of change leads to emotional exhaustion among managers resulting in their failure to give as much support to employees and then care to clients as planned. This is consistent with a recent survey in which most employees admitted that they do not follow through with

organizational changes because they like to keep things the way they are or the changes seem to be too complicated, time-wasting, and takes away their autonomy (Giangreco & Peccei, 2005).

Moreover, Piderit (2001) highlighted that, success of organizational change depends on certain attitudes of members of the organization towards change, the way in which they understand its role, the way in which they participate in the building and the implementation of the strategy of change. In addition to this, Vakola and Nikolaou (2005), indicated that, the attitude towards change is connected to the mentality of work in which work is perceived in a positive way, as a condition of personal existence.

In support of this, Mcshane and Von Glinow (2008) proposed that, there are major direct costs caused by change to employees including change threats to autonomy, job security and career opportunities. It should be noted that, employees can go to the extent of trying to prove a point that change was a poor decision and if their efforts fail to prove that, they go through emotional stress (Chreim, 2006). However, according to Werner (2007), organizational change, for some individuals, can pose threat, for others challenge and opportunity. Elrod and Tippett (2002) found out that, given the same organizational stressors, certain individuals fall victim to stress and ill-health, whereas others remain healthy. It is suggested that organizational change management should be within the framework of communication, control and counseling. Some of the major negative effects of organisational change include insecurity, economic factors, fear of the unknown, ambiguity, role conflict, work overload, decrease in morale and increased turnover intentions (Cartwright & Cooper, 2002).

Further still, organizational change leads to lack of clarity and predictability of the outcomes of a person’s behavior (Beer & Nohria 2000). It produces unclear role perceptions, which directly affect job performance especially for the middle managers (Robbins & Odendaal 2005). More specifically, perceived increased pressure coming from change implementation among department employees is associated with low job satisfaction, low commitment and increased intentions to quit (Bovey & Hede, 2001). All these responses to change which are directly related, and constitute resistance to change are normal and determine the success and failure of change initiatives.

In respects with employee attitudes, Stephen and Robbins (2009) referred to certain regularities of an individual's feelings, thoughts and predispositions to act towards some aspect of his environment. Arnold et al., (1995), indicated that attitudes reflect a person's tendency to feel, think or behave in a positive or negative manner towards the object of the attitude. Mcshane and Von Glinow (2008), gave another dimension of attitude toward change indicated that, it generally consists of a person's cognitions about change, affective reactions to change, and behavioral tendency toward change. Researchers have therefore, identified various employees’ responses to an organizational change ranging from strong positive attitudes (for example, this change is essential for the organization to succeed) to strong negative attitudes (for example, this change

could ruin the company) (Piderit, 2000). Therefore, change can be received with excitement and happiness or anger and fear while employees' response to it may range from positive intentions to support the change to negative intentions to oppose it (Robbins & Odendaal, 2005).

Moreover, Werner (2007) noted that attitudes shape people's feelings and perceptions, as well as their behavior concerning change. Attitudes help people to understand the new face of the environment, to assimilate each new item into a set of beliefs that transmit value and guide behavior. In times of change, if the members of the organization embrace the change or believe it will bring benefits, they will probably adapt rapidly to the new system of work. In contrast, negative attitudes towards change may have the opposite effect, decreasing the probability of adaptation to the proposed changes. Piderrit (2000) added that, positive attitudes to change were found to be vital in achieving organizational goals and in succeeding in change programmes. It is expected that understanding what factors are significant predictors of negative or positive attitudes will assist top management and change agents to eliminate potential resistance to organizational change and provide useful information to practitioners in the process of change to enhance employee acceptance and performance.

In conclusion, it is important that efforts be invested to ensure that the change to be embarked on will not backfire and undermine morale and productivity through employee stress and resistance. Whereas, organization change may be inevitable or necessary, however, without taking appropriate steps to engage employees in the process of transforming the organization, it will lead to negative outcomes as portrayed in literature review.

METHODOLOGY

The study adopted a cross sectional correlational and quantitative design. The approach for the study was both qualitative and quantitative methods in collecting and analyzing data. Correlation design is preferred because of its ability to establish the relationship between variables (Amin, 2005), so it would establish the relationship between the study variables. Data were computed by using Statistical Package for Social Scientists (SPSS) version 17. The effect of changes of the organization on the performance of employees was analyzed using Pearson correlations statistical method. Whereas, qualitative data were organized according to themes identified from research questions and analyzed using content analysis.

FINDINGS

Pearson Correlation Results

Findings showing the correlation between Organizational changes and Employee Performance

Relationship		**Organizational changes**	**Employee Performance**
Organizational changes	Pearson Correlation	1	.382*
	Sig. (2-tailed)		.037
	N	54	54
Employee Performance	Pearson Correlation	.382*	1
	Sig. (2-tailed)	.037	
	N	54	54

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data, 2019

An independent variable is described as a variable that influences the second variable known as the dependent; it may influence either positively or negatively and thus produces an interaction effect. Therefore, the results reveal a significant positive relationship between organizational change and employee performance (r = .382*) since the sig. value (Sig. = .037) was less than 0.05 which is the maximum level of significance required to declare a significant effect. This implies that the more appropriate the organizational change, the great/positive the employee behaviors that is; performance. Hence, since the correlation coefficient (r =321*) lies between +/-0.6 to +/-0.9, the test concludes that organizational change highly affected employee performance.

Regression Results

R Square = .304				F = 12.208		
Adjusted R Square = .279				Sig. = .002[a]		
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.516	.688		2.204	.036
	Changes in HR have influenced organizational commitment	.610	.175	.551	3.494	.002

Dependent Variable: organizational change influenced business integration and sustainable development in Democratic Republic of Congo (DRC)

Source: Primary data, 2019

The results show that organization changes can significantly predict business integration and sustainable development explaining 27.9% of the observed variance in employee

performance (Adjusted R Square = .279). The significance of the F statistic of 12.208; p-value = .002 shows that these variables have a weak combined predictive strength. Additionally, as exhibited in the table, the study indicates that organization changes is the best predictor of employee performance (Beta = .610, Sig. = .002).

CONCLUSION

All in all, ULPGL-Butembo Campus's decision to undertake the implementation of the organizational change from a centralized system to a more decentralized system of management will enable the employees to exude high performance.

Whether organizational change has altered employee behaviors: The organizational change implemented in ULPGL Butembo Campus proves to bring about positive employee behaviors and this will lead to improved performance of employees at work.

Level of Employee Performance at ULPGL: The study found that the recent introduced organizational changes have enabled the high level of performance. This is shown as the majority of the respondents agreed to this. Hence, as a result of change in employee performance will greatly improve.

Relationship between Organizational change and Employee: performance: The research study showed that change in an organization goes hand in hand with the performance of the employees. It also established that these two variables i.e. organizational change and employee performance have a positive link with the organizational change of which is the best predictor of the employee performance since the sig. value was less than the maximum level of significance required to declare a significant effect.

RECOMMENDATIONS

ULPGL should generate more funds from both internal sources through saving mobilization and from external sources such as donors (both from within and outside the country) and use the money to develop a much well-designed and more sophisticated organizational change management system to enable better reception to change in the future.

ULPGL should also train its staff on how to manage change through participating in seminars and workshops concerning the ways of managing organizational change when it's implemented.

ULPGL should also network and consult with other organizations dealing in similar operations and find out how they are managing organizational changes.

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