

INTERNATIONAL INTERDISCIPLINARY RESEARCH CONFERENCE ON SUSTAINABLE DEVELOPMENT GOALS AND STRATEGIES

THEME

New Thinking for Achieving Sustainable Development Goals: Moving from Theory to Practice

OBJECTIVE

The conference is a leading international meeting aiming to create advanced and multidisciplinary knowledge network on implementation of SDGs, where all stakeholders will learn from each other: universities, governments, cities, public and social agencies.

DATE: 4th - 5th November, 2020

VENUE: The British University in Dubai

TIME: 10:00 am

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Decentralization Thematic Team

World Bank

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Wright State University, USA

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INTERNATIONAL ONLINE RESEARCH CONFERENCE ON AFRICAN DEVELOPMENT STRATEGIES

CONFERENCE PROGRAMME

DAY ONE – Wednesday 4th October, 2020

OPENING SESSION/PLENARY

Conference Registration	- 8:00am – 9:00am
Opening Prayer/Welcome Remark	- 9:00am – 9:15am
Institutional Brief/Chairman's Opening Remark	- 9:15am – 9:30am
Research Training	- 9:30am – 12noon
Launch Break/Group Photograph	- 12noon – 1:00pm
Plenary Session	- 1:00pm – 4:00pm
Policy Review Session	- 4:00pm – 5:00pm

DAY TWO – Thursday 5th October, 2020

OPENING SESSION/PLENARY

Conference Registration	- 8:00am – 9:00am
Opening Prayer/Welcome Remark	- 9:00am – 9:15am
Institutional Brief/Chairman's Opening Remark	- 9:15am – 9:30am
Research Training	- 9:30am – 12noon
Launch Break/Group Photograph	- 12noon – 1:00pm
Plenary Session	- 1:00pm – 4:00pm
Policy Review Session	- 4:00pm – 5:00pm

Timeline for Manuscript Corrections and Journal Publication

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1. The Plenary/Technical session is compulsory for all conferees. You are advised to note the comments pointed out by the Chairman of the Technical Session and other members of the plenary group. This will help you effect corrections as expected.
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3. The Conference Professional Peer Review Editorial Panel (CPPREP) will meet 2 weeks after the league conference to review papers. This usually takes one week, after which the papers are forwarded to Google scholar International Standard Peer Review Research Council for professional and disciplinary blind peer review and plagiarism check. Usually this takes about 3 weeks.
4. Letter of Papers Acceptance and Journal Publication will be issued to author(s) on the 6th week after the conference. Acceptance will be in three forms:
 - a. After peer review, papers with less than 50% accuracy level will be rejected. Author(s) will be required to re-write the paper based on observations.
 - b. Secondly, papers with 51 – 80% accuracy level will be accepted for publication, but with minor corrections effected by the institute.
 - c. Finally, papers with 81 – 95% accuracy level will be accepted for publication with minor corrections effected by the institute.
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References

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BOOK OF PROCEEDINGS

Ethnic Bias, Favoritism and Development in Africa

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Abstract

The leadership in many African Countries with their ethnic diversities is characterized by ethnic bias and favoritism and citizens are thus treated unequally in many respects, particularly when it comes to national resource allocation and political representation. This breeds resentment and creates conditions for an ultimate rejection of the state by the frustrated and politically conscious masses. It is also a tantamount to corruption there by weakening the ability of the state to function efficiently and is therefore anti-developmental. In this paper, it argues that the socio economic crises in many African countries are aggravated by practices of ethnic Bias and favoritism that have consistently violated the principle of the impersonality of economic agents caused by resentment among the marginalized ethnic groups fuelled conflict and retarded development on the Continent. It is also recommended that a strong and credible judicial body with powers to investigate crimes against citizens and prosecute & punish offenders be established by the African Union.

Keywords: *Ethnicity, Ethnic Bias, Favoritism, Human Rights and Corruption*

Background to the Study

Unequal treatment of citizens on the basis of ethnicity is a common characteristic of the political leadership in many African countries. This practice is anti-developmental (Martinussen, 1997: 329-30), aggravates the problem of income inequality and leads to resource scrambles harmful to growth (Alesina and Rodrik, 1994) creating conditions for an ultimate rejection of the state by large members of frustrated and politically conscious people especially those with considerable education (Todaro, 1994:159). It is also a tantamount to corruption since it often involves explicit and implicit reciprocal obligations among the favored groups depending on whether the beneficiaries are business associates and acquaintances or friends and loved ones. It weakens the ability of the state to function efficiently and pursue growth-promoting policies (Mauro, 1995) because of lack of consensus on issues favorable to all ethnic groups (Easterly and Levine 1997). Accountability to the general public is compromised since those in power often misuse public trust and the power entrusted to them for private-gain (Rose, 1999:91). The lack of proper accountability coupled with the sometimes passive response from intimidated and manipulated citizens- many of whom lack the will - power to speak out for fear of harassment results in monopolization of power, abuse of privileges, arrogance and waste of resources by the political leadership.

In African it is not uncommon for authorities to award government contracts to unqualified bidders who are in cahoots with relatives and cronies. This often results in either poor execution of or non-execution of projects. Friends and relatives are prioritized in the granting of business permits and export and import business licenses which encourages rent-seeking behavior. It is also not uncommon for the authorities to establish important government-funded projects in arbitrarily selected areas, even where the projects are cost-ineffective. Often an atmosphere of uncertainty is created in the domestic economy, encouraging capital flight and brain drain. In this paper, it argues that treating citizens unequally on the basis of ethnicity is anti-developmental and major problem in African. It has also caused resentment among marginalized ethnic groups, fuelled conflicts and sometimes wars and discouraged investment, retarding growth and development prospects. The following sections discuss theoretical issues that bring into focus certain anti-developmental aspects of personalized ties in general and unequal treatment of citizens on the basis of ethnicity in particular. In section 3, it looks at the effects of such anti-developmental attitudes and policies in some African countries while in section 4, it makes a recommendation for tackling these problems and finally, section 5 is the conclusion.

Ethnic Bias and Development: Personalized ties seldom promote efficiency in the market. Dealing only with friends and loved ones limits Market entry to insiders, causes sales' and trading agents to favor relative and friends and compromises an important advantage to the market - its impersonality. Similarly, such ties in the public sector lead to a patrimonial system characterized by favoritism and pay offs that undermine the transparency and effectiveness of formal institutions (Rose, 1999; 104-5). Formal agent-principal relations and the obligations they impose on agents become meaningless. The supposedly distinct responsibilities to a superior considered to be separate from ties of loyalty, friendship and kinship become difficult to accept as natural. Critics argue that the trust, reputation and reciprocal obligations created

by personal ties can felicitate corruption, distorting, and the operation of the state (Rose, 1999:105). When formal state institutions are weak and ineffective, these personalized ties can be useful for a short period but in time can promote a patrimonial system and lead to favoritism and corruption (Easter, 1996; Rose, 1999:107).

In a patrimonial state where a specific interest group is heavily dependent on state patronage, the ensuing corruption hold back economic growth (Kochanek, 1993) and development in general. Citizens in such a state may ignore the importance of the market and public sector efficiency and rather endorse the idea albeit Implicit that the way to get anything done is to establish personal ties with those in power. They will also consider it appropriate to reciprocate with gifts to such powerful officials. Critics argue that such societies will find it difficult to develop large scale business enterprises or support active cross-border and thus depriving themselves of sustainable economic independence and will also find it difficult to establish modern bureaucracies where skill are the main pre-requisites for hiring civil servants and where civil servants are expected to keep their roles as officials distinct from the roles as friends or relatives (Rose, 1999:106).

Ethnic Bias is a product of personalized ties between the leadership as public officials and certain interest groups within the same counting both usually from the same ethnic group. Just like personalized ties, therefore, ethnic bias has features of corruption and favoritism and is anti-developmental. In societies that practice ethnic bias and favoritism, the behavior of the leadership towards others varies depending on whether those others are from the in-group with whom affinities are shared and who therefore should be treated fairly or outsiders including people from other ethnic groups who must be politically and economically marginalized. The minority at risk described by Gurr (1993) includes this latter group who provoked by political and economic discrimination often resorts to political action in pursuance of collective interest.

The fairly well-treated group usually comprises those to whom the leadership owes its power or on whom its continued power depends (Todaro, 1994:591). The leadership backed by members of the sane ethnic group uses its political power to obstruct all economic reforms that could interfere with its control over the country's resources. Since the leaders depend on the state resources to maintain their power base, they resist and restructuring away from this dependency including market liberalization programs that promote the free flow of resources to productive activities. They see economic reforms as barriers to important sources of self-enrichment and so they intervene in all sectors of the economy rather than allowing market forces to fulfill their allocation role.

The leaders manipulate members of the ethnic group into believing that reforms are threats to both their political and economic power bases and that they have relatively prosperous community so that reforms are more likely to reverse than increase that prosperity. They effectively promote wider division within the diverse ethnic groups especially if members of the leaders own ethnic group are themselves experiencing job competition from other ethnic groups (Martinussen, 1997: 327). They manipulate laws and regulations too, violating

individual rights including the right to produce and make a profit. This situation puts each ethnic group at risk when it is out of power and when is worse, it makes it difficult to agree on good policies that foster economic growth (Easterly and Levine 1997) especially long term growth. Rather, the leaders waste resources on patronage and on corrupt and rent seeking activities in order to hold on to power and the associated privileges (Brass, 1991). They systematically divert resources for investment to themselves and a few cronies from the same ethnic group, shifting the distributions of income in their favor at the expense of other ethnic groups.

Unequal income distribution is sometimes defended by being associated with a system of patronage aimed at creating a natural bourgeoisie that can be transformed into a class of local investors and entrepreneurs (Akinde, 2004:11). This argument builds on the neoclassical view of the savings growth causality which argues that high savings will through high investment will lead to growth. Theoretical support for this casual direction from savings to growth via investment comes from the Harrod Domar model which demonstrates that the more an economy is able to save and invest from a given Gross National product (GNP) with total, national savings being equal to total investment, the greater will be the growth rate of that gross national product (Todaro, 1994:70-2). In the tradition of the neoclassical pure market economy, broad income inequalities are seen as a necessary condition for maximum growth which in the long run should raise standard of living for all through the natural trickle down processes of competitive and mixed economic systems. In this argument, it is also reflected in the controversial Kuznets curve which promotes the hypothesis that income inequality first increases and then decreases with development (Kuznets, 1966). Critics of this common view however, argue that its validity would to a large extent depend on how the savings are invested.

In this case, countries that are reacting ethnic bias and favoritism, the ruling elites (the leadership) and their relations and cronies usually belong to the same ethnic group and are not noted for their frugality or their desire to save and invest substantial proportions of their income in the local economy (Todaro, 1994:159). Savings by the few privileges is such countries are anti-developmental because they are often stored in safe havens abroad in the form of capital flight (Todaro, 1994) for fear of political instability at home usually a product of ethnic bias and favoritism. Such savings aggravate the wealth and income of inequality that are considered being harmful to the growth (Alesina and Rodrik, 1994) and impose a tax burden on human and physical capital investments and other growth-promoting activities (Person and Tabellini, 1994).

The African Experience

The root causes of ethnic bias and favoritism in Africa can be traced back to colonial days. Colonization redrew the boundaries of African nation-state that were more or less disproportionate amalgams for easy administration (Kumuyi, 2007). These states were modeled as extractive rather than investment destinations, the colonial powers being engaged in predatory activities regardless of the indigenous peoples religious beliefs, culture and ethnicity (Grabowski, 2006). The arbitrarily redrawn boundaries defied any genuine process of development especially political development and rather created fertile ground from conflict.

The amalgamation of a wide variety of ethnic, religious, cultural and linguistic groups within the same nation in practice created fault lines that divided societies (Grabowski, 2006). However, the exercise provided opportunities for the colonialist to play one ethnic group against another to maintain a strong grip on power.

Since the independence of new nation – states, Africans have simply continued with the same politics of extraction and divide and rule rather than with good investment and the unification of diverse ethnic groups. The political leadership has remained a business of narrow ethnic and group interest serving only special interests as focus groups. It has thus far failed to address the legacies of the colonial administration in any through fashion with the result that harmonious ethnic co-existence remains elusive on the continent. The political leadership has to a greater or lesser degree complacently continued with the colonial leadership style, practically from the moment of independence which explains why the power of certain ethnic groups has been perpetuated. In other words, why many African leaders allied with citizens from their own ethnic group consider it a worthwhile national idea to monopolize disproportionate shares of their countries resources, Critics argue that the continent lacks a unifying servant-leadership with a strong motivation and deep desire to serve all citizens without special political favors or prejudice to any group on the basis of ethnicity (Kumuyi, 2007). In many African countries, political favors, whether in cash or in kind inspired by ethnic bias and favoritism are to some degree altruistic transfers with no explicit reciprocal obligations attached.

The benefactors do however derive psychological benefits described by Rose as the satisfaction of living up to moral commitment (through receiving) no tangible gains (1999:93). Often, these benefactors favor certain ethnic groups and disfavor the others. In some countries, the disfavored groups exhibit frustration but never the less, tolerance and submissiveness too- partly because they lack the will power to complain and partly because they fear even more severe exclusion, reinforced by intimidation, reprisals or harassment should they complain.

Tanzania is an example where despite widespread corruption inspired by ethnic bias and favoritism, the victims predominantly Indian harassed and intimidated by powerful political groups usually become resigned to their fate for fear of reprisal. The number of those living below the poverty line in the country rose from 48.5% in 1991 to 75% in 2000 (Lipumba, 2003:12-15).

In some African countries, however there victims of ethnic bias and favoritism have been transformed political stability and the governments concerned through rebellion and conflict. The political climates of Sudan and Uganda in recent decades offer good examples. In Sudan, the dominance of the country's natural resources by a government lead by Arab Mushin North, coupled with religious intolerance and poor integration of it largely Christian and animist African southerners, culminated in armed struggle that have only now subsided after more than 21 years. Even the calamitous crisis in the country's Darfur region that has claimed many lives and destroyed economic activities stems from the exclusion and marginalization from political processes and economic development of large ethnic groups who demand local autonomy, better representation at national level and an end to ethnic discrimination.

In Uganda, President Yoweri Museveni heads a regime that is more like a military government than a civilian one and is rife with ethnic conflicts, the main victims being people from northern Uganda and Acholi ethnic group both condemned as primitive and therefore marginalized through displacements (Finnstorm, 2005:9-11). The ethnic inspired conflict that began in the country in 1986 between the government and a rebel group the lord's resistance Army has yet to be resolved.

Many countries in African experiencing the minority at risk' syndrome described in Gurr (1993) have also seen the formation of various levels of militant ethnic groups, a syndrome described by Brass (1991). These levels usually evolving sequentially are ethnic transformation, ethnic community and ethnic nationality.

Rwanda, Burundi and to some extent, the Democratic Republic of Congo (DRC) have witnessed ethnic transformation in the form of collective action by ethnic groups against one another and even against then state. In Rwanda, for example, the ethnic tensions between the majority Hutus group and minority Tutsis peaked in 1994 when within the space of 100 days from April to July about 800,000 lives were lost and most of the victims being Tutsis and some Hutus who opposed the Hutu-led governments repressive policies (Harsch 2004;14). In Burundi, a similar conflict between Hutu and Tutsi groups resulted in a war that lasted for 12 years from 1993 claiming about 300,000 lives (Wakabi 2005 26-7). In Nigeria, ethnic groups have to some extent to develop into an ethnic community, the main affected area being the oil rich Delta especially Ogoni land which has already organized into such a community. The people of Ogoni land complains bitterly of political and economic marginalization by the Nigeria government despite the ancestral land being the main source of the country's oil and thus of government revenue. The collective action by the Igbo who are the predominant ethnic group in the country's esteem region would have evolved into ethnic nationality under the name of Biafra if it had not been for the defeat of the secessionists by the federal government in a three year civil war from 1967 to 1970 with many lives and properties lost. This civil war was also caused in part by marginalization and exclusion.

Nigeria's ethnic fragmentation and religious intolerance make it difficult to establish a stable government. The very strong ethno-religious character of the country's politics influences most of the central government development strategies and has continued to create tension in the country, exacerbated by the fact that the influential Hausa-Fulani ethnic group which has held political power for much longer than any other sees itself as a "Super power" in the country and therefore believes that the country's unity depend on maintaining the status quo. In other words, the other ethnic groups, including the Igbo, Yoruba and the minorities contend that the existing institutional structures in the country continue to deny them the real political power. This lack of proper national unity has meant that rather agreeing on policies that foster economic growth and development, all of the ethnic groups will continue to focus mainly on grabbing the spoils from the oil, the country's main source of revenue perceived to have been dominated so far by the Hausa Fulani. The struggle for access to oil revenue remains an important driver of the struggle for power in the country with politicians promoting further ethnic divides for their personal gain. An example is the splitting of the country's original for

federal regions, East, West, North and Mid-west (Sheyin 2007: 32) into 36 states from the 1960s through the 1980s -a project that not only further weakened the already bartered national cohesion and chances for unity but also encouraged the waste of resources through the creation of a bloated public sector & the project means that more oil revenue is allocated to those regions that have been awarded more states.

The struggle for the country's oil resource has also meant increased government intervention in private sector activities. For example, in the 1980s, some members of the ruling elite comprising top ranking military officers, their spouses and cronies from mainly the same ethnic group hoarded large quantities of oil, creating artificial scarcities that resulted in very high domestic prices and shared the profits with their recruited smuggling syndicates (World Bank, 1993). Earlier in 1970s, the country's cement manufacturers were tasked with supplying cement at prices heavily subsidized by the government to high ranking military officers, the majority belonging to the ruling ethnic group. This made competing difficult especially for those without government connections. Shortly afterwards, in the year 1975 when the cement producers losses had become unbearable and the local market could no longer get its regular domestic supplies the same officials in the military government began imposing large consignments of cement. It was later revealed that the consignments were even deliberately delayed at their port of entry in Lagos with the freighters compensated for having to wait and that the whole exercise was aimed at reaping higher benefits by aggravating scarcities and pushing prices high for local consumers. These types of interventions on the market by the Nigeria political leadership, albeit in military uniform were said to have cost the country an estimated US\$2billion or one-quarter of the 1975 oil revenues (Lundahi, 1997: 40).

Meanwhile, the government had banned all importations of stock fish for no apparent economic or health reason other than to punish the Igbo who had just been defeated in a civil war and for whom trade in stock fish was an important main stay at the time. The resulted in smuggling instead and the beneficiaries being government officials and their recruited smuggling syndicates while imposters and consumers alike suffered. Incident of capital flight from the country have also been noted among the most pronounced in recent years being the estimated \$ 6 billion stolen by a preview military dictator, Sani Abacha (City press, 2005) who hails from the dominant ruling ethnic group. Perhaps, the Nigeria government's most serious cost ineffective and therefore growth retagging project inspired by ethnic bias and favoritism was the construction of the country's largest oil refinery in Kaduna and northern Nigeria. This project was merely a demonstration of power by the ruling northern elite at the time and it has since proved difficult to sustain partly because of lack of expertise in maintenance and partly because of the enormous costs involved in transporting the crude oil through often sabotaged pipelines from the producing Delta area in Southern Nigeria.

Ethnic bias and favoritism have aggravated the fragmentation of African diverse ethnic groups and have been linked to the continent's poor economic performance. African countries lack the ethnic homogeneity associated with productivity and capital per worker increases (Easterly and Levine, 1997). Workers belonging to the wrong ethnic group and therefore

without proper political representation, lack motivation at work because they feel alienated by the system and those with proper political representations by virtue of their belonging to the ruling (right) ethnic group, exude enormous arrogance and are over protected by the system. Workers in this latter group, most of whom hold high positions hardly possess the necessary competence but nevertheless keep their Jobs especially since they face little competition from their peers, African loses in the process. Critics argue that ethnic fragmentation aggravated by ethnic bias and favoritism continues to burden the political systems in many African countries and has a negative effect on economic and social development. For example, in the Ivory Coast, the term Ivoirite is the country's version of modern nationalism defining the criteria for participation in political life and the distribution of resources including jobs, property and political power (Akinde, 2004:26). These criteria's put certain ethnic groups at a disadvantage especially those of suspected foreign discrete blocking them from mainstream economic and political activities (Akinde, 2004). Ivoirite nationalism has been criticized for being anti-developmental and for trying to keep the Akan, the ethnic group that has ruled the country since independence, permanently in power.

In Ghana, ethnic inspired rivalry is mainly between the Ashanti group which produces most of the country's primary export, cocoa and is therefore seen as having economic and industrial power and to the Akan group which has the most political power by virtue of the several members from the educated elite including the country's founding father, Kwame Nkrumah. During its term of office from 1957 to 1966, Nkrumah Aka led government taxed cocoa producers heavily through a coca marketing Board visually freezing the producer's price of cocoa in the process (Easterly and Levine, 1997). This heavy tax burden on cocoa producers was only lightened when an Ashanti-based government with Kofi Busia at the helm ruled Ghana from 1969-1971.

Busia's government tried to restore incentives for cocoa producers by increasing producer prices paying farmers close to world-market determined prices for their crops. The government also devalued the overvalued local currency boosting cocoa exports (Easterly and Levine, 1997). Busia's efforts to promote cocoa production were reversed when he was ousted from power by the military in 1971. The military leadership partially reversed the currency devaluation, favoring the political elite and their ethnic supporters who were engaged in the importation of foreign goods (Easterly and Levine, 1997). At the same time, the contribution of cocoa production to fanners' income as well as the national income decreased drastically. For example, the ratio of the producer price to the world market price of cocoa- decreased from 89% in 1949 to just 6% in 1983 and the contribution of cocoa exports to the gross domestic product (GDP) decreased from 19% in 1955 to 3% in 1983 (Easterly and Levine 1997). The overvalued exchange rate in Ghana was also reflected in a high black market premium that peaked in 1982 with the black market exchange rate at 22 times. The official exchange rate and the effect of this on cocoa and the economy was described as killing the goose that laid the "golden egg" (Easterly and Levine, 1997;1218). Even the ascension to power of president John Kufour, an Ashanti in recent times has not significantly lessened the ethnic hostility in the country since 'it is seen by many Ghanaians as heralding the hegemony of the Ashanti ethnic group that already dominates other ethnic groups in the matters of economic and industrial powers, it therefore fills other ethnic groups with envy and hostility.

In Kenya, the citizens are divided mainly along ethnic lines, these divisions often opposing threats to the country's stability and development. Ethnic loyalty has grown so strong in the country that it is considered a threat to nationhood. A recent example in the 2007 post-election violence that was mainly fuelled by ethnic hatred claiming an estimated 1000 lives and displacing 350,000 people (Kimani 2008:3). The violence broke out on 30th December, 2007 barely 3 days after the disputed 27 December presidential elections in which the incumbent Mwai Kibaki had declared himself the winner over the main opposition, Rallis Odings. These two aspirants being from different ethnic groups, Kibaki's victory declaration had defied objections by the oppositions and elections observers that the vote tally was seriously flared (Kimani, 2008). By the time a power sharing agreement was signed aimed at resolving the crisis, the country had suffered an enormous loss of homes, property and livelihoods and in addition to the loss of lives. For example, the country's manufacturing association noted that industry lost an estimated 35% of the business in January 2008 alone and anticipated a 20% decline in production by April of the same year (Kimani 2008:18). The impact of the post-election violence has been particularly significant in the sub-region, in view of Kenya's long standing role as East African's main transportation hub. Over 80% of neighboring Uganda's import and almost all of Rwanda's exports pass through the Kenya port of Mombasa. Other countries in the sub regions such as Burundi, the eastern DRC parts of northern Tanzania and Southern Sudan also depend to a large extent on this port for their commercial trade (Kimani 2008:3).

Ethnic hatred and the struggle for power in Kenya are interwoven often stirred by the feeling of "winner takes all". In other words, it is believed that any ethnic group with access to political power also commands economic power to the country. Ethnocentrism in the country's politics in particular has meant a corrupt and incompetent administration with many civil servants appointed and promoted to positions on ethnic grounds rather than on merit. Kenya has a complicated mix of several ethnic groups, the dominant once being Kikuyu, Luhya, Luo, Kalenjin and Kamba. There comprise about 69% of the total (Easterly and Levine 1997). Under President Jomro Kenyatta, the Kikuya formed an alliance with the Luo and later with Kembra and were the dominant power from the country's independence in 1963 until 1978. Kenyatta prioritized his coalition home region during national expenditure allocations. For example, his coalition's road-building investment share totaled about 44% in 1979/1980 (Easterly and Levina 1997). The ascension to power in 1978 of President Arap Moi, a kalejin in alliance with Kamba, Euhya and smaller groups resulted in a reversal of the road investment shares. Moi's coalition home region increased its share from 32% in 1979/80 to 57% in 1987/88 while kenyatt's share fell to 16%. Expenditures on health were also revisited in favor of moi's coalition home region with a share of 49% against Kenyetta share of just 18% during 1987/88 (Easterly and Levine 1997). Political influence among Kenya's ethnic minded ruling elites also extends to controlling the country's commercial banks which often engage in high risk lending even to borrowers with no intention of honoring repayment obligations (Rose- 1999:10). It was estimated that in 1992 about one-third 1/3 of the-country's banking assets were more or less worthiness with political interference in the financial system to blame (Bigsten and Moenel996, Rose-Ackerman, 1999:10-11). Often, critics are silenced by patronage and rewards (Rose-Ackerman 1999:213) which diverts scarce resources and entrepreneurial talents away from productive investments.

In the DRC (formerly Zaire), president Mobutus sees seko who ruled the country from 1965-1997 and changed its name from Congo to Zaire suppressed all opposition placing mainly people from his ethnic group in all strategic and important positions and using his country enormous mineral wealth to sustain his corrupt region (MacGaffey, 1991) while Mobutu looted the national treasury, depleting it of foreign exchange reserves a great deed of the country's mineral output was with then complicity of customs officials smuggled out by members of Mobutus inner circle and ethnic group. The country's importers with the complicity of bribed government officials undervalued the merchandise significantly depriving the national treasury of revenue from import duties (MacGaffery, 1991). The country gradually but consistently degenerated to a dysfunctional state with predatory and corrupt officials at all levels of government Mobutus was eventually overthrown by another dictator, Lavrent Rabils who immediately replaced Mobutu's people in important positions with his own people Rabils also stepped up expenditure and resource abuse Mobutu- style renamed Zaire the DRC and to safe guard his power base, took total control of the country's natural resources and awarded worthless contracts to neighboring Zimbabwe, Angola and Namibia-three countries that were also used as front to fence off an aggressive invading Rwanda. Kabila's government intervened specifically in the market for diamonds, one country's main mineral resource ordering dealers to sell their gems to a state backed monopoly an unnecessary intervention that adversely affected the country's largest source of export revenue (The economist 2005). Kabila was assassinated and succeeded by his son, Joseph but lastly peace has yet to prevail in the DRC even after the recently held democratic elections that officially endorsed the young Kabila as president. The successive regimes in the DRC have thus far made little or no positive impact on the country's economic development and their expenditure patterns remain an expression of power by the ethnic groups in power and actually undermine then legitimacy of these regimes.

Ethnic problems in African inspired by ethnic Bios and favoritism have meant that resources for development are often diverted to finance conflicts. Between 1970 and 2002, our 35 wires were fought in Africa with the vast majority of them intrastate in origin. In 1966, armed conflicts in 14 of the 53 countries of the continent produced more than 8 million refugees and displace persons over a 5 year period to 1997, armed conflicts claimed about 2 million lives .and by 2000, there were 12 million refugees in Africa, over 40% of the world total (African Development Bank 2003: 39). The annual average increase in expenditure on fence for all the sub-saharan based on 1980 level rose from 24.1% during 1975 -1984 to 88.4% during 1985 -1989 (World Bank 2002: 2004). In 2000 (the last year which data was available) the value was still very high at 8.13%. Productive investment on the other hand has remained very low in the continent. For example, Africa share of world total foreign direct investment in 1970 was a mere 5.5% and during 1990-2000, it fell to 1% (Organization for Economic Cooperation and Development/ African Development Bank 2002). The level of investment on the continent has remained dismally low even in recent years recording a 15% degrees affecting both export and import and the continent world export shares declined from 7.3% in 1948 to 1.5% in 2001 and that of sub-Saharan African country's obtain their political independence as from 1960s. This brought with its power struggles among the diverse ethnic groups. The lack of power sharing in particular caused resentment among the under-represented ethnic groups who felt politically marginalized. This has fuelled ethnic conflict which have had a negative effect on socio-economic conditions in many counties (African Development Bank 2004:146).

Conclusion

Africa has failed dismally to benefit from its ethnic diversity because of ethnic bias and favoritism. In many countries on the continent, these remain the cause of conflict and underdevelopment. The continent lacks dedicated leadership and strong democratic institutions with the result that the character of governments has remained more or less unchanged, lacking in all - inclusive reforms that favor all citizens, irrespective of their ethnicity. The hegemonic elites in power in many countries continue to rule than govern, looking mainly after the interests of their own ethnic group on whom their power mostly depends. In other words, we suggest that the African union will set up a strong, independent and credible African court on human rights with a broad but well defined mandate that includes effective protection of marginalized ethnic groups.

Recommendation

A country strategy aimed at achieving equal participation by all ethnic groups would ordinarily demand a political leadership of the servant-leader type that is accountable to all citizens. Discrimination against citizens on ethnic grounds is a violation of human rights & ethnic group that are discriminated against in Africa are usually marginalized economically in terms of resource allocation and politically in terms of decision making. Addressing these problems in view of the lack of dedicated servant leadership in many countries therefore requires that the continents body, the African union set up a strong and credible African court on human rights with a broad but well defined mandate that includes among other things effective protection of marginalized ethnic groups. Such a court should be accorded a reasonable amount of autonomy and be adequately resourced and given powers to investigate crimes against citizens and prosecute and punish offenders irrespective of their political or economic standing. Many Africa countries have poor human rights records, a legacy of the colonies administrations that is their quest to extract as much of the resources as possible denied the colonies their human and civil rights. Africa human rights record has failed to improve with the transition of power to Africans and abuses even escalated especially during the cold war period who many African countries were governed by authoritarian, often military, dictators who forced their opponents into exile or jailed or killed them (Iloarah 2004). The human rights abuses also meant that ethnic bias and favoritism increased and according to Bottigliero, most African countries have yet to see human right as "part of an integral strategy to prevent ethnic violence and promote the rule of law is the society (2007:156).

The regional and sub-regional organizations in the continent have so far prioritized peacekeeping and peace enforcement operations but given far less attention to human right issues such as the ethnic Bias and favoritism that lead to violence and by extension hold up development in the region. Africa's have in other words, adopted the strategy of "cure is better than prevention" when it should be the other way around. The existing African court on human rights operational since 2004 and some other parallel operating instruments and institutions such as the African (Banjul) charter on human and peoples' rights, operational since 1986 (Bottigliero, 2007:156) and the African commission on human and purples rights, a quasi-judicial regional human rights institution established in 1987 (Fleshman, 2004:10) - all have limited mandates-a shortcoming that limits their dealings with ethnic minority issues on the continent (Bottigliero, 2007:157). For example, the African commission was mandated to

deal mainly with interstate complaints from government to and not necessarily with complaints from individuals or groups of individuals except in rare cases many of which have usually been ruled inadmissible for the simple reason that the commission lacks proper investigative power and resources. The commission also needs the prior authorization of the Assembly of head of State and Government to take any action against offenders (Bottigliero, 2007:157-8) & even the existing African Court has similar constraints. Not only must the court be granted jurisdiction by governments over private cases, it has to be established that the complainant has exhausted all local remedies, a task that proves rather cumbersome. Critics argue that many African judges are afraid of losing their positions or being arrested or assaulted and are simply incapacitated to pass judgment against their own government or influential personalities (Fleshman 2004:10). Since they are not insulated from political pressure, their ability to carry out their judicial duties is severely limited. Perhaps these constraints explain the African Commissions powerlessness to prevent the ongoing ethnic inspired humanitarian crisis in Darfur and the 1994 genocide in Rwanda and equally its inability to provide, victims with effective redress. These weaknesses of the existing commission and court justify the urgent need for a much stronger, independent and more credible African Court on human right. So the African union should do more to assist in this regard.

An important concern for the African Union is how it can contribute to holding African leaders accountable to their people and how it wants to determine measures for setting up standards of economic and political governance by which the performance of African governments can be objectively assessed. An arm of the African Union, the peer review mechanism is already tasked to periodically do an objective assessment of member countries government performance to identify and promote appropriate services and to raise an awareness alarm where countries lack the required standards (Ilorah 2004). This task should be seen as a practical demonstration that the African Union has replaced the charter of its predecessor, the old organization of African Unity-a charter that subscribed to the principle of non-interference in the internal affairs of its neighbors (a stipulation that often styled criticism of fellow African leaders) with a more progressive provision establishing a principle of non-indifference (African Union/New partnership for Africa's Development, 2001:5) especially in areas including unconstitutional seizures of power, genocide, war crimes and crimes against humanity (Ilorah 2004).

However, special emphasis on ethnic bias and favoritism, the main factors causing conflict on the continent is still lacking. A strong, independent and credible African Court on human rights in therefore needed to address these issues especially since many countries on the continent lack powerful independent judiciaries. Perhaps, the court should also undertake other functions such as education and advocacy there by teaching the citizens about their human and civil rights and their civic duties and obligations. The African union for its part should unreservedly encourage political power sharing among ethnic groups in all member countries. It should encourage undemocratic direct father to son power transfers or any similar power transfers as these tend to perpetuate ethnic dominance, promote corruption and discourage proper reforms and investments thus retarding growth and development prospects.

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Community Policing Relations and Partnership Among Law Enforcement in 21st Century Crime Regulation, Prevention and Management, Nasarawa State

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Abstract

Community policing relations and partnership among law enforcement aim at crime regulation and management in Nigeria with reference to Nasarawa state, Obi Local Government Area. The study sought to identify community policing and law enforcement in crime prevention; combatting and the problems solving associates with community policing in crime prevention and partnership among law enforcement. Survey design was adopted and Questionnaire were administered. Frequency and percentages were used to describe the responses from respondents which shows that 3.56% was targeted sample from the population, out of 46 of the respondents, representing 29.5% described community policing as very effective mechanism of crime prevention in the study area. As well out of 45 respondents, 28 of the respondents representing 62.22% agreed quality information determined law enforcement and community policing responses on crime prevention. This implies that community policing is an appropriate tool for crime regulation and management. Chi-square based measure was used to examine the relationship between and among the variables and test of hypotheses. Analysis of the study revealed that community policing and police law enforcement in crime prevention has strengthen relationships of the community and the police amongst others. Furthermore, community policing and law enforcement in crime prevention faces inadequate funding, lack of enough physical structures, poor management and logistics to be some of the major problems affecting community policing and police crime prevention. The study concludes and recommends that community policing and law enforcement should be strengthening to curb crime in the society. There should also be motivation to enhance effective management of crime and collaboration between the police and community.

Keywords: *Community, Policing, Crime, Management and Law Enforcement*

Background to the Study

The fundamentals of community policing in Obi Local Government Area Agyaragu, Nasarawa State is rooted to traditional Nigeria societies whereby policing community were carried out within members of the communities, organizations, groups, age grades, vigilante and informal traditional institutions including neighbourhood security outfit Daniel (2020). Community policing is used in variety of ways. In contemporary society, community policing connotes neighborhood watch, vigilante groups, amotekun, hisbah, civilian joined task force and people with common identity such as race, ethnicity, religion, ideological framework which are based on certain geographical entities. The philosophy behind community policing has been rapidly spreading worldwide. This further collaborates the studies of Daniel (2020), Zumve (2012) Police community partnership in solving the problem of crime in the society. This evolved various strategies for delivering services to the citizenry in order to regulate crime, maintenance of peace and prevention of social vices in the community. Serious violations of institutionalized ways, values, and norms were corrected or punished by these organization or body of security outfit. In traditional society, community is extremely essential components of social structure and they play a dominant role in terms of policing and partnership in human society.

Suffer it to say that the idea of community policing and law enforcement is as old as human history whereby the traditional Nigeria setting has always been communal with emphasis on respect to elders, recognition to family system, values orientation to traditional institutions and law enforcement. Police community connotes the process of surveillance, patrol, private security undercover crime and solving problem in the community. Community policing referring to a community oriented approach to policing and to combat crime. It is on this basis that community policing essence is collaboration between the police law enforcement and the community that identify and solve community crime problem. The police law enforcement and community policing partnership is germane for the survive imperative and strengthening the security architecture and reshaping the society. Similarly, community policing and problem solving are approaches to curb the menace of crime and new strategies to eliminate social ills in the society.

With the advent of colonialism, British established a colonial police force in 1861 to enforce sanitary regulations in Lagos for crime prevention and enforcement of criminal laws. The colonial system of policing and crime prevention in northern and western Nigeria where the system of administrative of justice which anchored in enforcement of rules and regulations to sustain stability (Adekunle,2002). Nigeria police is one of the professional institutions, responsible for arresting, detecting, investigating and prosecuting offenders or criminals, this is one the legacies of colonial masters from that of pre-colonial era which was solidly traditional based operations of policing. Traditional community policing is a form of inter-groups relation as both the police and the community regard each as identifiable groups with specific characteristics. Attitude and perception from both the police and community tend to be collectivity influenced and the experiences of other groups lead to stereotypes being formed to combat crimes (Arnold, 2009)

Modern societies are diverse in socio-cultural composition which means, police are agency of state employed to maintain order, promote and protect interest of the dominant class and to the detriment of majority class. The interaction between the community and the police are restricted to involuntary law enforcement encounters such as arrest, detection, investigation, such encounter always end up with hostility. Whereas if the police and the community have other avenues of meeting and understanding each other, their relationship would be less hostile and friendly (Rainer, 2000).

There are number of reasons why countries, state need community policing and crime prevention initiatives and strategies as a result of incessant violence attacks by ethnic militias, such as armed robbery gang, youth restiveness, burglary, rape, youth restiveness, social disorder, incessant attacks on farms and farmers, in the community (Ajomo, 2001). These reasons are mostly grounded in the history of Nations, due to social change; shifting and characteristics of crimes, violence and disorder are becoming worrisome. Community policing, is a pressing need for innovation practices within conventional police to help curb and support unconventional policing, such as vigilante group, to combat crimes (Adekunle, 2002). Crime is a social problem which goes beyond the general notion of theft, murder, assault, rape, fraud and other unwholesome behavior, it's about lives and properties of the community, how safe they are in their communities (Berth, 2006).

Crime is an act of omission or commission committed against the state within the legal law that defined certain behaviors as crime against humanity within the criminal justice system, punishable under defined acts, (Adeyemo, 2001; Tapper, 1946). The judiciary comprises of the Police, court and the prison service, given a social and legal responsibility to arrest, prosecute and sentence offenders according to the crime committed within the location (Adisah, 2004). Curbing disorder, fighting crime and increasing feelings of personal safety requires commitment from both the police and the host community, (Wilson, 2009). The concept of community policing and traditional policing (vigilante group) has two distinct commutative meanings, referring to a social unit larger than a small village that shares common values. The concept can also refer to the national community, international community. Community constitutes of beliefs systems, intents, needs, risks, and structures share among small or larger group (Alemika, 1993).

Community policing is a governmental department of a state or nation organized policing for keeping law and order. Police based on this dissertation represent civil force which is entrusted with the task of maintaining public order and enforcement of the law according to Nigeria constitution (Anderson, 1999). Police plays crucial roles and responsibility as part of criminal justice system in prevention and control of crimes, which as to do with public order, detection of crimes and enforcement of laws as proscribe by justice system (Coatman, 2000). The police play vital role in the prevention and control of crime in the community, this is well organized using traditional methods, involving prominent members of community to stand as reliable agent that report certain defined crimes such as rape, armed robbery, kidnapping (Asemota, 1993). The police and vigilante group play a vital role in sustaining social order among members of community, (Alemika ,1999), added that any attempt to understand police

community relations must begin with the analysis of the social structure that is functional in the community, that is traditional institutions, the primary mission of police is to defend innocent civilians against all sort of criminal attack, violence or non-violence conflicts.

Historically, the concept of community policing can be examined base on defined roles that is traceable from pre-colonial, colonial and post-colonial period in Nigeria. The three basic regions in Nigeria, the North, East, and West are composed of three basic ethnic groups, the Hausa, Igbo, Yoruba have their system of community policing based on their traditional norms and values, commonly known as neighborhoods watch (Blumberg, 1997).

This is determined by increase in crime rate associated to their values, norms and taboo. Crime is an act against individual or community or violation of human rights punishable by the state within defined laws. The colonial period experience was a new face of community policing with the introduction of colonial masters and western style of policing different from traditional policing with new structure and equipment to protect citizens from violent crimes, through fast medium of information and communication technologies (Dwfflem, 1994).

The role of community policing and traditional policing on the prevention of crimes and law enforcement in the society is necessary in this contemporary modern world, especially, due to human right violation. The development of advance technology has enabled many complex methods of committing crimes as well checkmating in the community. Sophisticated weapons use for armed robbery, kidnapping for ransom, rape, assault, ethnic violence is obvious social reality that make police force to remain active force in combating crimes at all level (Friendrich, 1996). This can only be achieved as a result of conventional police force developing mutual relationships with members of community to inform the police relation department any criminal behavior, should be reported to the police investigation department. The motive behind community policing is to function as a medium of relationship with communities to report or give any information of crimes to conventional police that have the constitutional backing to arrest, investigate, and prosecute offenders at the court of justice (David, 2008).

The scope and the nature of interactions between police and community are restricted to involuntary law enforcement encounters such as arrest, stop and search, detention; these worsen public perception of police as a hostile social institution, though if done with vigilante group it helps in easy identification of criminals (Garba, 2001). However, the police and members of community will develop avenues of meetings to defined crimes, the community can play essential roles on prevention of crime alongside with conventional police. Increase in population, distribution of wealth has constituted many forms of crimes that both prevention and control measures are necessary for checkmating the growing trends especially ethnic militias, organized crime, armed robbery, rape and conspiracy among members of the society (Daniel, 2020). The development of crime is as a result of poor relationship between traditional community and the police, responsible for prevention and control of crimes. Though, the role of community policing on prevention of crimes is explicitly in terms of prevent and control of criminal acts and behaviors as the variables are obvious. There are

many researches that shows community policing has aided in prevention of crimes in neighborhood, due to concern by residence to work in line with conventional police in gathering information through mutual communication without victimization of innocent citizens that produce reliable and valid information (Ohonbamu, 2002).

The modern systems of the world societies view its functions or roles from its strategies, methods, operations and performance in line with its general goals. How effective has Nigeria government describes and promotes community policing and crime prevention since independence? Is there any active partnership between the conventional police and traditional community, in terms of mutuality and cooperation in order to prevent crimes (Tamuno, 1990).

The Nigeria police force is designated by section 194 of the 1979 constitution as the national police of Nigeria with exclusive jurisdiction throughout the country for prevention and control of crimes against Nigerians and other foreigners resided in Nigeria. The Nigeria police force performs conventional functions and is responsible for internal security and supporting the prison, immigration and custom services. The relationship between the conventional police and members of community is popularly known as neighborhood watch or crime watch commonly used in our dailies news. With the help of community policing, in affiliation with vigilante group, crimes that are violent oriented can be avoided such as robbery, rape, ethnic violence, assault, homicide, fraud, gangsters", cultism in tertiary schools (Edifield, 2003). The role of community policing is to prevent crimes (Whiteman, 1990). The study is limited to Jenkwe Development Area, obi local government Nasarawa state with particular emphasis to Duglu community, Gida Ausa and Agyaragu community. The scope of the study covers community policing and law enforcement in the area.

Conceptual framework of Community Policing

The idea of community policing is used in a multidimensional process. This conceptual framework is classified into two basic concepts. This connotes community and policing. The community referring to people who related and share common goal or ideological views on the basis of social interaction, solidarity, social class, groups, neighbourhood, people living together with a definite purpose, interest such as race, religion, ethnicity, feeling and sense of belonging in a geographical area Daniel (2020). Similarly, community means a group of people living in the same geographical area or place with similar background and interest (Senna, 1997). A community can be a group of people that interact through communication. A community also can be elucidated as a family, an ethnic group or volunteer organization, (Friedman 1992) believed that communities have gotten informal network that are important to support formal institutions and policy makers in the world. Such communities include, Christian communities co-housing communities, eco-village, egalitarian communities and spiritual communities etc which are fundamental for community policing and crime prevention to succeed.

On the other hand, the term policing is an act of executing police duties among and to the benefit of communities. It is one of the act to keep law and order. It is mostly done by the police. Policing the community combines best techniques in order to combat not only crime

and disorder but also the fear of crime and likelihood of crime. As a concept, it aims at empowering the people to resist crime and unsafe condition, resolve the root issues underlying social ills and create a safe community well informed on community safety issues. It also works to reduce the fear of crime and increase the capacity of various departments to engage citizens and community groups in day to day problems solving and prevention of crime activities, (Reid, 2000)

As a concept of community policing demands natural social mechanism to be mobilized in order to prevent crimes, but the issue is how the police can mobilize such mechanisms within the community. In the first instance, the police have gotten a poor image within the members of communities arising from the past experiences and this has made the public or various communities to associate the police with social ills such as corruption, robbery, bribery, and murder. Such ills have left a blemish on the police image among the community and poor setting for the future. Well aware of this, the police have remained trapped within the paradox of its own making attempts to rectify the past have remained futile, (Bennet, 1994).

However, it should be emphasized that as long as community consensus is still perceived as pre-requisite to community policing and crime prevention, (Johnson, 1997). According to (Kelling and More 1988), the world has arrived at an era of community policing and crime prevention with the call to re-establish close relationships between the community and the police. They believed that the world has reached at the political era where there is a need for intimate relationship between the two, if the work of the police is to be effective not only community policing methods but as part of general duties to the police. This means that there is a need to sensitize the community about the effectiveness of community policing and crime prevention and how it is supposed to operate.

Community policing is best understood as policing tool through which communication about the risk and security of modern society are revealed by the community to the police. (Lamber 1994), indicated that the main task of community policing is to prevent crimes and bring about sustainable peace, the police must secure active communication and operation with the community. Community policing includes the involvement of community members in monitoring and controlling activities of the police, (Trajanowic 1994) argued that the police takes social action opposed to legal and become part of the community. Through this approach, the police penetrate the community in all its aspects and develop personal relationships at local level and become part of the community. Since communities are organic and changing, flexibility of the police becomes must. The police therefore help to guild communities through multi-agency involvement. (Stewart 1989) supported this by stating that the police must respond appropriately and view it role in the neighborhoods as a means of re-establishing the neighboring relationships and strengthening the institutions that make a community competent and able to deal with its problems.

(Braiden 1992), believed that the aim of community policing and crime prevention is to empower the local people to resist crime and unsafe conditions which are root issues underlying social ills and create a safe community, well-informed on public safety issues. It also provides adequate response to street-level complaints in the community without reducing

the police capability to respond appropriately to the emergencies. It establishes partnership with schools, social service agencies and citizen groups in the day to day problem solving and preventive activities to curb down crimes.

Roles of Police and Community Partnership in Crime Prevention

Nigeria returned to democratic rule in 1999 after military interventions. The democratic period in Nigeria has witnessed an increase in the perception of various crime and fear. There was a wide belief among security stakeholders that traditional methods of policing could hardly put the trend of crime and insecurity under control. Consequently, the Nigeria security justice system and growth as overseen by U.K Department for International Development have made some concerted efforts to commence private-public partnership project of the policing institutions in Nigeria.

Nigeria police report 2019 significant progress has been made in the area of trying to reform the police organization in line with global tenets of bringing about democratic principles into the practice of policing in Nigeria. One of this efforts was through implementation of community policing methods. In this context, the practice of community policing and crime prevention balances up the reactive-fast response with proactive problem solving-techniques centered on the cause of crime. This was supported and observed by Igbo (2003) that requires police synergy with the citizens as partners in the course of identifying and effectively addressing these crimes related issues in the community and to enhanced progress and development in the society.

Dickson, (2007) has claimed that the official adoption of community policing and crime prevention by Nigeria Police Authorities in 2003 was aimed at keeping crime and criminality to a minimal level. He believes that community policing and crime prevention program embarked up by the Government of Nigeria has its goal focused on transforming the culture of Nigeria police and its organization through community-based policing and partnership, this emphasis was to engender what was termed as culture of excellence in service provision, a deep sense of accountability on the part of individual officers in terms of performance.

The Nigeria police force perform a variety of functions, in terms of preventing and control of crimes which includes investigation of suspected criminals, detecting crime, escorting residents and other officials on defined duties, prosecuting offenders and charge offenders to court of law, guarding goods and put in cell suspected criminals, (Igbo,2003). Nigeria police are empowered to carry defined functions in preventing and control of crimes of all kinds, to execute with warrant, patrolling and protecting properties and lives of the citizens and, guarding and escorting visiting foreign officials, working with international police to combat terrorism, drug dealers and trafficking of human beings as slaves or under age, (Dallaire, 2010). Section 4 of the police Act and Decree No.23 of 1979 as amended stated;” the police shall be employed for prevention and detection of crimes, apprehension of offenders, the preservation of laws and regulation which they are directly charged with and to perform official duties within Nigeria has been required of them by or under authority of this or any Act. The police in the country also has statutory power to investigate suspects, prosecute

suspects, grants bail to suspects, pending completion of the investigation or prior to court arrangement, police are to serve summon, unlike traditional policing that only report the crime and suspects to constitutional police agency (Kirk, David 2009), to regulate or disperse unlawful processions and assemblies. The Nigeria police are empowered by constitution to search and seize properties suspected to be stolen or associated with crime and to take records for the purpose of identification, measurement, photographs and fingerprints impression of all persons within the community (Nigeria constitution, 1999).

Community policing relations is a form of inter-group relations as both the police and the host community regard each other as identifiable groups with specific characteristics as defined based on norms and values system, (Samson 2001). Attitude and perception from both police and community policing tend to be collectively influenced by the experiences of other groups which lead to stereotypes being formed to protect the host community against violence crimes. Police derive their information from members of community i.e host community or else there will be difficulties in gathering information which will be the order of the day without cooperation of the host community in combating, prevention and control of crime (Reiner, 2000).

Opinion varies amongst scholars as to what community policing is all about regard to its functions to the general society and traditional institutions participation, (Garba 2001) though conceived community policing in dimensions that is an ideological system based on the cooperation of the police and the traditional community system of prevention and control of crimes. Also it means a programmed that has political intends to restore the relationship between the police and the citizen's dissatisfaction with bureaucracy and impersonal police organization as it emphasizes direct communication with citizens regarding community social problems, (Bernard 2006).

Community policing as a philosophy designed to reduce crime and dis-order among members of host community by fostering trust, respect and collaboration between police officers and citizens or members of community in reporting crime either violence or non-violence. This is achievable by identifiable hallmarks, partnership building among police and traditional institutions of the community and essential institutions that help in reducing and controlling crime. The community is in better position to report and disorder in the society with logical and rational strategies, by emphasizing on proactive crime control and prevention using traditional methods of gathering information such as vigilante group. Equally (Usman, 2008) argued development of police organization is to responds to community concerns regard to crime prevention and control that in turn will give recognition to the community in promoting trust due to active collaboration and team work with education, housing estate, businesses, charities home other dedicated to community well-being.

Law Enforcement in Contemporary Community Policing and Social Change

The alarming brutality melted by police on innocent citizens has led to structural change and repositioning of Nigeria police and traditional community policing relations. The remove of un-necessary check-point has brought a great relieve to road users due to extortion of money

done by the police force (Clancy, 2001). The bails period has been reduced to twenty-four hours without substantial evidence; advanced technology like C.C.T.V is used to monitor locations believed to be criminogenic in nature and structure. These substantive change recorded has won back the confidence of the community back to the police community relation, though lapses are still recorded regard to human rights abuse done by police in their area of duty, to law abiding citizens, due to their use of AK47 gun, to intimidate innocent citizens. Structural reposition of police is a global agenda to restructure the police to meet up their responsibility in the prevention, reduction and control of terrorism in the global community, this is achievable as a result of informer policing in communities. It is becoming a global issue to protect the global community against terrorism and all forms of crime against humanity in the world (Arase, 2005). United Nations organization reported (2009), the common enemy of mankind today is terrorism, is in every country of the world, without repositioning the police to meet up global challenges in creating conducive environment for, economic prosperity, political stability, religious tolerance, socio-cultural development and promotion of global peace among countries, the world will be doom by crimes committed against humanity (Bohm, 2002).

In the face of rising crime rates and increasingly diverse and complex society, the traditional model of policing has come to be viewed as an ineffective approach to fighting crime. In the light of this, an approach to policing that places great emphasis on police-community relations, and on the usefulness of engaging the community in problem identification and solving efforts, has emerged under the banner of “community policing”. Most countries, especially those in the advanced democracies of the world, have adopted the community policing model of law enforcement as an effective strategy for fighting crime and criminality.

Traditionally, police outfits have responded to crime after it had occurred and, therefore, are structured to support routine patrols, rapid response to calls for assistance from danger, arrests, and follow-up investigations. Community policing, on the other hand, calls for a more strategic and thoughtful incorporation of all these aspects of police business into an overall broader police mission focused on the proactive prevention of crime and disorder. In a nutshell, community policing rests on the belief that law-abiding citizens in the community have a responsibility to participate in the police process. In 2004, community policing was introduced in Nigeria under IGP Tafa Balogun (2005). The Endeavour was an attempt by the Nigeria Police Force to improve on its performance. It was the Force's effort to change crime prevention and control to a modern and professional policing capable of providing maximum security to lives and property in Nigeria. Unfortunately, community policing culture has failed to make any meaningful impact in the Nigerian environment due largely to corruption, institutional constraints (police officers' resistance to community policing), inadequate manpower (both in strength and expertise), insufficient education and training, inadequate equipment, and poor conditions of service of the average policeman.

No doubt, the ultimate success of community policing in Nigeria will depend on the effective implementation of the following program; (i) Weeding out corrupt elements in the police force; (ii) implementing a comprehensive strategy to overcome the challenges that may

militate against instituting community policing by addressing issues like community participation in community policing, community policing as an anti-corruption tool, human resource development for community policing and decentralizing policing duties and responsibilities. It also includes restructuring police formations and computing the actual cost of executing community policing operations in Nigeria. Other aspects of the program must include a comprehensive training and re-training of the entire police force on the philosophy and culture of community policing, as well as the education, counseling and sensitization of the citizenry on the practice of community policing, including their roles as participants in the fight against crime and criminality in the society.

There is no doubt that Suleiman Abba is on the right track as far as the quest to put a handle on crime and criminality is concerned in Nigeria. His vision for community policing is spot on. Community policing has the capacity to break down the barriers separating the police from the public in crime prevention and control matters, while inculcating in police officers a broader set of community service ideals. As a matter of fact, community policing will promote and support organizational strategies to address the causes of crime, to reduce the fear of crime and social disorder through problem-solving tactics and community-police partnerships, (Nigeria police force, 2005)

Challenges of Police Law Enforcement and Community Policing in Crime Prevention

Community policing is an important tool in crime prevention in the world though it has never been without challenges. Critics of this method claimed that it is difficult to implement community policing because of its two-way traffic position. That is, it needs the effort from police force as well as community if it is to be successful, (McDonald 1993). According to (Weatheriff, 1983), very little research evidence is available to prove that community policing and crime prevention works in terms of definition, while (Walker, 1993) believed that the failures of community policing in accordance to its definition emanates from the history of police, which has been interpreted in relation to the past mistakes and it will be very difficult to create total force for policing the community.

The fact that the police is regarded as an institution to prevent and fight crimes, it will remain hard to justify anything to do with law enforcement activities and cooperation with the community. Many of police activities have been regarded as nuisance demands to the service of the community, (Bernnet 1994), indicated that not all police departments and officers make community policing and crime prevention part of their occupational culture but tend to use community police and crime prevention for their own gains while disguising to be keeping the law and order. He added, in doing so, some police constables and officers involve themselves in bribery, robbery, and corruption practices yet at the same time claim to be carrying out community policing.

(Alexander, 1995), argued that community policing and crime prevention programs give little power to the host community. He added that community policing and crime prevention programs seldom serve as a handle for real reform of brutal accusations of police departments in most cases of cosmetic operation. Community policing and crime prevention, is no different

from other police tools that aim at shaping and manipulating community. Since the police controls all information about crime and disorder, they will remain rhetoric political drama to manipulate the community through corruption and bribery. This assertion is supported by (Wycoff 1988), when he noted that once the police and members of community work closely, there can be an increase in police corruption since the community does not investigate what the police has in records.

Critics point out some challenges of some foot patrol by the police such as (Alexander 1995), added, in attempt to reduce crime rate and use of the city preventive patrol experiment. Although these can reduce crimes, the propensity created between the police officers and the community makes the police common before individuals by losing respect before the community. (Ericson 1993) noted that patrol experience are also dangerous because the exposed true characters of police which have remain unrevealed to the public had it not been community policing and crime prevention.

In attempt to overview the policing, (Friedman1992) believed that much of the resistance against community policing and crime prevention is rationalized on the basis of high cost effectiveness and efficiency issues. He noted that long term benefit might offset the startup costs and pointed out that not even the critics are sure on how to measure police effectiveness accurately. Some simple and basis services that the police departments might provide to the community cost very little and require limited personnel while others require many personal. He noted in circumstances, it remains hard for critics to understand the cost and the effectiveness of community policing and crime prevention. Community participation is the cornerstone according to (Brown 1989), success of community policing to which police involve the community has remained negligible. Initiatives to community policing and crime prevention are developed based on assumption that community members will be both willing and able to respond to initiatives, yet evaluation of Nigeria initiatives revealed that responses are very considerably.

Community Policing (Vigilante or Neighborhood Watch)

Police forces are government organization charged with the responsibility of maintaining law and order and to protect the general public from harm. On this ground, (Soyombo, 2006) added that the police exist to serve the people, it is therefore important that the police activities should be people-oriented that reflect public interest. Their activities should meet the expectation of the communities which the serve. (Though Hills 2014) believed that the police cooperation with informal stakeholders is an emergent policy as a result of the multi-layered nature of police profession. Further to this (Fourhard 2008), contended that the activities of vigilante, like those in the night guards in the colonial era and other sister vigilante association in the country are familiar to the members of the community. This is more or less upon the fact that extra-legal practices considered uncivilized such as the use of charms were part and parcel of crime prevention culture among indigenous population. Also known as Neighborhood Watch caught criminals and then handed them over to Native Authority for appropriate action in the community.

Conversely, (Chukwuma, 2003) argued that more often than not, crime suspects are believably subjected to inhuman treatment that could impact negatively to the rest of their lives. This inhuman treatment could be in the form of abysmal torture subjecting suspects to drinking poison, nailing of suspect on the head, beaten and killing, burning without recourse to judiciary process. He added that these kind of activities have accustomed the local community members to arrange regimes that focuses on eliminating those considered as undesirable elements. This undesirable element could be people of other ethnic grouping, law breakers and political opponents or those who are not obeying a range of curfew practices. Consequently, other culture of impunity develops and tolerated at the expense of rule of law, while extra-judicial killings are perpetrated by security agents under the guise of protecting the community's best interest, (Fourhard 2008).

Despite perceived inadequacies of the informal policing structures in Nigeria. Zumve (2012) was of the view that informal policing structures are now being represented by a range of agencies such as Bakassi boys of the Igbo in the South-East of Nigeria, Hisbah of the North-west Nigeria and the Odudua people and Amotekun in South-West of the country amongst many others especially the civilian joined task force Daniel (2020). Hill (2003) maintain that reviewing the pattern of partnership policing as it effects, Kano North-west Nigeria has suggested that the presence of socio-cultural and religious institutions have influenced the provision of policing services in the area. He believed the activities of alternative security providers have been encouraged by the apparent failure of the notoriously brutal corrupt and ineffective Nigeria Police Force to provide adequate security and justice.

Rotimi, (2012) viewed the emergence of alternative community security institution (vigilante) has helped the question of relationship between the police and other law enforcement agencies and members of the public in terms of crime prevention in Nigeria. The social problem concerning the activities of vigilante mode of operation has posed a threat to the state police in terms of sharing monopoly of violence. Moreover, apart from undermining police legitimacy in Nigeria, vigilante activities could also resort to extra-judicial killings whereby furthering the already sour taste of the trust-gap in the police community relationship. Fourhard (2008) further observed that at this level of nation's development, there have been rising ethnic, religious and communal tensions. He noted that the matter was becoming worse as the security agencies such as the Nigeria Police Force have problems in coping with violent attitudes of the numerous ethnic militia whose violent disposition are already dragging the country's civil military landscape. While the perspectives of (Adekanye 2012) laid much emphasis on the violent activities of these militia ethnic also argued in a relatively strong terms that they were notable security outfits entrenched in South-west ancestral tradition that tend to engage in magical methods of defense.

According to (Rotimi, 2012) the use of charm and other occult powers by vigilante grant a range of knowledge comparative advantage in security and crime prevention issues. This view reflects the enormous security challenges facing the country with ultimate called for introduction of community policing. In the face of perceived or real failure of the police establishment to provide services that will guarantee crime prevention and various informal

and semi-informal policing structures to continue operating in parallel with the official police structure in Nigeria. Findings from (Alemika and Chukwuma, 2004) suggested that what had been regarded as informal policing structures are in agreement with the political and socio-cultural practices of their respective communities. They noted policing according to contention are founded on traditional practices of age-grade, such groups are identified as informal only in relation to the contemporary state police system, but not as reflected in the consciousness and experiences of the people. Similarly, Fourhard (2008) continued to emphasize that vigilante was a term at the instance at the instance of Nigeria Police in the mid-1980s to substitute with hunter guard or night guard a similar structure hitherto in existence as a system during colonial period. It had the legal and authorized backing of the government of Western Nigeria thereby paving way for its operation as non-state form of policing in Nigeria.

Structural Functionalism Theory

Structural functionalism Durkheim, (1858) examined the functions of social institutions such as family, religion, economy, politics, education and how they interact and interrelate with one another in solidarity for stability of the society. He saw the society as functional guided by certain norms and values that checkmate the existing institutions to maintain social order. Though he saw society as evolutionary with social changing, invention and innovation continues to determine pattern of behaviors in the social structure. Society has social facts they are external and coercive to individuals. They not only represent behavior but also the rules that govern behaviors and give it meaning. Social facts have been not only accepted by, but have adopted by society as rules to which they choose to follow. Laws, language, morality and marriage are all examples of ideals formed through individual thought that have manifested into concrete institutions which we must now abide by.

This theory emphasizes on the relationships between the various institutions that make up society such as law, education, religion government etc. it asserts that our lives are guided by social structures, which are relatively stable pattern of social behavior. Social structures give shape to our lives for example in families, the community and through religious organization. Thus one of the key in structural functionalism is that society is made up of groups or institutions which are cohesive, share common norms and have common norms and have a definitive culture.

There are number of assumptions in structural functionalism theory. One of these, that societies strives toward equilibrium. Another assumption looks at society institutions individually as though they are divorced from other institutions. This is erroneous, as institutions are interlinked and employed relationships that exist between institutions.

Structural functionalism is the most valuable ideological justification for community policing and crime prevention. It promotes humanizing belief in the notion that offenders can be saved and not simply prosecuted. This theory recognizes the reality of social fact, social inequality and its functions in communities. Base on the rules that regulate society, every community deals with offenders while arresting suspects understanding that circumstances can constrain or compel and lead to criminality. Though it rejects the idea that individuals regardless of their

social position in the social order, exercise equal freedom in deciding whether to commit crime and should be punished equally according to their offence irrespective of their social background (Danbazzau 2007).

Furthermore, this theory is relevant to the study as it tries to establish the justification or rationale behind the treatment of community policing and its victims by changing the attitudes and behaviors of offenders so that they will be able to choose lawful means, in satisfying their needs as well the police perception about suspects treatment with global standard of human rights principles. Structural functionalism emphasizes the need to see social facts and its evolution as crime escalates in the society with laws made to punish offenders as well rewards good behaviors. Policing the community and retraining of its personnel will increase the efficiency of community policing which shows social solidarity to crime prevention in the society. As crime specializes in the society, policing the community becomes more complex to understand; with advance technologies society has made crime an open door, the need to train and retrain police become inevitable as the society becomes more functional and complex in rules and regulations. Community policing has become one of the functional institutions of fighting and combating crime at local levels, this brings about solidarity and sincerity amongst community and the police to share information that are vital to arrest and prosecute criminals. Though this theory has its critics, such as not considering economic factors that determine social status in the society. That crime is only punishable without considering the inequality in material accumulation in the society.

Research Design

Social survey design was used. The design involved data collection through the questionnaire. The questionnaire method was employed in drawing information from larger population available for the study. It also gives the respondents a great level of confidence being anonymous in their decision making.

Population of the study

The population for the study area is made up of the entire three communities in Jekwe development area, with six thousand population (6000) which 3.56% representing target sample, that is (214) within the cluster residents, which responses was used for data analysis which includes Agyaragu (48), Gidan Hausa (36), and Dudugulu (72) and Nigeria police force department (45) personnel (Divisional police Area Jenkwe 2014) , indicated the population for the three community, and the household is two hundred and fourteen(214), that is 3.56% out of 6000 residents (Census 2006) in Jenkwe Development Area for the purpose of this work was used for analysis from respondents. This is out of the total population of (214) representing the targeted three communities.

Method of Data collection

For the purpose of this work, both primary and secondary data was used. The primary data was collected through the use of questionnaires was in two fold. One for the targeted communities and the second part was for the police personnel, while the secondary data was collected from literature, magazines and other sources. This study collected data through the

use of questionnaires which consisted of closed and opened ended questionnaires bothering on the objectives of the study and research questions. Furthermore, the study used descriptive survey methodology using questionnaires as the major instrument for data collection and analysis.

Method of data Analysis

For the purpose of this study, simple percentage and frequency distribution was used to process and analysis the set data obtained from questionnaires. Data were first and foremost collected and tabulated using frequency distribution and percentage for clear understanding. Chi square based measure was used to test hypothesis respectively

Chi-square is stated as:

$$X^2 = \frac{fo - fe}{Fe}$$

Where x2=chi-square

FO=observed frequency

FE=expected frequency

Level of significant

Data Presentation, Interpretation and Analysis

The analysis of data collected using questionnaire instruments. Two hundred and fourteen (214) questionnaire, representing 3.56% from the targeted population but was able to retrieve two hundred and one (201) of the responses. The analysis was based on (201) filled and returned.

Table 1: Communities respondents on Police Law Enforcement

Communities	Frequency	Percentage
Dudugulu	72	35.8
Agyaragu	48	23.8
Gidan Hausa	36	17.9
Police post	45	22.3
Total	201	100

Source: Field Survey, 2020

Table 1 shows that in the sample of Dudugulu respondents were 35.8% of informal policing, while 23.8% in Agyaragu, 17.9% in Gidan Hausa and 22.3% police station. This composition shows the communities for target population of this work.

Table 2: Assessment of Police and Community Policing and Crime Prevention

Assessment	Frequency	Percentage
Very effective	46	29.48
Effective	41	26.28
Ineffective	38	24.35
Very ineffective	31	19.87
Total	156	100

Source: Field Survey, 2020

From the table above, 29.48% of the responding public evaluated the effort of policing the community, crime prevention and community policing in Jenkwe as very effective in combating crimes, 26.28% effective, 24.35% ineffective and 19.87% very ineffective. The research revealed that majority of the respondents in the communities evaluate the functions of policing the community, and assessing community policing as effective as well in some cases is ineffective. This may be as a result of ethnic violence, robbery, bribery, rape that varies from one community to another.

Table 3: Police perception of the public, policing the community and crime prevention

Assessment	Frequency	Percentage
Effective	41	91.11
Not effective	02	4.44
No response	02	4.44
Total	45	100

Source: Field survey 2020

Table shows the highest percentage of responses by 91.11% of police force believed policing the community that is vigilante group is very effective in crime prevention and control in Jenkwe development area, while 4.44% each of them perceived traditional policing as ineffective. This indication shows that the police force appreciates the presence of vigilante group in combating crimes in Jenkwe development area. The police force appreciates the effort of the vigilante in arresting certain crime as in line with criminal justice system of Nigeria in Nasarawa state.

Table 4: Determine their response on crime prevention and control

Response	Frequency	Percentage
Quality information	28	62.22
Superior of rank	11	24.22
Economic status	6	13.33
No response	0	0
Total	45	100

Source: Field survey 2020

The above table reveals that 62.22% responses to crime scene were based on quality information receive by the police via the public or vigilante group to effect arrest while 24.22%

assess the superiority of officers to respond to crime scene while 13.33% agreed economic status defines how police force arrest certain crimes in Jenkwe development area, and 0% had no response to how police force arrest crimes. The survey shows the rate of classification in arresting crimes by the police force and the chain of command when crimes were reported by the public for arrest. Economic status defines who is arrested and who is bailed out from the police cell, by the responses.

Table 5: Police Partnership (vigilante group), policing the community on crime prevention.

Response	Frequency	Percentage
Normal	34	75.55
Ineffective	04	8.88
Poor	03	6.66
Absence of information	04	8.88
Total	45	100

Source: Field Survey, 2020

Table above shows the cordiality of police force and the policing the community, agents known as vigilante group, 75.55% perceived a smooth relationship with the vigilante group in prevention and control of crime in Jenkwe development area of Nasarawa state. While 8.88% indicates ineffective relation with the vigilante group, 6.66% feel is poor and 8.88% feel the absence of information and communication in discharging of duties.

The structure of effecting policing shows strong relationship among security outfit, the Nigeria police and the community in terms of crime prevention in Jenkwe development area. All the responses show sense of peace due to the understanding in sharing information and communication in Jenkwe development area of Nasarawa state.

Hypothesis Testing

This section of analysis is devoted to statistical measure showing relationship between variables in the stated hypotheses, for this will enable whether there is relationship between community policing and crime prevention.

Table 6: There is a significant relationship between community policing and crime prevention. Distribution of those who agree and disagree in Jenkwe development area (Hypothesis 1)

Responses	Agree	Disagree	Total
Positive effect	98(67)	15(27)	113
Negative effect	48(32)	40(72)	88
Total	146	55	201

Source: Field Survey 2020

Figure in parenthesis indicates expected frequency, other implies observed frequency. Calculate $\chi^2=4.41818$, critical $\chi^2=3.84$, $df=1$ at 0.05 alpha level, calculated value of chi-square.

The calculated value obtained in this analysis χ^2 value of 4.418 is greater than critical χ^2 value of 3.86, showing 67% agreed on community policing and crime prevention is effective while 27% disagreed with the effective relationship of community policing. However, the findings proved or revealed through the test of hypotheses that there is a significant relationship between community policing and crime prevention on the targeted communities. There is positive impact on policing the community, the results show responses toward more enhance community policing.

Table 7: Community policing relations on crime prevention. (Hypothesis 2)

Response	Agree	Disagree
Positive effect	98(67)	15(27)
Negative effect	48(32)	40(72)
Total	146	55

Source: Field Survey, 2020

Though the calculated value shows in parenthesis indicated frequency which implies the observed value as $\chi^2=4.41881$ critical of $\chi^2=3.84$, $d.f=1$ at 0.05 alpha level. The calculated value obtained in this analysis was χ^2 value at 4.418 greater than χ^2 value of 3.86, showing 67% agreed that there is significant relationship despite certain weaknesses from the police on community policing and crime prevention, while 27% doubted the credibility of policing in executing community policing and crime prevention. Based on this hypothesis testing it can be deduced that there is a positive significance relationship on community policing and crime prevention in Jenkwe Development Area.

Discussions of Findings

The study investigated community policing and crime prevention in Agyaragu, Gidan Hausa and Dudugulu communities. Though two hundred and one (201) that is 3.56% from the targeted population of six thousand (6000) (population census 2006) residents in the three community. These responses were used for analysis on community policing and crime prevention. However, results from the study showed that community policing and crime prevention has been an effective tool on combatting crime and enforcing law and order. The study revealed the respondents social status was married, attained academic certification, religious beliefs, and views of criminality.

The study revealed community policing and crime prevention as classified according to crime report, (Adekunle 2000) noted the justice system is structured to produce law and order to guild individuals behaviors regardless to social class. This serves as enhancing community relations, serves as deterrence, repentance and reconciliation of attitudes. The study further revealed the impartial coordination between police department and the community in terms of confidence, reliability of sharing sensitive information, as well delays in arresting crimes. It also noted community policing is effective in generating information about suspects and modalities of arresting crimes, this agreed with the view of (Arnold, 2009) that community should be responsible for their securities directly or indirectly.

The study revealed as long as community are united against crime, there will be safety in the community through sharing information and a proper communication channels. The major obstacle to community policing and crime prevention is inadequate funding and advance technologies to detect crimes and suspects. Also half of the responses accepted community policing and crime prevention as a good model of tackling crimes in remote places, (Nmelien 2002) believed security is the responsibility of all members of society, not just the police but all reasonable persons. In addition, the police remain burdened with legacy of brutality and abuses resulting to public skepticism of their actions. This makes individuals to be skeptical about releasing information that will lead to arrest or expose criminal activities in the community. The police should be continuing in training and sensitizing key personalities on detecting and addressing early signals of crime in their respective community.

The questionnaires responses show community policing has proven to be very effective on crime prevention and educating individuals on law and order. Responses of respondents have proven that community policing and crime prevention can be a tool of stability, understanding and development for community advancement. Though the nature of social stratification has brought harmony to the community with improved perception of neighborhood.

Conclusion and Recommendations

The community policing and law enforcement program should be encouraging in solving problem or to curb crime in the society. Adequately funded and there should be provision and logistics for executing the program. The community policing and law enforcement will help to regulate crime management, combatting and prevention of crimes which posits that community policing is about reforming the society for good.

There should be a collaboration and partnership within police-public relation. Therefore, information sharing and dissemination concerning the community safety and goal attainment on community policing is germane. However, the responses indicated proper policing can guarantee quality and sanity of community. More pressing is the obvious attitudes of communities, it inferred that there are factors militating against successful community policing and crime prevention as recidivism continues to be in existence; if not on increase except correctional measures are taken to address the issue of poverty, unemployment and policy that emancipate communities and maintain, sustain security strategies in our community.

The study recommends that community policing and law enforcement were effective in maintaining stability and safety of the community.

1. The community policing to be effective and efficient in combating crime in the society.
2. The agencies should be intelligence in crime management and collaborating with the police. This will enhance safety and stability in the community and bring about social development.
3. There should be community and law enforcement orientation, training and effective personnel in order to protect citizen and strong synergy between community and police law enforcement.

4. There should be adequate funding and logistics in order to hamper effective community policing and crime prevention.
5. There should be a modern gadget, technological system, data base and tracking information system to curb crime and criminality in the community and enhanced effective law enforcement.
6. Police should be incorruptible, accountable, fear in dealing with member of community for equity and justice.

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Youth Empowerment for Sustainable Economic Development in Nigeria

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Abstract

Youth empowerment is the key to sustainable development. Nigeria which stands as the youngest population in Africa has more than 50% of her population fall within the age range known as Youths (16-39)(NBS Report, 2018).The implication of this reality is that Nigeria has a massive prospect for economic development but that will be if the country can efficiently harness this human resources efficiently. Though numerous youth empowerment programs have been put in place by the Nigerian government, those programs lack sustainability. Today, the sad reality is that most of the youths in Nigeria are unemployed. The Nigeria bureau of statistics states that about 20.9 Million Nigerians were unemployed as at the third quarter of 2018, this data also shows that more than 80% of this unemployed Nigerians are youths, the working population of the country. With such a population of youths and drastic dilemma of unemployment and poverty in the country, there is a need for government to adopt new strategy to engage this young population in a very productive way. This paper examines youth empowerment concepts that can be used to engage this huge human resources (the youth in Nigeria) in a productive way that will build sustainable economic development. The paper X-rays youth empowerment concept and their developmental potentials if they are carefully implemented with regulatory frame work to drive their sustainability. The study utilized questionnaires as the primary source of data and research reports and academic publications as the secondary sources of data. The study recommended that the youth empowerment programs should be revamped in a strategic way that will engage the youths and add massive revenue to the economy.

Keywords: *Youth empowerment, Sustainable development, Economic development, Regulatory frame work.*

Background to the Study

Youth Empowerment Concept refers to economic and labour programs which can be used to impact labour skills and sensitivity to young able bodied, mentally fit individual or group of young persons to enable them participate maximally in the harnessing and distribution of economic and social resources for meaningful self-benefits and the improvement of the society (Educlues, 2016). Youth empowerment entails detailed and well developed programs which can be deployed for improvement of the capacity of young persons to either sustain their personal livelihood or enable them to live maximally and productively in the society upon proper deployment, these concepts can be a major boost to economic development given that the key element of economic development (human resources) is the focus of such programs. Youth empowerment aims basically on improvement of life. However, youth empowerment generally is a process where young people are taught, trained and equipped to respond positively to life by transforming their beliefs, values and attitude. Youth empowerment is achieved through participation in youth empowerment concepts or programs.

Sustainable development on the other hand simply refers to the development that is stable, durable, and consistent. Historically, sustainable development originated from the concerted efforts of local and international community to protect the human aspect of the planet earth. It is an update of the Millennium Development Goals declaration of the United Nations. The concept of sustainable development assumes that development must first occur before it could be sustained. While development depends on growth, its sustainability has remained a myriad and attracted debates among stakeholders of development, resulting to studies and quest for new approach to sustainable development (Sustainable Development Solutions Network, 2014).

Across the world, there are few youth empowerment programs underway. These programs are driven by mostly non-governmental organization. However, there are handful of others that are driven by government institutions, schools and private organization. In Nigeria, even though the need to institutionalized well-structured youth empowerment concept is obvious, we are yet to see any that have been effective using the unit of measurement Quality of life (QOL) as a standard for evaluating the success of the empowerment program or concept. Over the last two decades, we have seen continual effort from the government as regards the deployment of youth empowerment programs but the common trend is that most of these programs are not sustainable due to the volatile political nature of our young democracy and the massive impact politics has on every facet of the economy in growing economies like that of Nigeria. Few non-governmental organization have pioneered a few programs with various levels of impact but the stark reality is that the need for such programs are overwhelming as a result of the alarming unemployment rate in Nigeria.

The value that quality and strategic youth empowerment brings to an economy is enormous. Amongst which are but not limited to the following.

- i. Employment Creation:** A youth empowered society will not suffer the challenges of unemployment that many nations are battling today especially the third world nations. This is because fundamentally a skilled youth is a job creator.

- ii. Crime Reduction and National security:** Empowering youth add value to their lives to sustain their livelihood and this on the long run prevent them from adopting crime.

- iii. Poverty Eradication:** In fact, poverty eradication is the key benefit of youth empowerment. Skill development/entrepreneurship development is a key aspect of youth empowerment and when youths are effectively equipped with essential skills for survival, they can utilize those skill to take care of themselves and assist others given that societies in Nations like Nigeria has high dependency rate. As the youth use the skills to create value, it will increase employability and add to the GDP of the nation. Also, the support for themselves and dependents increases the standard of living in the society.

- iv. Good Governance:** No doubt, the youths are the leaders of tomorrow when they are empowered, they also empower the masses thereby creating a balance pathway for a better future.

- v. Improved Standard of Education:** Empowerment in its totality is largely about education and mental transformation. Youth empowerment can lead to social improvement of a country. Empowered youth will always accelerate the spirit of patriotism in the educational sector because they will most likely understand the value education more than a youth which is not empowered.

From the benefits above, it is obvious that a nation like Nigeria must adopt youth empowerment concepts that can run effectively in a multi-cultural society like we have in this country and also concepts that promotes national integration and peaceful co-existence. Today, according to the global organization (UN) reports, Nigeria youth migrants in Europe and America are three times more than migrants from other West African country. This report also shows continuous increase in migration rate with about 32% in 1999 to top about 50% by the end of 2012. So, the inability of the government to institutionalize productive youth empowerment concept to reap its economic benefit will result to negative economic trends prominent amongst which is the migration of their most productive youth population.

Literature Review

Youth empowerment concept refers to the different aspects where a young person or community of young people gain control and power over their own lives in their life context. It is the different means where change and transformation of a young person occurs whereby a person or people with lack of power or disempowerment become one in which some kind of power is somehow gained (Xavier Ucar Martinez et al 2016, Travis and Bowman, 2012). According to the United Nation Office on Drugs and Crime (UNODC) under the 2030 agenda for sustainable development the contribution of sport remains one of the potent concept for youth empowerment. However another key concept for youth empowerment is the acquisition of knowledge and capabilities e.g entrepreneurship (Agudo and Alborna 2011, World Bank 2006, Zambrano, 2007) and also the concept of technical skill acquisition and innovation support (HCA Academy, 2009).

UNESCO (1998) recognize youth as equal partners and actors for development and peace. Generating opportunities for young people and investing in their capabilities must be prioritized in governmental policy making at all levels. Development does not begin with goods; it goes along with people and their education, organization and discipline. Its success can be ensured if it is undertaken as a broad, popular movement of reconstruction, with key focus on the full utilization of the drive, enthusiasm, acumen and labor power of everyone (Schumacker, 1995). UNESCO Youth Strategy (2014-2021) emphasizes to invest in research, policies and programs for creating an enabling and rights-based environment for young people to thrive and ensure the prosperity of society (Souter, 2014). Youth's chance for contribution in nation's economic, social and cultural development is maximized through the process of empowerment (Lisbon World Conference, 1998). That's why, now there is an increasing realization among world leaders and policy makers for astonishingly underserved and unheard youth (IRC, 2012).

Akintayo and Adiat (2013) also opined if developing countries like Nigeria yearn for development and prosperity then they need to invest in their youth. Non-formal education, vocational training, on-the-job training and other educational guidance of its kind should be advanced as an essential instrument of empowerment (Arnold et al., 1991). These instruments raise the bargaining power of the poor and bring in substantial awareness of their legal and social rights (Gergis, 1999). Kolade et al., (2014) studied the role of entrepreneurship education and found that nations can gain competitive advantage due to natural resource endowment thriving on quality manpower that can efficiently expedite economic growth. Malyadi and Sunama (2012) argued that the promotion of entrepreneurship as an instrument of job creation, empowerment and economic dynamism has captivating policy concentration. But unfortunately, there has been no systematic attempt to look at it from youth perspectives in many emergent economies. States need to identify the varied needs of youth and focus to develop more sophisticated policy interventions which can lodge this multiplicity. Gone are the days when 'one fit for all' solutions were in place. Therefore, it is advised that government should not impose empowerment from above as top-down approach. It must be brought before an individual as an objective to be strove for while ensuring equal access to economic opportunities, rest hinge on the will and interest of the citizens (Gergis, 1999).

At the 1992 'Rio Earth Symposium' in Brazil, 152 leaders from around the world participated to underscore the significance of sustainability and consensus was made that all countries should fabricate a national sustainable development strategy which is included in agenda 21 of the summit. In sum, youth empowerment is a decisive element for a country's sustainable development. The potential youth is the greatest investment opportunity for a country's sustainable development (Commonwealth, 1998). Hence, to deal with changing world dynamics, youth must be equipped with all-encompassing intellectual, moral, social and relevant skills at earnest (Lagun, 2002). Unfortunately, young people did not receive much-needed care and attention from the concerned authorities during subsequent regimes. Flimsy governance structures, an inopportune record of development, regular episodes of heightened social conflict and a trembling macro-economic situation all contributed to young people's lack of confidence in Pakistan's future (British Council, 2009).

Research Methodology

A detailed questionnaire was distributed randomly to youths within the age bracket of 20 and 35 to ascertain what youth empowerment concept they believe the government can adopt to foster economic development in Nigeria. The survey was carried out in South – South Nigeria, Cross River and Akwa–Ibom State to be precise. About one thousand questionnaires were distributed and collected. A systematic breakdown of the questionnaire was carried out and the findings according to the aims of the research was carefully documented.

The Result of the Study

From the study, it shows that

S/N	Type of Employment Concept	% Response
1	Sport	34%
2	Technical Acquisition and Innovation support	23%
3	Entrepreneurship Training and Funding	30%
4	Academic Scholarship Programs	10%
5	Financial Support Programs	3%

From the table, it is obvious that more people believe that with proper sports development (34%) more youths will be empowered and more youths will be economically engaged and productive in the society. However 30% of the people believe entrepreneurship training and funding is another powerful concept for youth development and 23% of the people believed technical skill acquisition and innovation support has the potentials to birth massive economic development. About 10% believed in academic scholarship programs and 3% on financial support program.

From the study, it can be clearly deduced that a combination of 3 youth empowerment concept will birth a massive economic development with sports, entrepreneurship training/funding and technical skill acquisition and innovation support making the higher potential of 87%.

3 key youth empowerment concept for sustainable economic development

i. Sports: With proper development of sport from grassroots to professional level, youth empowerment will get a major boost because sport is a major economic activity. For example, the market for professional sport in the United States is roughly 169 billion dollars which is 50% larger than that of all Europe, the Middle East and Africa combined (Renter, July 24 2013). In Nigeria today due to lack of proper sport development, the government have not been able to harness the massive economic potential sports has in terms of job creation and value creation, popular sports like Soccer, Volleyball, Basketball, all forms of athletics and field games Can be developed with amateur participation design into Secondary Schools and higher institutions and the professional level structured properly with public private partnership in place to allow for efficiency and sustainability. Sport generally has the potential to employ more youths than any other sector of the economy can (World Bank, 2016).

ii. Entrepreneurship Training and Funding: The true wealth of a nation is the amount of value her citizen can produce when provided the right environment and support by her government. In Nigeria, we have seen few entrepreneurship training programs with funding by

the government like the YOU WIN program. A youth development scheme established by the Goodluck Jonathan led government to empower Nigeria youths. But the challenge has always been sustainability. However, if the government can drive such schemes like the YOUWIN program with proper regulatory framework to institutionalize such program to run independent of the influence of the government in power. It will create ripple effect in the development of the economy, poverty eradication and direct/indirect employment to the youths.

iii. Technical skill acquisition and Innovation Support: According to International Labour Congress, in 2013 Africa had the highest unemployment rate and Nigeria stood top in this statistics. This is traceable to the fact that most employable person lack the right skill for effective productivity as a result of the deficiency in our educational system which rather focus on theory than impacting meaningful skill. But the reality is if the government makes deliberate effort to help youths get trained in technical skills which has ability to add value in the society, then she would have successful curb the menace of unemployment to a large extend. Also, the support for innovation and scaling basic innovation to marketable standard will also be a major game changer.

Conclusion

Based on the findings of the study, it is obvious that Nigeria unemployment rate, poverty and slow economic development is deeply rooted in the lack of the ability of government to implement sustainable youth empowerment programmes. Key concept like development and proper institutionalization of different types of sports and the strategic position of the sports industry to yield increased revenue, promotion of entrepreneurship schemes with proper funding options available and most importantly the setting up of several skill acquisition institutions and proper support for innovation and promotion of such innovation to marketable standards will no doubt reposition Nigeria on a path to massive economic development because her large human resources will be fully engaged.

Recommendations

To address the challenge of slow economic development in Nigeria the following recommendations are made:

- i. Sports should be properly developed and institutionalized. The sport industry should be revamped in a strategic way that will engage the youths and add massive revenue to the economy.
- ii. Entrepreneurial schemes with funding option should be promoted and running continually. These schemes should be properly structured to allow for sustainability of such programs.
- iii. Skill acquisition institutions should be set up and every youth should be encourage to learn a skill. The government should find a way to fund innovations from the skill acquisition institutions.

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Critical Analysis of Fulani Herdsmen Crisis and its Impact on National Development as Perceived by Literate Citizens

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Abstract

The study focused on Critical analysis of Fulani herdsmen crisis and its impact on national development as perceived by literate citizens. A descriptive survey design was adopted which enabled the researchers to collect and analyze data from a sample of the entire population without any manipulations. The target population for this study was made up of Universities and College of Education Lecturers in Rivers State. A sample size of one hundred (100) Lecturers was used for the study, which was selected through purposive and random sampling techniques. The Instrument was validated and it was subjected to content reliability using test-retest method with Pearson Product Moment Correlation (PPMC). The reliability coefficient obtained 0.87. Three null hypotheses were tested at 0.05 level of significance. Data were analyzed using t-test. Findings showed that there was a significant difference in the perception of University of College of Education lecturers on the causes, economics effects and impact of Fulani herdsmen and Farmers crisis on national development in Nigeria. It was recommended that Federal government should engage peace and conflict resolution experts in dealing with issues concerning Fulani herdsmen and Farmers crises and that ranching method of cattle rearing location across the country while the herdsmen should be given needed training for effective and efficient management of the ranching.

Keywords: *Critical Analysis, Fulani Herdsmen, Crisis, National Development, Perceived Literate Citizens*

Background to the Study

Insecurity exerts a heavy toll on national development. The activities of Fulani herdsmen are a threat to the economic, Political and Social Security of the nation and the major factor associated with underdevelopment. Therefore, it discourages both local and foreign investments, reduces the quality of life, and destroys human and social capital, damages relationship between citizen and the states, thus undermining democracy, rule of law and the ability of the country to promote the development (Davidson, 2019). The Fulani are traditionally a nomadic, pastoralist, trading people, herding cattle, goats and sheep across the vast dry hinterland of their domains. The Fulani were the first group of people in West Africa to convert to Islam through Jihad, or holy wars, and were able to take over much of West Africa and established themselves not only as a religious group but also as a political and economic force. According to Eniola (2017), the Fulani constitute the major breeders of cattle, the main source of meat, the most available and cheap source of animal proteins consumed by Nigerians. This Fulani own over 90% of the nation's livestock population which accounts for one-third of agricultural GDP and 3.2% of the nation's GDP.

The Fulani herdsmen in most cases settled in fertile areas to rear their cattle and when the migration continued to be dictated by economic and socio-political factors, increase trends of conflicts between the herders and their host communities (farmers escalated. Many Nigerians lost their lives, properties/ farmlands or crops every year to Fulani herders. The conflicts between Fulani herdsmen and farmers came into existence as a result of encroachment of farmlands by the Fulani herders (Ajibefun, 2017). Furthermore, the killings recorded by Fulani herdsmen and farmers clash has rampaged most communities displacing them of their farmlands and loss of their major source of livelihood. This is becoming unbearable with Fulani herdsmen always having their ways leaving the farmers at their mercy. Herdsmen attribute the roots of the crisis to religious differences resulting in the killing of their cows while the farmers see the herdsmen as a threat to their crops and agricultural produce since the herdsmen allow their cows to feed on the farmer's crops (Ajibefun, 2017).

The deadly crises between herdsmen and crop farmers have become one of the major insecurity problems in Nigeria. It was stressed that it is second to BokoHaram imperil (Okoro, 2018). The bloody attacks and counter attacks have created social and relational implications and economic adverse effects. According to Olakiitan (2016), the failure of government to address the situation of herdsmen attacks decisively has several implications for Nigeria. The fact that herdsmen now carry sophisticated ammunition with which they kill and main perceived opponents at will constitutes graves danger to national security. This is because security personnel including the police have not been able to withstand weapon-wielding herdsmen's boldness and firepower. Based on Okoro (2018), submission, the herdsmen have sacked whole communities, abducted elder statesmen, burnt churches, killed church priests and other worshipers, killed police officers, raped, looted and perpetrated heinous crimes while the government has done less to arrest the situation, which is a serious threat to national security and national development.

Farmers displacement from the affected communities has drastically reduced agricultural production in Nigeria. This has been amply demonstrated by relative shortage of farm produce in the rural and urban market of central Nigeria (Chukwuma, 2016). The socio-economic implications of the Fulani herdsmen are likened to the end consequences of BokoHaram insurgents because of its emergence terrorism activities. The Fulani herdsmen have adversely affected the economy of Nigeria generally (Abdullahi, 2019). Every Sector of the economy is disrupted in one way or the other by the continued violence and insecurity in the country. Dauda (2019) stressed that the gains in the agricultural sector of the economy, especially in the area of food production, may suffer a serious setback as a result of the negative effect of the activities on farmers in area where Fulani herdsmen crises is pervasive. Socio-economic life in those states is usually grounded to a halt as people could not freely go about their farming and socio-economic activities for fear of being killed.

Crisis is inevitable as long as we live together, especially in a multi-ethnic, cultural and religious community life Nigeria. However, violence leaves us with various form of retardation and underdevelopment resulting from the destruction of lives, farmland and property. The crises have had devastating effects on intergroup relationship in Nigeria. Olukunle (2018) stressed that crisis is an event that lead to an unstable and dangerous situation affecting an individual, group, community, or whole society. Crisis also refers to an unexpected unplanned situation or rather threat that suddenly dawns upon an area out of nowhere. It means an event that threatens the stability of a society or country. Titilope (2016), opined that crises is any event that may lead to an individual, group, community, or whole society. It is deemed to be negative changes in the security, economic, political, societal, or environmental affairs, especially when they occur abruptly, with little or no warning.

Environmental conflict is conflicts caused by unfavourable environmental factors such as; degradation, scarcity, resources, demands and so on. Environmental scarcity occurs as a result of degradation and pressure on renewable and non-renewable natural resources which is very common in developing countries. It is due to inadequate availability of natural resources like water, arable lands, oil etc. This limited availability of resources push people living in such areas to leave in order to have access to resources (Agboola, 2020). Nigeria far north is arid and semi-arid, with a long dry season from October to May and low rainfall (600 to 900mm) from June to September. The national meteorological Agency reported that over the preceding 30 years the annual rainy season dropped from an average of 150 to 120 days. In the last six decades, over 350,00sq km of the already arid region turned to desert or desert-like conditions, a phenomenon progressing southward at the rate of 0.6km per year. In Bauchi, Borno, Gombe, Jigawa, Kano, Katsina, Kebbi, Sokoto, Yobe and Zamfara states, estimates suggest that 50-75 percent of the land area is becoming desert. These environmental changes have wrecked agriculture and human livelihoods, forcing millions of pastoralist and others to migrate south, in search of productive land. Migration initially was seasonal, with herders spending December to May in the central zone before returning north. Over the last two decades, however, as available pastures shrank in the far north, herders have been staying in the central zone longer-from December to June or June or July. More recently, some have chosen to graze their herds there permanently. This has triggered increasing disputes over land and water use with central Nigeria's growing populations of sedentary crop farmers (Agboola, 2020).

Herders attacks on farming communities have spawned dangerous political, economic and religious conspiracy. One is that the attacks are part of a longer- term Fulani plot to displace indigenous populations and seize their lands. Among Christian community's herder's attacks are widely seen as a subtle form of Jihad. In March 2016, the prelate of the Methodist Church of Nigeria Dr Samuel Uche, said: “We are aware there is a game plan to Islamize Nigeria, and they are using the Fulani herdsmen to initiate it” In the south east, Biafra separatist groups describe the attacks as part of a northern plot to over when in the peoples of the south and forcefully convert them to Islam. Some southerner accuses President Buhari of deliberately failing to stop herder's aggression, pointing to his pastoral Fulani background and his position as life patron of the cattle breeders' association (MACBAN) to buttress their charges. Though, these charges are not supported by any solid evidence, but they are aggravating interfaith distrust and undermining the country's fragile unity.

In his own opinion, Richards (2019) affirm that serious attacks being perpetrated by arm bandit makes people took to arms either to defend themselves or a form of reprisal attack. This in turn will eventually be a breakdown of law and order, prevailing anarchy. The sounds of arms in the process of attack, the spilling of blood, burning of houses and farmlands during a violent conflict and host of others are all threat to a nation. (Akanji, Badmus and Kolade, 2017). For safety, people leave such environment to a well secured environment which is also another threat to the new environment due to its over population and also the shortage of food, water and shelter. Recurring violence between herdsmen and farmers, as well as related cattle theft and banditry in many states in Nigeria posed serious threats to peace and security. Although, the crisis is increasingly describing in religious terms, completing claims to land and other resources are at its cores.

Table 1: Some of the recent Fulani/herders and farmer's crisis in Nigeria

Date	Location	Deaths	Perpetrator	Notes
25-06-2018	Plateau State	58	Christian farmers and Muslim herders	Riots in Nigeria herders and Muslim farmers Total 86 dead
28-01-2019	Zamfara State	7 herders	Vigilantes	Seven herders were burnt by a team of vigilantes alongside their cows.
04-02-2019	Zamfara State	26	Herders (suspected)	7 villages in zamfara state were attacked and 26 killed in suspected revenge for killing of seven herders a week before.
10,11-02- 2019	Kajuru, Kaduna State	141(130 Fulani and 11 Adara)	Fulani Herdsmen and Adara militia	Part of the communal violence leading up to the 2019 election.
20-02-2019	Ebute, Agatu, Benue State	17	Fulani herdsmen	17 people were killed in an attack by Fulani herdsmen on Ebete in Agatu LGA, Benue state
26-02-2019	Karamai, kajuru Kaduna State	40	Fulani herdsmen	The attack was suspected to be from Fulani herdsmen.
02-03-2019	Bassa, kogi State	20	EgburraMozum militia	20 Bassakwomu were killed
10-03-2019	AungwanBarde, Kajuru, Kaduna State	16-35	Fulani herdsmen	Suspected Fulani herdsmen
16-03-2019	Nandu-Gbok, Sanga LGA, Kaduna State	10	Fulani herdsmen	10 people killed by suspected Fulani herdsmen
19-03-19	Guma, Beune State	5-10	Fulani herdsmen	Suspected herdsmen attack
12-04-2020	Tegina, kabata, shiroro county	12	Fulani herdsmen	12 Christians killed during wedding with five people capture including the bride and groom.

Source: Wikipedia, 2020

Herdsman attacks on unprotected farmers and villages in Nigeria have mainly involved disputes over land resources between herders and farmers across Nigeria but more devastating in the Middle Belt (North central) since the return of democracy in 1999. Often, misrepresented as ethnic and/or religious conflicts, they are the result of economic, political and environmental tensions in the country which is a threat to national development. Thousands of people have died since the conflict began. Secondary farming rural communities are often target of attacks because of their vulnerability. Brown and Jude (2019) affirms that deteriorating environmental conditions, desertification and soil degradation have led Fulani herdsmen from Northern Nigeria to change their transhumance routes. Moreover, climate change does not automatically cause the crisis but it has change herder's migration pattern. Also, regions vulnerable to climate change (Northern Regions) experience less farmer-herder crisis and less intense farmer-herder fighting.

Development is a process of societal advancement, where improvement in the well being of people are generated through strong partnerships between all sectors, corporate bodies and other groups in the society (Dirisu, 2018). National therefore, can be described as the overall development or a collective socio-economic, political as well as religious advancement of a country or nation (Brenth, 2017). The outcomes of violent confrontations are hardly advantageous when the well-being and safety of the generality of the people are considered, as well as its implications on the growth and development of the nation. Adetola (2018) stressed

that armed conflict often leads to forced migration, long-term refugee problem, and the destruction of infrastructure. Social, political, and economic institutions are greatly damaged. This has resulted in a drastic reduction in farm outputs, a development that has heightened the fear of hunger. Agricultural and development experts are unanimous in their predictions, that the gains recorded in the agricultural sector of the economy, especially in the area of food production and national development may suffer a serious setback as a result of the negative effects of the activities on farmers in area where Fulani herdsmen operates and Nigeria as a whole. Hence, the overall implication for national development is that the farming, economic, social and political activities seem to be fast deteriorating and seem to have become a major problem to the security and development of Nigeria. These observations have attracted the attention of researchers to investigate the Fulani herdsmen crisis and its impact on national development as expressed by literate citizens in Nigeria.

Statement of the Problem

The overall implication for national development is that the farming, economic and social activities seen to be fast deteriorating. Nigeria is seriously threatened by Fulani herdsmen and farmer's crisis no doubt has negative impact on national development in Nigeria. Meanwhile, the usual resultant effects of the crisis are loss of lives, crops, destruction of houses, displacement of persons, decline in income, distrust; as well as threat to food and national security. Every sector of the economy is disrupted in one way or the other by the continued crisis and insecurity in the country. Fulani herdsmen and farmer's crisis have created humanitarian toll across many communities in Nigeria which is affecting national development that is critical and essential to the sustenance and growth of any nation. This research, therefore, examined critical analysis of Fulani herdsmen crisis and its impact on national development as expressed by literate citizens in Nigeria.

Research Hypothesis

- Ho₁:** There is no significant difference between University and College of education Lecturers' perception of the causes of Fulani herdsmen and farmer's crisis in Nigeria.
- Ho₂:** There is no significant difference between University and College of education lecturers' perception on the economic effects of Fulani herdsmen and farmer's crisis in Nigeria.
- Ho₃:** There is no significant difference between University and College of education lecturers' perception of the impact of Fulani herdsmen Farmers crisis on national development in Nigeria.

Methodology

A descriptive survey design was adopted which enabled the researchers to collect and analyze data from a sample of the entire population without any manipulations. The target populations for this study consist of all Universities and Colleges of education lecturers in Rivers State. A sample size of one hundred (100) lecturers was used for the study, which was selected through purposive and random sampling techniques. The instrument used for data collection was "Fulani Herdsmen Crisis and its Impact on National Development (FHCIND)" which was designed by the researchers. A modified Likert four-point scale

questionnaire items was provided to elicit responses from participants. The instrument was given to two experts in the department of Social Studies and one in Measurement and Evaluation who vetted the questionnaire independently to establish its face and content validity. Their corrections led to the modifications of the instrument to suit the intended respondents. For the purpose of the instrument reliability analysis, the instrument was administered twice within an interval of two weeks and the scores obtained were used to establish the stability of the instrument reliability coefficient using test-retest method with Pearson Product Moment Correlation (PPMC) analysis which stood at 0.87 and this value was considered as an acceptable reliability value for the study. Three null hypotheses were tested at 0.05 level of significance. Data were analyzed using t-test.

Results

Ho₁: There is no significant difference between University and College of education lecturer's perception of the causes of Fulani herdsmen and farmer's crisis in Nigeria

Table 2: t-test Analyses of University and College of Education Lecturers perception of the causes of Fulani herdsmen and Farmers Crisis.

Respondents	N	Mean	Std	t-cal	t-crit	Df	p-value	Sign	remark
University Lectures	50	9.36	1.882	15.062	1.96	98	0.000	0.05	Significant
College of Education Lecturers	50	10.15	2.701						

Significant at $P < 0.05$

From the table above the calculated p-value of 0.000 is less than 0.05 level of significance with degree of freedom 98. Therefore, it can be observed that there was a significant difference in the perception of University and College of education lecturers on the causes of Fulani herdsmen and farmer's crisis. Hence, the null hypothesis was rejected.

Ho₂: There is no significant difference between University and College of education lecturers' perception on the economic effects of Fulani herdsmen and farmer's crisis in Nigeria.

Table 3: t-test Analysis of University and College of Education Lecturers' perception on the Economic Effects of Fulani herdsmen and Farmers crisis.

Respondents	N	Mean	Std	t-cal	t-crit	df	p-value	Sign	Remark
University Lecturers	50	13.33	3.66	18.049	1.96	98	0.036	0.05	significant
College of Education Lecturers	50	14.53	3.105						

Significant at $P < 0.05$

From table 3 above, shown the calculated p-value of 0.036 which is less than 0.05 level of significance with degree of freedom 98. Therefore, it can be observed that there was a significant difference between the University and College of education lecturers' perception

on the economic effects of Fulani herdsmen and farmer's crisis. Hence, the null hypothesis was rejected.

Ho₃: There is no significant difference between University and College of education lecturers' perception of the impact of Fulani herdsmen and Farmers crisis on national development.

Table 4: t-test Analysis of University and College of education Lecturers' perception of the Impact of Fulani herdsmen and Farmers Crisis on National Development.

Respondents	N	Mean	Std	t-cal	t-crit	df	p-value	Sign	Remark
University Lecturers	50	15.8	2.876	26.206	1.96	98	0.002	0.05	Significant
College of Education Lecturers	50	15.18	3.758						

Significant at $P < 0.05$

From the table 4 above, the calculated p-value of 0.002 is less than 0.05 level of significance with degree of freedom 98. Therefore, there was significant difference between University and College of education lecturers' perception of the impact of Fulani herdsmen and farmer's crisis on national development. Hence, the null hypothesis was rejected.

Discussion of Findings

The finding of this study shown in table 1 shows that there was a significant difference in the perception of University and College of education lecturers on the causes of Fulani herdsmen and farmers crisis. The result of this study gives further empirical support to the previous findings of researchers on causes of Fulani herdsmen and farmers crisis in Nigeria. Folaranmi and Ayilara (2018) revealed that there was significant difference in perception of Christians and Muslims on the causes of Fulani herdsmen and farmers clashes in Northern part of the country. They stressed further that immediate causes are the causes that are more easily prone to violence when there is a disagreement between the two groups. This must be differentiated from remote causes which are more or less 'inborn' and appear to be embedded in the farmers or and the cattle Fulani. Amutajero (2019) affirms that there is difference in the thought of people on the causes of clashes between farmers and Fulani herdsmen. He stressed further that some believed that land is identified as the critical factor at the epicenter of the conflicts or clashes between the cattle herdsmen and the farmers. Farming and herding are basic traditional livelihoods of most Nigerians, and both require land for their practice. Whereas the farmers require arable land to cultivate their crops, the herdsmen depend on land for healthy foliage for their animals. In her own opinion Akinkunmi (2017) opined that violation of rights regarding use of land is also responsible for the crisis between the Fulani herdsmen and the farmers. The conflict between the Fulani herdsmen and the farmers usually arise when the former invade community farmland with their cattle and let them graze unrestricted both on cultivated and uncultivated land thereby destroying valuable food and cash crops which are the mainstay of the host communities. Agboluaje (2016) observed that the present crises between herdsmen and farmers are economic and environmental. Some politicians and few gullible Nigerians have turned it to a political one.

The findings from table 3 shows that there was a significant difference between the University and College of education lecturer's perception on the economic effects or Fulani herdsmen and farmer's crisis. The findings of this study confirmed what Ayomide and Kareem (2017) found out that the opinion of people towards the economic effects of Fulani herdsmen and farmer's crisis are not the same. Lawal (2018) opines that the people displaced have become peasant farmers they now depend on others to give them land to plant crops on a smaller scale than what they have cultivated before. This is leading to low agricultural yield mainly to support their existence at a subsistence level. Their economic well-being is thus tempered with because of this conflict. Abdulraheem (2019) observed that the menace of Fulani herdsmen appears to have dire implication for socio- economic development in Nigeria. Beside the socio-economic life in the affected states is usually grounded to halt as people could not freely go about their farming and therefore have negative effects on economy of the country. Amutajero (2019) reported that crisis has serious economic consequences which usually affect other facets of the lost of lives and the overall scale of human suffering that crisis create, it also destroys institutions. Nigeria's strive towards economic development has remained unachievable largely because of the recurrent crisis befuddling the country, and the inability of the state to contain it and its attendant effects.

The findings from table 4 shows that there was significant difference between University and College of education lecturer perception of the impact of Fulani herdsmen and farmers crisis on has impact on national development .The results of this research is supported by Abdulraheem (2019) who observed that the overall implication of Fulani herdsmen and farmers crisis has impact on national development like farming, economic and social activities seem to be fast deteriorating but perceived by citizens in different ways. The national development of the country is seriously affected to the extent that a substantial part of the country's budget has been spent on the compensation of families who lost their relations to the Fulani herdsmen and farmers crisis. Again, huge amount of money is being spent on weapons and ammunition acquisition so as to equip the military to handle the situation on ground. All these seem to have affected Nigeria's national development. In his own opinion, Collins (2020) affirmed that the recent wave of Fulani herdsmen and farmer's crisis in Nigeria has disrupted socio-economic, religious and educational activities, political instability and threatened the national development generally in Nigeria. Daniel (2015) concluded that Fulani herdsmen and farmer's clashes has serious negative impact on the national development of the country. He stressed further that there can never be development where the citizens have no peace and killing is the other of the day throughout the country. Anything that affects the social, economic, political and well-being of the citizens must have negatives effect on the country's national development.

Conclusions

Based on the finding of the study, it is hereby concluded that:

1. There was significant difference in the perception of University and College of education lecturers on the causes of Fulani herdsmen and farmer's crisis.
2. There was a significant difference between the University and College of education lecturer's perception on the economics effects of Fulani herdsmen and farmer crisis.

3. There was a significant difference between the University and College of education lecturer's perception of the impact of Fulani herdsmen and farmer's crisis on national development in Nigeria.

Recommendations

The following recommendations were made based on the findings of this study:

1. Federal government should engage peace and conflict resolution experts in dealing with issues concerning Fulani herdsmen and farmers' crisis. This will enable effective dialogue, negotiations and of course win-win resolution, while encouraging early warning mechanism.
2. The security in the affected regions should be improved on actively. The federal government and its security agencies should intensify operations against cattle rustlers, improving systems to track livestock movement and trade, arresting individuals who carry illegal firearms and prosecuting suspected assailant.
3. Government should adopt community policing model to forestall peace in the rural areas as it will enable the police and community members detect when the herdsmen gain access into the communities to attack residents. Community policing seeks the effective community engagement in the provision of solution to policing issues and also developing in the maintenance of safety and security in the society.
4. Ranching method of cattle rearing should be adopted at rearing location across the country while the herdsmen should be given needed training for effective and efficient management of the ranching.
5. Participatory planning process that involves all stakeholders (herdsmen and farmers) in the dispute resolution mechanism should be adopted.
6. Representatives of the host communities and Fulani herdsmen should be conveyed under a public forum and involved in the decision making and permitted to take part actively in the planning procedure of restoring peace to most of the affected communities.
7. State governments should designate some areas for grazing fields for the nomadic herdsmen and make them pay tax to the state, whilst warning that any crime involving a Fulani herdsman would attract severe penalties. Therefore, all Fulani herdsmen operating in all Local Government should be registered to enable monitoring of their activities and co-existence.

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Staff Development and Academic Staff Output in the Universities in South-South Geo-Political Zone of Nigeria

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Abstract

This study dealt with staff development and academic staff output in the universities in South-South geo-political zone of Nigeria. It was an Ex-post facto design study carried out specifically in three federal universities in the area of study. These were: University of Port Harcourt, Choba; University of Uyo, Uyo and University of Calabar, Calabar. Two hypotheses based on the variables were formulated to guide and direct the study. These were: staff in-service training and staff ICT training, respectively. Two self-constructed questionnaires called staff development questionnaire (SDQ) and academic staff output questionnaire (ASOQ) were used for data collection. The first instrument was administered to 800 academic staff. The second instrument, three copies were administered one each to three students to assess each individual academic staff. Data collected were analyzed using one-way analysis of variance (ANOVA) and independent t-test. The results revealed among other things that; there existed an influence of in-service training on academic staff output which is not significant. Statistically and that there existed a difference between output of staff who received ICT training and that of those who had not but the difference is not statistically significant.

Keywords: *Staff Development, Academic Staff output in the Universities, South-South geo-political zone of Nigeria.*

Background to the Study

Education is the key to the development of a nation in general and of a person in particular. It is through education that individuals and groups realize their worth and potentials. This explains why the government of developing countries of which Nigeria is an example; make spirited efforts to provide education for all their citizens. Hence, they invest a large proportion of their income in it. One of the most important components of any educational system is the teacher. Teachers are more important than any other factor, which contribute to the quality of education at any level of our educational system. This cuts across the overall development of any nation. It is the teachers, more than any single group of people, who determine the attitudes of society and shape the idea and aspirations of the nations. (Odor, 1998, Nyere in Nakpodia, 2000).

The quality of any educational system depends to an extent on the quality of teachers. For this reason, a good policy will ensure the recruitment of good teachers and the development of skills in them. It is when their skills have been developed that they can increase their output (Jardine, 2006). However, the importance and quality of teachers cannot be noticed without their involvement in staff development programmes. This is because staff development focuses on professional growth (Mbipom, 2000). More specifically, staff development brings about change in individual's knowledge, understanding, behavior, attitude, skills, values and beliefs. The purpose of staff development generally is to improve job performance, enhance the quality of the work environment and foster personal growth and development. Through staff development activities, faculties and staff acquire knowledge about educational issues and problems, develop and utilize new or improved skills or work ethics and methods, clarify work-related attitudes and values, derive greater satisfaction from working with students and develop more stimulation and supportive relationships with colleagues (Boyd, 2004).

Staff development programmes like in-service training, ICT training, conferences, seminars, and workshops for teachers are designed to help teachers increase their capacity for knowing more about their work, and to enable them use this know-how so that they can perform their responsibilities without direct supervision (Sergiovanni and Elliot, 2002).

Staff development brings about quality manpower. The importance of quality manpower can hardly be over-emphasized. In other words, of all the factors that are necessary for engendering the necessary forces of economic growth and development, none perhaps, is more important than the availability of qualified manpower, which can emanate from staff development (Okebukola, 2005).

Contemporarily, one of the obligations of university leadership is to groom its staff professionally so as to support learning and improve students' performance (Bank and Mayer, 2001). This improvement in the professional competencies of the academic staff in the university helps to develop knowledge and skills of the staff in support of current role or prepare a staff for future role (Fullan, 2002).

Staff development in its ramifications provides growth and progress and improved school organization. It assists in promoting academic staff from one level to another and encourages hard work among them (Oloruntoba and Ajayi, 2006).

During the process of staff development, academic staff have the privileges and opportunities to be retrained (in-service training) to acquire more educational prowess in their job. They are exposed to workshops, seminars and conferences. In-service training, as the name implies, is the training for employees that enables them develop their skills in a specific discipline or occupation. It is usually an inter-mix of teaching and practice carried out in order to attain a desired standard of behavior, efficiency and effectiveness, with the main aim of effecting a better change (Nwachukwu, 1989).

Information and Communication Technology is another crucial part of staff development. It is used in sending audio, video or digital data from one place to another by radio waves, optical signals or cables and also the collection of world-wide computers and their networks that are connected together to exchange digital data in three different types of use like, access to millions of pages through the world-wide web; sending e-mail messages between users; transferring large amounts of information through file transfer, internet, etc. (Samways and Byrne, 1999). Other variables that constitute part of staff development are: conferences, seminars, and workshops. As already mentioned, they contribute in no mean way to the enhancement of the skills and knowledge of staff for the achievement of high output.

Staff development is pivotal to staff output and has an absolute positive connection with academic staff output. Academic staff output is the amount of something that they produce. Academic staff output measures the extent to which university organizations achieve their goals which is dependent on the acquisition of new skills, knowledge and experiences attributable to staff development programmes. Low output in our organizations has become a great concern to management of these organizations. Improving the output of an average employee has been a bothering problem of many organizations. Hence, conferences, seminars and workshops are organized to achieve this objective (Nwachukwu, 1989).

Research publication is an important issue in a university environment. It is a major or most significant indicator of academic staff output. It may be pointed out that research publication in any field of specialization provide current information for growth, progress, development and an improved society. It increases the social prestige of the academic staff status to the rank of a professor irrespective of his or her gender. Research publication encourages hard work and fills in the gaps of previous researches and creates avenue for future investigations. Research attainment is determined by the number of published articles in referred journals and conference proceedings of repute (Oloruntoba and Ajayi, 2006). Others are teaching output and community service output.

In the light of this background, it is clear that staff development is welded into staff output and the two cannot be separated.

Statement of Hypotheses

This study was guided by the following null hypotheses:

- (1) Staff in-service training does not significantly influence their output in university in terms of research, teaching and community service.
- (2) Academic staff ICT training does not significantly influence their output in terms of research teaching and community service.

Literature Review

The review of literature is done in the following sub-headings:

- (1) In-service training and academic staff output.
- (2) ICT training and academic staff output.

In-Service Training and Academic Staff Output

Etudor (2000) carried out a study on in-service training and teacher's output in Cross River State secondary schools and tested the hypothesis that, there is no significant relationship between in-service training and output of workers. Pearson Product Moment Correlation Coefficient (r) at 0.05 level of significance was used. The result revealed that the calculated r-value was greater than the critical r-value, indicating that there was relationship between them.

In contrary, Akuegwu (2000) researched on human resources management and teachers' output in secondary schools in Imo State and tested a hypothesis that, there is no significant influence of secondary school teachers' professional growth on their work output with one-way analysis of variances, (ANOVA) at 0.05 level of significance. The result of the analysis revealed a significant influence of secondary school teachers' professional growth on their work output. It was therefore, concluded that the more teachers are exposed to professional growth the more their performance and the improvement of school output. The researches of Etudor and Akuegwu in Cross River State and Imo State in year 2000 respectively were researched on human resources and in-service training as it relates to output. Their results proved that a significant relationship exists between in-service training and staff output. The two researches complement each other. Their difference is in the use of statistical technique. While Etudor used Pearson Product Moment Correlation Coefficient (r), Akuegwu used the Analysis of Variance (ANOVA) in testing the hypothesis, respectively.

Huang (2001), researched on training of employees and output in a firm and tested a hypothesis: there is no significant relationship between employees and training and output. Pearson Product Moment Correlation Coefficient (r) was used. The result proved that there was a significant relationship between employees' training and output. He then concluded that for employee to carry out their roles and functions in managing a firm or organization successfully to achieve high output, they must be well trained and educated. In addition, he also agreed that in-service training can be a powerful driving force to aid a firm or an organization to profitability.

Inyang and Akpama (2002), corroborating stated that, in-service training can be taken as any learning activity, which is directed towards the acquisition of specific knowledge and skills for the purpose of improving staff performance. Also, Inyang (2000) posited that, in-service training is a process or a set of activities aimed at assisting individuals to acquire knowledge, skills and attitudes necessary, for the effective performance of specific task or job. Impliedly, within the context of work in the modern business world, in-service training is normal and necessary if an organization's staff must achieve the goal of high output.

ICT Training and Academic Staff Output

Abdal-Haqq (2000) researched on the awareness of information and communication technology. The result proved that, in societies where ICT is upheld and a majority of the population has access to computers and other technologies (such as in USA, Canada, European countries and other developed nations), staff preparation institutions are lagging behind. In addition, a growing number of studies are discovering that both new and experienced staffs including teachers feel inadequately prepared to use computers and other forms of technology in their classroom. Gallant (2000) corroborating this stated that, this can be seen in the fact that relatively few teachers regularly use computer-based technology in their classrooms. When they are used, it is usually for drills and word processing or growing lecture notes into the computer.

In a similar finding, Breuleux, Baker and Pagliard (2000) in their study on the use of computers in the classrooms found that some schools are introducing computers into their classrooms but are offering no training to their teachers on how to use them effectively. Revenaugh (2000) supporting this, encourages leaders to support this change of attitude in four simple steps. They are put someone in-charge, diversify the approach taken, demand technological proficiency and a model for teachers. These two researchers, Abdal-Haqq (2000) and Breuleux (2000) were researching on the issue of computer in the same year, though in different areas. Their findings proved the same. Abdal-Haqq found out that, when majority have access to the computer, staff preparation schools will not be doing better, while Breuleux discovered the introduction of computers into the classroom without giving training to the staff on the use of it. Impliedly, both of them are stressing possible result of low output.

Methods and Materials

The study adopted Ex-post-facto research design. Kelinger (1986) defines it as a systematic empirical inquiry in which the scientist does not have direct control of independent variables because their manifestations have already occurred or because they are inherently not manipulable. Inferences about relations among variables are made, without direct intervention from concomitant variation of independent and dependent variables. The researcher has nothing to add or manipulate but starts with the observation of the dependent variables. The independent variable or variables are studied in retrospect for their possible relationship to, and effects on the dependent variable or variables. Therefore, they examined retrospectively the effects of a naturally occurring event on a subsequent outcome with a view to establishing a causal link between them.

This design is appropriate for the study because the cause and effect of staff development on academic staff output of the universities in South-South geo-political zone of Nigeria already existed and so, the study is only to establish the relationship between the independent variable and the dependent variable. Two thousand, eight hundred and ninety four (2894) academic staff from the three Federal universities in South-South geo-political zone of Nigeria selected for the study, University of Port Harcourt, Choba, Rivers State; University of Uyo, Uyo, Akwa Ibom State; and University of Calabar, Calabar, Cross River State were randomly selected and used for the study. A structured questionnaire was used for data collection. Data collected was analyzed using one way analysis of variance (ANOVA) and independent t-test.

Results

Test of Hypotheses

HO₁: Staff in-service training does not significantly influence their output in terms of research, teaching and community service.

The independent variable in this hypothesis is in-service training while the dependent variable is academic staff output in terms of research, teaching and community service. The respondents were categorized into four groups on the basis of their in-service training at various levels of educational qualification. These were those who were sponsored by their universities for Masters' degree only, PhD. only, Masters and PhD. and those that were not sponsored by the universities at these levels of educational qualification. Their outputs were compared using one way analysis of variance to test the hypothesis. The result is as presented in Table 1.

Table 1: One way Analysis of Variance of the Influence of In-service Training on Academic Staff Output in terms of Research, Teaching and Community Service

<i>Variables</i>	<i>Pterms</i>	<i>N</i>	<i>Means</i>	<i>SD</i>
Research	Ph.D. only	301	6.48	1.42
	Masters and Ph.D	168	6.59	1.34
	Masters only	66	6.38	1.55
	None of the above	265	6.45	1.35
	TOTAL	800	6.49	1.39
Teaching	Ph.D. only	301	11.09	2.41
	Masters and Ph.D	168	11.50	2.19
	Masters only	66	10.92	2.55
	None of the above	265	6.45	1.36
	TOTAL	800	11.28	2.32
Community Service	Ph.D. only	301	12.56	1.65
	Masters and Ph.D	168	12.33	1.82
	Masters only	66	12.60	1.59
	None of the above	265	12.66	1.64
	TOTAL	800	12.54	1.68

<i>Variables</i>	<i>Source Variance</i>	<i>Sum of Squares</i>	<i>DF</i>	<i>Mean Square</i>	<i>F</i>	<i>Significant</i>
Research	Between Groups	11.80	3	3.93	1.39	.24
	Within Groups	2250.30	796	2.83		
	TOTAL	2262.10	799			
Teaching	Between Groups	2.93	3	.971	.50	.68
	Within groups	1546.94	796	1.943		
	TOTAL	1549.85	799			
Community Service	Between Groups	31.36	3	10.454	1.956	.119
	Within groups	4254.13	796	5.344		
	TOTAL	4285.50	799			

$P > .05$; $df = 3$ and 796 ; Critical $-F = 3.14$

The results in Table 1 shows that the calculated F-value for research ($f = 1.39$, teaching $f = 0.50$), Community service ($f = 1.956$) were all found to be less than the critical F-value of 3.14 needed for significance at 0.05 alpha level with 3 and 796 degrees of freedom. With this result, the null hypothesis is retained. It, therefore, means that in-service training of those academic staff that was sponsored at various levels of educational qualification did not differ significantly. This is because their level of output was not more than the level of output of those who were not sponsored at the same levels of educational qualification.

HO₂: Academic staff ICT training does not significantly influence their output in terms of research, teaching and community service in universities in South-South geopolitical zone of Nigeria.

The dependent variable in this hypothesis is academic output in terms of research, teaching and community service while the independent variable is ICT training. This was assigned into two independent levels respondents who have never been sponsored and those who have been sponsored once for ICT training in the last five years. The outputs of these two classes of staff were compared. Independent t-test statistical procedure was adopted for data analysis. The result is as presented in Table 2.

Table 2: Independent t-test analysis of the difference in academic staff output in terms of research, teaching and community service between academic staff sponsored for ICT training once and those that were never sponsored

<i>Variables</i>	<i>ICT Training</i>	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>T-cal</i>
Research	Never	278	6.45	1.25	-0.51
	Once	522	6.51	1.46	
Teaching	Never	278	11.24	2.21	-0.27
	Once	522	11.29	2.37	
Community Service	Never	278	12.64	1.62	1.21
	Once	522	12.49	1.72	

$P > 0.05$; $df = 798$; Critical t-value = 1.96

Table 2 revealed that the calculated t-value for research ($t = 0.507$), teaching ($t = -0.271$), and community service ($t = 1.212$) were all found to be less than the critical t-value of 1.96 needed for significance at 0.05 alpha level with 798 degrees of freedom. With this result, the null hypothesis is retained. It therefore, means that there exist no significant differences in academic staff output in terms of research, teaching and community service between academic staff who have received ICT training once and those that have never received ICT training.

Discussion of Findings

In-Service Training and Academic Staff Output

The finding of this study revealed that there exist no significant influences statistically of in-service training on academic staff output in universities because of inadequate attendance. This means that the output of those that were sponsored for in-service training did not differ significantly and as such, it is not more than that of those that were not. The position could be understood from lack of awareness of the proper role of in-service training of teachers. It could also be the mismanagement, maladministration, threat, and influences that divert and misdirect the attention of teachers from focus. "Knowledge is power" but not until applied. It could as well be understood from lack of application of knowledge skill, etc. that those who were sponsored acquired and it could be understood from the quest to explore and discover new knowledge and the competitive nature of man to excel in life. The more organizations sponsor their staff for in-service training, the more individual staff go for staff sponsorship. This implies that no vacuum is created and there is hardly the existence of staff on the cue-cue waiting for the sponsorship of organization, hence, this result. Academic staff will achieve

improved out if the knowledge and skills acquired from in-service training are applied to work and not diverted things of no interest. The result is in agreement with the earlier studies by Obot (2002) and Ekpoh (2003) whose studies on the influence of in-service training on teachers' output, discovered no significant influence existed upon their output by their satisfaction with staff development.

On the contrary, the result is not in agreement with the earlier studies by Etudor (2001), Huang (2001) and Collins (2003) whose research results on the influence of in-service training on output of workers proved significant. However, all the three researchers had differences in their methodologies, statistical tools, instruments, population of the study and limitations but the results proved the same, that in-service training has a significant influence on staff output. Inyang and Akpama (2002) corroborating and also in line with the finding of these studies submitted that, in-service training is necessary if an organization's staff must achieve the goal of high output.

However, the difference in these findings is expected because knowledge is not static but dynamic, depending on the ingenuity of man. Over time in the school system, things change, teaching method, aids and materials, etc. Academic staffs are expected to get abreast with these changes; hence, in-service training is necessary for them. However, this is a means of providing new information as well as recharging the academic staff for hard work. When they are sponsored for in-service training, they will learn more for more skills acquisition, fulfillment of specific manpower need, improvement of their morale, etc. and if applied to work, then, high output will be realistic.

ICT training and Academic Staff Output

The test of the hypothesis containing these variables revealed that there exist no significant difference statistically in the output of academic staff who have received ICT training and that of those who have not received from their universities due to poor attendance. It means that ICT training by academic staff that were sponsored did not differ significantly and it is not more than that of those that were not sponsored. This position could be understood from lack of ICT in teaching/learning. Following this non-integration of ICT in learning, would have no impact on staff output. It goes to explain that ICT is presently neglected and disregarded in the teaching/learning processes in schools. Many schools do not have an ICT centre. In most cases there is no standby generator to assist. Based on this, the desired result is not yielded. Hence, it is said to have no significant influence on academic staff output.

This result is in agreement with the earlier research findings by Abdal-Haqq (2000), Breuleux, Baker and Paliaroli (2000), and Ragsdale (2005) whose studies on the influence of ICT training on output proved no significant influence. Gallant (2000) corroborating stated that, this can be seen in the fact that relatively few teachers regularly use computer-based technology in their classrooms. Even the schools that are introducing computers into their classrooms no training is offered to their teachers on how to use them effectively. However, the present finding disagrees with the research work of Collins (2005) who discovered that, there exists a significant relationship between staff ICT training and output in Imo State, Nigeria.

He recommended that ICT training is necessary for staff to improve their competence for enhanced output. The difference in the finding of the researcher could arise from different country, geographical area, methodology of research and instrument used.

Recommendations

The following recommendations were made:

- (1) University management should not de-emphasize in-service training, rather, it should emphasize on the awareness of the proper role of in-service training of academic staff, to ensure that the influence of in-service on their output will not be despised.
- (2) University management should ensure that facilities and equipment are provided for academic staff trained for ICT. These will assist in making a difference in their output.

Conclusion

Based on the findings obtained from this study, the following conclusions were made:

In-service training given to academic staff has not influenced their output statistically more than that of those who were not sponsored by their universities in the last five years. Those sponsored were not better than, those that were not sponsored by their universities in terms of output. This is because the output of those that were sponsored was not more than that of those that were not sponsored. The output of academic staff sponsored for ICT training by their universities has not helped in improving their level of output statistically more than that of those who were not sponsored, for interaction with other academic staff in other part of Nigeria, Africa and the world in the last five years.

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On Piece-Wise Modelling of Survival Data with Time Changing Covariate Function

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Abstract

Survival analysis involve the set of statistical techniques or procedures used to study time until an event occurs, these techniques are not without some conditions. One of the basic assumptions is that, to enable a straight forward interpretation of hazard rates of subject's covariate(s) on some reference categories or in situations where variables are continuous in nature, the hazard rates must be constant through time “also known as the proportional hazard assumption” for cox regression. This assumption is often violated in medical practice where subject's vital statistics or measures are often time varying, as their medical situations changes with time. This paper under study a modification of Piece wise survival model, where three levels of Weibull distribution were assumed for baseline hazards, the sensitivity of the baselines were assessed under four (4) censoring percentages (0%, 25%, 50%, & 75%) and sample sizes ($n=100$, $n=500$ & $n=1000$), for when models were Single parametric (SPM) and when partitioned – Piece wise Parametric Model (PPM). A Piece-wise Bayesian hazard model with structured additive predictors in which the functional form of time varying covariate was incorporated in a non-proportional hazards framework was developed, capable of incorporating complex situations in a more flexible framework. Analysis was done utilizing MCMC simulation technique. Results revealed on comparison that the PPM outperformed the SPM with smaller DIC values and larger predictive powers with the LPML criterion and consistently so throughout all simulations.

Keywords: *Time varying covariates, Proportional hazard, Violation, Piece-wise survival model, Piece-wise parametric model, Single parametric model*

Background to the Study

Survival analysis is a statistical procedure for data analysis for which the outcome variable of interest is time until an event occurs. By time, we mean years, months, weeks, or days from the beginning of follow-up of an individual until an event occurs and by event, we mean death, disease incidence, re-lapse from remission, recovery (e.g., return to work) or any designated experience of interest that may happen to an individual (David and Kleinbaum 2005).

Analysis of survival times data has gained a considerable attention, particularly in the field of medicine, where the conventional denotation 'Survival analysis' arises from (Hennerfeind, 2006). In several other bio-statistical applications on censored follow-up time data, the interest lies mainly on the prognostic role of clinical/biological covariates. To such end, non-parametric and semi-parametric methods have been preferred over parametric ones. The most widely adopted tool is the Cox model, which avoids any assumption of the functional form of the hazard function on time. However, such feature is not useful if the interest lies on investigating the shape of the hazard or in predictive modeling (Kooperberg et al. 1995) when the cox-model is extended to time-varying covariates and time-dependent effects, which combine to give the most general version of the hazard. Again, further progress would require specifying the form of this function of time. In such situation where time is observed to be truly continuous a flexible or semi-parametric strategy is required, where mild assumptions are made about the baseline hazard $\lambda_0(t)$. Specifically, we may subdivide time into reasonably small intervals and assume that the baseline hazard is constant in each interval, leading to a piece-wise survival model.

According to Fabio et al. (2010) the Piecewise Model (PM) arises as a quite attractive alternative to parametric models for the analysis of time to event data. Although parametric in a strict sense, the PM can be thought of as a nonparametric model as far as it does not have a closed form for the hazard function. This nice characteristic of the PM allows us to use this model to approximate satisfactorily hazard functions of several shapes. For this reason, the PM has been widely used to model time to event data in different contexts, such as;

1. Clinical situations including kidney infection (Sahu et al, 1997), heart transplant data (Aitkin et al, 1983).
2. Hospital mortality data Clark and Ryan (2002), and cancer studies including leukemia (Breslow, 1974), gastric cancer (Gamerman, 1991), breast cancer (Ibrahim et al. 2001b) (see also Sinha et al., 1999) for an application to interval-censored data), Melanoma (Kim et al. 2006) and nasopharynx cancer (McKeague and Tighiouart, 2000), among others.
3. The PM has also been used in reliability engineering (Kim and Proschan, 1991), (Gamerman, 1994), and economics problems (Gamerman, 1991) and (Bastos et al, 2006).
4. Time-Varying Effect of Tumor Size and Soft Tissue Sarcoma Data by (Marano, et al 2016)

In this paper we shall modify a Piecewise Weibull hazard baseline function of survival model which can cope better with changes in baseline rate over time, leading to a better fit. This paper

investigate, employing three levels of Weibull distributions as baseline; the effects of ignoring time varying effects and regularized estimation of non-linear functions applied often in prognostic factors.

Materials and Method

The risk data used for this paper was simulated from a Weibull baseline hazard distribution which was used to generate survival times for sample sizes of 100, 500 & 1000 respectively. Various censoring levels or percentages of: no censoring “0%”, low “about 25%”, moderate “about 50%” and high “about 75%” were used.

Model Specification

The cox hazard model

$$\lambda_i(t, X) = \lambda_0(t) \exp\left(\sum_{j=1}^p \beta_j X_j\right). \quad 1$$

The baseline hazard rate is unspecified, and assumes that covariates $x = (x_1, \dots, x_p)$ act multiplicatively on the hazard rate through the exponential link function (Abiodun, 2007).

An additive representation of model 1

$$\eta(t; w, z, x, s) = f_0(t) + \sum_{j=1}^p f_j(t) z_j + x' \gamma \quad 2$$

This is a re-parameterization of the cox model

Where $f_0(t) = \log \lambda_0(t)$ which implies, $\exp(f_0(t))$, is the baseline function, other aspects of the models include the functions $f_1(t) z_1 \dots f_p(t) z_p$ are possibly functional form of time varying covariate z_1, \dots, z_p and γ is the usual linear part of the predictor for some categorical covariates (Abiodun, 2009) and (Hennerfeind *et al.*, 2006)

$$\lambda_{PE}(t; v, x, s) = \{I(t \in T_h)(f_h(t))\} + \sum_{j=1}^p f_j(t) z_j + f_{spat}(s_{ih}). \quad 3$$

With its various terms defined as

The function $f_h = \log \lambda_h$ is the baseline effect for the kth interval of PEM

The functions $f_j(z_{1h}), \dots, f_p(z_{ph})$ are functional forms of time varying covariates z_{1h}, \dots, z_{ph} in the h^{th} interval and $f_{spat}(s_{ih})$ is a structured spatial effect, where $s, s = 1, \dots, S$ is either a spatial index, with $s = s_i$ if subject i in the h^{th} bit (interval) is from area s or it is an exact spatial coordinate $s = (x_p, y_s)$, e.g. for centriods of regions or if exact locations of individuals are known.

Model Likelihood Function

$$L_{PE}(\lambda, \underline{\beta}; D, \Delta, X, s) = \prod_{i=1}^n \prod_{h=1}^{H_i} (\lambda_h \exp(X_i^T \underline{\beta} + s_{ih})^{d_{ih}} \cdot \exp(\lambda_h \exp(X_i^T \underline{\beta} + s_{ih}) \Delta_{ih}). \quad 4$$

where for each subject i there is a product of h_i terms, H_i being the number of intervals in which the subject is followed. In the expression above, d_{ih} is the status of the i^{th} subject within the interval T_h ($0 =$ alive or censored, $1 =$ failed); Δ_{ih} is the time spent in T_h by the subject. From

Test for Non-Proportionality

To test the hypothesis that the proportional hazard assumption is valid, the following statement of hypothesis is made.

$H_0: \delta_1 = \delta_2 = \dots = \delta_p$ (Assumption is valid)

$H_1: \text{at least one of the } \delta_i\text{'s is not equal to zero}$ (Assumption violated)

Decision rule: Reject H_0 if $p - \text{value} \leq \alpha$ (level of significance)

Residual measures are used to investigate the departure from the proportional hazard assumption. Schoenfeld residuals are used to test the assumption of proportionality. Schoenfeld residuals are usually calculated at every failure of time under the proportional hazard assumption, and usually not defined for censored observations. The overall significance test is called the global test (sighted in Adeniyi and Akinrefon, 2018)

Data Analysis

The simulations apply the functional form of time varying covariate by Bender, Augustin and Blettner (2005) given as

$$f(t) = 0.5\sqrt{t} * y. \quad y \sim \text{binom}(N, 1, 0.5) \quad (8)$$

For spatial frailty we propose, $S = \text{pnorm}(v)$ and $v \sim \text{mvrnorm}(1, \Sigma)$; if $S = \text{pnorm}(v)$ then $S \sim \text{mvrnorm}$, enhanced in simulations via the Mass package in R. Where Σ is the covariance matrix for spatial correlation in form frailty model

Co-ordinates for spatial correlations follow the uniform distribution. $s_1 = \text{runif}(N, 0, 40)$ and $s_2 = \text{runif}(N, 0, 100)$.

(Ulviya, 2011), obtained the shape and scale parameters of the Weibull distribution from the formulas below

$$\eta = \frac{1}{\Gamma(1 + \frac{1}{\alpha})} \quad (9)$$

And

$$\left(\frac{\Gamma(1 + \frac{2}{\alpha})}{(\Gamma(1 + \frac{1}{\alpha}))^2} - 1 \right) = 0.5 \quad (10)$$

for a convenience choice of mean 1 and variance 0.5. Using the uniroot function in R. parameters were given to be approximately $\alpha = 1.435523$ and $\beta = 1.101321$. We considered studying the impact of increasing and decreasing the variance of the Weibull distribution while keeping the mean at 1. The result is displayed in table 1 below

Table 1: Shape and scale parameters of the Weibull distributions

E(T)	Var(T)	α	η
1	0.25	2.101377	1.129063
1	0.5	1.435523	1.101321
1	0.75	1.157975	1.052847

The simulation study is to investigate:

1. How the baseline hazards behave under functional forms of time varying effect and continuous covariates in the presence of spatial correlations and
2. Investigate the performance of Single hazard models or Single Parametric models (SPM) and the modified Piece-wise model extension or Piece-wise Parametric models (PPM) under various censoring percentages and sample sizes employing their levels of Weibull distributions as baseline.

Model Specification to advance Simulation

Model1: $\lambda_{PI}(t; z) = f_0(t) + f(t)z_j + f_{spat}(s_{ih})$.

Model2: $\lambda_{PD}(t; z) = \{I(t \in T_h(f_h(t)))\} + f_h(t)z_j + f_{spat}(s_{ih})$.

Where λ_{PI} is the hazard function when Partitioning is Ignored (PI) or Single Parametric model (SPM)

Where λ_{PD} is the hazard function when Partitioning is done (PD) or Piece wise Parametric model (PPM)

Simulations and analysis were carried out in R using the coda package for spBayesSurv, version 3.6.2. Comparisons were done using Deviance Information Criterion (DIC) (smaller is better) which places emphasis on the relative quality of model fitting and log pseudo marginal likelihood (LPML) (larger is better) focuses on the predictive performance. Both criteria are readily computed from the MCMC output.

Results and Interpretation of Simulation Study

Table 1 : DIC and LPML of $\beta(t)$ by three (3) levels of Weibull baseline hazard and level of censoring for all sample sizes and $\beta=0.5\sqrt{t}$ executed for models I & II

n=100

Weibull baseline with low variance of 0.25									
Partitioning is ignored (PI)				PPM (PD)		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_3
		1.083	900.3891	-450.8276	878.2437	-444.161	2.1120	-1.6191	-
25%	0.9342	671.157	-336.9246	664.8024	-334.399	0.8049	-0.0379	0.8172	-9.0184
50%	1.062	503.4064	-252.7583	500.7776	-251.824	0.7330	0.6288	1.1786	-88.591
75%	1.147	284.3667	-143.1534	287.7841	-148.394	0.4906	1.0942	2.4062	-14.162
Weibull baseline with intermediate variance of 0.5									
PI				PD		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_3
		1.388	1008.247	-504.8157	986.830	-494.999	2.4477	-1.3555	-
25%	1.305	732.8461	-367.927	725.413	-364.1833	1.2463	-0.2178	0.5533	-91.743
50%	1.296	540.0572	-271.5071	538.297	-270.9676	0.9155	0.5045	1.6572	-107.66
75%	1.665	296.9573	-149.734	287.729	-145.1475	0.4918	0.4660	10.515	5.8117
Weibull baseline with high variance of 0.75									
PI				PD		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
		1.598	1078.553	-540.2496	1065.927	-536.175	2.3533	-1.1581	-
25%	1.542	772.0216	-387.4007	755.6687	-381.620	1.6048	-0.4414	1.4104	1.2518
50%	1.432	570.3035	-286.657	570.6291	-289.261	1.0935	-0.1834	2.9965	2.1824
75%	1.586	311.8024	-157.3363	210.647	-105.213	1.1233	1.13243	2.8323	2.3014

n=500

Weibull baseline with low variance of 0.25									
Partitioning is ignored				Partitioning is done		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
		0.7422	4033.102	-2017.044	4020.982	-2011.72	0.8626	-0.5374	-0.1370
25%	0.99	3278.719	-1639.99	3269.356	-1636.23	1.0717	-0.0804	-0.6797	0.9899
50%	1.113	2364.521	-1182.72	2369.647	-1186.77	1.2679	-0.1969	0.30105	-0.6474
75%	1.201	1243.873	-622.8476	1248.3	-625.933	0.9743	0.2131	0.1425	1.2370
Weibull baseline with intermediate variance of 0.5									
PI				PD		Parameter Estimates for PEM			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
		1.061	4686.231	-2343.574	4664.45	-2333.295	1.2189	-0.7703	0.7253
25%	1.35	2519.796	-1260.203	2518.78	-1261.124	1.6592	-0.5801	-	0.06127
50%	1.297	2638.277	-1319.477	2624.79	-1313.904	1.5359	-0.6076	-	3.3212
75%	1.397	1364.274	-682.8361	1349.48	-676.838	1.4953	-0.3659	-	15.9160
Weibull baseline with high variance of 0.75									
PI				PD		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
		1.314	5117.817	-2559.707	5109.984	-2556.26	1.7013	-0.7955	-1.1526
25%	1.398	3898.273	-1949.766	3869.554	-1935.94	1.5475	-0.3632	-0.8892	4.3118
50%	1.544	2651.088	-1326.259	2645.09	-1323.97	1.9363	-1.0053	-1.0276	0.3476
75%	1.739	1390.576	-696.2893	1385.082	-694.934	1.8493	-1.1994	1.0844	1.8478

n=1000

Weibull baseline with low variance of 0.25									
Partitioning is ignored				Partitioning is done		Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
	0.825	9506.566	-4754.146	9466.548	-4734.02	1.1574	-0.6495	-0.7254	-1.396
25%	0.7595	6310.06	-3155.877	6306.177	-3154.69	0.8024	-0.2136	-0.1869	2.0150
50%	0.8459	4573.932	-2287.615	4570.375	-2286.98	1.0371	-0.4995	-0.6433	2.5102
75%	0.9339	2461.439	-1231.467	2472.358	-1238.24	1.2121	-0.6227	-0.2574	-0.8896
Weibull baseline with intermediate variance of 0.5									
PI				PD		PM Parameter Estimates			
No censoring	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
	1.123	10820.7	-5411.503	10776.3	-5389.516	1.4273	-0.8297	0.9314	-0.6932
25%	0.9805	7083.88	-3542.516	7086.044	-3544.98	1.0542	-0.3835	0.2667	1.65377
50%	1.101	4991.19	-2495.927	4998.826	-2501.537	1.1879	-0.2026	0.8005	0.24082
75%	1.26	2616.16	-1308.904	2619.639	-1312.382	1.5240	-0.6691	0.3263	-0.7864
Weibull baseline with high variance of 0.75									
PI				PM		Parameter Estimates			
0%	β	DIC	LPML	DIC	LPML	β_1	β_2	β_3	β_4
	1.359	11679.5	-5841.049	11615.29	-5808.81	1.487	6.407e-01	7.365e-01	2.760e+04
25%	1.212	7489.133	-3744.906	7432.219	-3789.62	1.2854	-0.3711	0.11473	0.8471
50%	1.317	5213.994	-2607.245	5204.697	-2603.91	1.4699	-0.3473	-0.6845	-0.6357
75%	1.593	2647.961	-1324.38	2632.603	-1327.79	1.8139	-0.5563	-0.6096	0.3036

Interpretation

Table 2, present the mean posterior estimates, DIC and LPML across all sample sizes and censoring percentages for single models and for the modified Piece wise models in the presence of the functional form of Time changing covariate, we observed that the values of estimates when models were fitted with data partitioning having observed the graph of beta against time for appropriate cut points are different (not constant), which indicate a change of effect parameters over time. We observed that the PPMs perform better than the single models throughout the simulations, for all censoring percentages & sample sizes.

When variance parameters for the Weibull baseline hazard were examined for low at 0.25, moderate or Intermediate at 0.5 & high at 0.75, estimates become worse with increase in variance and sample sizes, reflective in high DIC values and weak predictive power. In all of these, the Piece wise models out-performed the single ones; we again, noticed that the mean posterior estimates were better with increase in censoring percentages.

Conclusion

We observed that the mean posterior estimates when the PPM - Model II was fitted, indicates change in effect parameters over time in all four intervals, with DIC and LPML values suggesting that PPM performs better than the Single model, for all censoring percentages, sample sizes & for the three (3) levels Weibull baseline. When the Weibull baseline hazard gain spread estimates were worse. In all of these, the PPM out-performed the SPM.

Recommendations

The researcher recommends that:

1. other life distributions should be assumed as baseline to study the behavior of the models
2. combinations of baseline distributions to study competing risk problems

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Compensation Scheme and Academic Staff Performance in Federal Polytechnic Nasarawa

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Abstract

This study examined the effect of compensation schemes on academic staff performance in Federal Polytechnic Nasarawa. Specifically, it investigated the effect of special allowances and part-time emoluments (independent variable) on academic staff performance (dependent variable) of the institution. The descriptive survey research design was adopted for the study. The population comprises of the 485 academic staff of the institution from where a total of seventy-nine (79) samples of academic staff were selected across six (6) faculties using stratified sampling technique. Questionnaire was used to gather data from the respondent. The reliability of the questionnaire was tested using Cronbach- alpha coefficient and the test yielded the alpha coefficient of 0.85 and 0.82 for special allowances and part-time emoluments respectively. Descriptive statistics was used to present the data while multiple regression analysis was carried out to examine the extent to which the independent variable affects the dependent variable and the finding reveals that both special allowances and part-time emoluments have significant positive effect on academic staff performance in Federal Polytechnic Nasarawa. The researcher recommends that; the management of the institution should continue to enhance employees' compensation schemes (both special allowances and part-time emoluments).

Keywords: *Compensation, Special allowances, Part-time emoluments, Employees' performances, Reward*

Background to the Study

One of the most difficult human resource management functions is that of determining the rate at which monetary compensation is being paid to workers in organizations. It is one of the most complex and significant task of the organization. The relationship between employers and employees are mutually reciprocal- while the employer expects employees to offer their best in performing their assigned task, the employee on the other hand expects the employer to provide a reasonably fair reimbursement for a reasonably completed task. Maslow (1943) postulates in his needs theory that the kind of compensation that will motivate employees to give their best to influence performance reasonably depends on how much it addresses their need for status, security and their survival in the organization. Earlier researches in the recent past have shown that employees are the most important resource of the organization and to satisfy the clients, organizations must first satisfy their employee's needs. In Nigeria, many organizations especially in the educational sector have experienced so many industrial disputes which have let to decline in productivity. These industrial disharmonies were mostly attributed to poor compensation of workers on the part of the employer. The Federal Polytechnic Nasarawa as an academic institution in the country had in the recent past gone through some of this industrial crisis which causes stoppages in academic activities with its attendant effect on staff performance. It was observed that most of the lingering crises were as a result of unsatisfactory compensation which affects smooth operations of the institution as a result the objective of the institution seems to be eroded. The question is to what extent does the institution's compensation scheme affects employees' performance in the Federal Polytechnic Nasarawa?

Objectives of the Study

Specifically, this study is to:

1. Determine the effect of special allowances on employees' performance in Federal Polytechnic Nasarawa; and
2. Examine the effect of part-time emoluments on employees' performance in Federal Polytechnic Nasarawa

Literature Review/Theoretical Framework

Compensation Defined

According to Denisi and Griffin (2001) compensation is a reward system that an organization provide to individuals in return for their willingness to perform various jobs and tasks within the organization. It refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship (Milkovich and Newman, 2008). Compensation includes payments such as bonuses, profit sharing, special allowances, overtime pay, recognition rewards and sales commissions which are designed to strictly reward employees based on specific job performed (Heartfield, 2014). Management must make available commensurate rewards so that employees feel valued and their expectations on exchanging their skills, abilities and contribution to the organization are made. The ultimate aim of compensation packages is to reward the right employees to the greatest extent for the most relevant reasons.

Several empirical researches has been conducted to find out the extent to which compensation affect employee's performance in Nigeria and across the world but the findings are either inconclusive or conflicting. For example, Omokerede (2017) examined the effect of reward systems on employees' performance in some selected manufacturing companies in Lagos State-Nigeria using a survey research design with a sample size of 459 respondents. Using regression analysis to assess the relationship between the two variables, the findings reveals that salary and wages has no significant positive effect on employees' performances in the selected firms. Ejumudo (2017) studied the impact of pay reward system management on staff performance in the Delta State Civil Service using qualitative case study method and in-depth content analysis of cognate textbooks and journals. Focus group discussions were used to identify themes and points of consensus or disagreement among the selected respondents. The findings of the study show that there exists poor pay reward system in Delta State Civil Service but poor reward are not significantly responsible for low –level staff performance in the state.

Also, Idemobi, Onyeizugbe and Akpunomu (2011) assessed the relevance of compensation management as a tool for improving performance in the Anambra State Civil Service in Nigeria. They set out to ascertain if financial compensation has significant relationship with employee's performance in the state's civil service using survey research design with a sample size of 1365 randomly drawn from 32 organizations in the state public sector. Pearson Product–moment coefficient was used to analyze data collected from respondents and Z-test to examine the significance of the coefficients of correlation at 5% level of significance. The finding indicates that financial compensation has no significant effect on employees' performance in those selected organizations. Annor- Larbi (2014) evaluated the effect of compensation management on employee's performance at St. Michael's Catholic Hospital, Prasmo- Ghana using a cross- sectional survey research design with a sample size of 100 drawn from population of 274 members of staff of the organization selected across management level, senior non-management staff, middle level and junior staff. Questionnaires were used as source of data collection and inferential statistics with the aid of simple percentages, graphs and other charts were utilized to assess the impact of the independent variable on the dependent variable and the findings reveal that compensation has significant effect on performance of the hospital. Uwizeye and Muryungi (2017) investigated the influence of compensation on the performance of employees in Rwanda mountain tea using a sample size of 205 employees randomly selected for the population of 440 staff of the organization. Questionnaire was employed as a major source of data collection and correlation analysis was carried out to diagnose the relationship between the two variables and the study found out that compensation practices have an overall correlation with employees' performance in Rwanda mountain tea. Etebu (2016) studied the effect of financial compensation on employees' performance in the Bayelsa State Civil Service. A sample size of 450 respondents were drawn from selected Ministries, Departments and Agencies (MDAs) in Bayelsa State civil service. Pearson Product moment correlation was used for data analysis and Z-test to test the significance of the coefficient of correlation at 10% level of significance and the study found that financial compensation does have a significant impact on employees' performance in the civil service.

Additionally, Ibojo and Asabi (2014) scrutinized the effect of compensation management on employees' performance in some selected reputable Food and Beverage companies in Nigeria. Specifically, the study aimed at determining the extent to which compensation affects employees' performance in Food and Beverage industry in Nigeria and randomly selected a sample size of 100 respondents from the population of the organizations. Data were analyzed using inferential and descriptive statistics. The Analysis of Variance (ANOVA) was employed to test the hypothesis and the finding reveals that there exists a positive relationship between compensation and employee's performance in the industry.

Selected Forms of Compensation Scheme in the Federal Polytechnic Nasarawa (FPN)

Compensation scheme in the FPN includes all direct cash benefits that the academic staff of the institution receives on monthly, bi-monthly or weekly basis for the services they render as resource persons in some of the academic programs of the institution. But for the purpose of this study, two forms of direct compensation schemes were adopted, which are:

Special allowances: This allowance is paid to employees (i.e. lecturers) who for some reasons have to work outside their normal working hours during the weekdays. They are paid this allowance on quarterly basis if the extra duty is recurring.

Part-time emoluments: This form of compensation includes all financial benefits lecturers receive for lecturing in the part-time weekend classes of the School of Technical and Vocational Education (STVE) of the Polytechnic. The payment is usually made by the management at the end of every semester calculated based on contact hours, courses' credit units and number of students lectured by the resource person. The rate is subject to review through joint consultations and negotiations between the management and union.

Employees Performance

Employees performance is an indicator of the quantity of work done (i.e. how much unit of a product has been produced or provided), quality of work produced (how well the work has been done) and the timeliness of the work that has been done (meeting due dates, adhering to schedules and deadline) which according to Aguinis (2007) determines how performance can be measured. In the context of an organization, employee's performance is usually defined as the extent to which an individual employee or a group of employees contributes to achieving the goals of the organization which could be measured based on the goals set for those individuals or groups and the extent to which the goals of the organization have been achieved.

The researcher assumes that when employees are reasonably compensated, they tend to improve on their effort towards the accomplishment of organizational goals. Hence, the relationship between compensation practices and employee performance was viewed from the perspectives of expectancy theory which was postulated by Victor H. Vroom in 1964. The expectancy theory is based on the assumption that employees use to evaluate the likelihood that their performance will yield the desired outcome and how much they want the outcome (Armstrong, 2009). This means that motivation will be high when employees know what they have to do to get a reward; expect that they will be able to get the reward; and expect that the reward will be worthwhile.

The theory was based on the following cardinal principles: Valency- represents the outcome's desirability to the employee which means that desirable rewards encourage effort; undesirable rewards discourage effort; instrumentality - this is the belief of the employee that if he does one thing it will lead to another or subjective probability that satisfactory job performance will lead to other desired reward or second - level outcome such as pay; expectancy – this is the probability that action will lead to a result or first- order outcome, or the probability that an employee's effort will lead to a satisfactory level of performance. Robbinson (2004) argues that the combination of valence and expectancy determine the employee's motivation for a given form of behavior.

Methodology

This study is a descriptive -survey research which adopts the utilization of questionnaires to stimulate responses from the respondents. The actual population of the study is the entire academic staff of Federal Polytechnic Nasarawa which cut across six (6) schools namely: Business Studies, Engineering, Applied Sciences, Environmental Studies, Information and Communication Technology and General Studies with a total of 485 academic staff. Samples of seventy-nine (79) academic staff were selected using stratified sampling technique. 79 questionnaires were administered. The questionnaire was designed using 5-point Likert scale having the following as keys: Strongly Agree (SA) = 5; Agree (A) = 4; Undecided (UD) = 3; Disagree (D) = 2; and Strongly Disagree (SD) = 1. Only 57 questionnaires were duly completed and returned. The reliability of the questionnaire was tested using Cronbach-Alpha coefficient and the test yielded the following alpha coefficient 0.85 and 0.82 for special allowances and pat-time emoluments respectively.

Model Specification

To test the hypothesis, regression model was developed for the study and is specified as follows:

$$PERF = \beta_0 + \beta_1 SP.A + \beta_2 PT.E + \varepsilon$$

Where; PERF = Employee Performance

β_0 = Constant

β_1, β_2 = Coefficients of the determinants of employee performance

SP.A= Special Allowances

PT.E= Part-Time Emoluments

ε = Error terms

Results and Discussions

Descriptive Statistics

Table 1: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	3.896	4	.866	6.988	.000 ^b
Residual	5.698	60	.128		
Total	9.594	64			

a. Dependent Variable: Employees Performance

b. Predictors (Constant): SP.A, PT.E

The ANOVA table shows that the F-statistic was calculated to be 6.988, with 4 degrees of freedom between groups and 60 degrees of freedom within groups. This was significant at the p- value < 001 level. As the F-test in this ANOVA was found to be significant, this means that level of employee's performance differs significantly based on special allowances and part-time emoluments in the School of Business Studies, Federal Polytechnic Nasarawa.

Table 2: Model Summary

Model	R	R-Square	Adjusted R-Square	Std. Error of Estimate
1	.333	.777	.399	.34743

- a. Dependent Variable: Employees Performance
- a. Predictors (Constant): SP.A, PT.E

From the table, the R-square indicates 777 which means that about 77% of variance in performance is explained by special allowances and part-time emoluments. This suggests that the model is fit for this study.

Table 3: Coefficients

PERF	Coef.	Std. Err.	t	P > t	(95% Coef)	Interval
SP.A	.03345	.00456	7.319	0.001	.00623	.01235
PT.A	.04456	.00547	8.132	0.000	- 3.6574	2.6534
_Cons	2.0545	1.0666	1.927	0.000	1.189	.04572

- a. Dependent Variable: Y (Employees Performance)
- b. Predictors (Constant): SP.A, PT.E

The regression equation: $PERF = 2.055 + 0.033 * SP.A + 0.045 * PT.E$ confirms that the value of the intercept is 2.055 which means that the dependent variable (employees performance) will remain at 2.055 if the independent variables (i.e. special allowances and part-time emoluments) remain zero. However, a percent increase in SP.A will lead to a 0.033 percent increase in performance with a statistically significant p-value of 0.001. PT.A (part-time emoluments) has a significant effect on PERF. (i.e. employees performance) as indicated by its coefficient of 0.044 which means that, if PT.A increases by one unit, PERF will increase by 0.044 units. Generally, the finding shows that compensation schemes have significant effect on academic staff performance in FPN. This results is consistent with that of Idemobi, Onyeizugbe and Akpunonu (2011); Etebu (2016); Omokerede (2017) among many but inconsistent with that of Ejumudo (2017) among few.

Conclusion and Recommendations

Based on the findings of this study, we can conclude that special allowances and part-time emoluments have significant effect on academic staff performance in Federal Polytechnic Nasarawa and the researcher recommends that; the management of Federal Polytechnic Nasarawa should continue to enhance employees compensation schemes (both special allowances and part-time emoluments) so as to improve academic staff performance in the institution.

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Apprenticeship Training System and Business Sustainability in Anambra State South East Nigeria

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Abstract

The rate of Small business failures in South East Nigeria in recent time has brought to the front burner, the critical role of Apprenticeship Training System in Business Sustainability. Business Failure has adverse impact on individuals, organizations and the entire system. Apprenticeship which is intergenerational means of transmitting technical skills and tacit knowledge from the master to the apprentices is gradually declining as a result of various factors like poor mentorship, educational and fund constraints. This paper therefore investigates apprenticeship training system and business sustainability in Anambra state using a population of 1000 respondents from different trades/ crafts/ business. Questionnaire was the main instrument of data collection while Chi- Square was used to test the hypotheses. Related literatures on apprenticeship and business sustainability were reviewed. Findings reveal that the level of education of the apprentices determines the acquisition of the trade knowledge and also the Masters williness to mentor the apprentices who must be ready and have the capacity to learn. Therefore, the study recommends that apprentices must possess some levels of education that is basic for effective understanding and comprehension of trade knowledge and secrets. Also the masters must have mentoring skills to bring out the creativity in apprentices, while taking cognizance of business trends.

Keywords: *Apprenticeship, Business sustainability, Mentoring, Trade Knowledge and Creativity*

Background to the Study

Apprenticeship training system is a human resources development scheme that blends learning and training in preparing individuals to set-up, own and run independent businesses. Apprenticeship is an age long system practiced worldwide but very popular with business in southeast Nigeria because it was the main source of starting up lives for people after the Nigeria-Biafra Civil war between 1967-1970.

Apprentice training system involves transmitting of technical skills and tacit knowledge from the master to the apprentices through observation, memorisation and imitation over a period of time for the apprentices to master the skills and knowledge of the trade or craft. Hence, apprenticeship involves a program that trains an individual, to become skilled through learning and applying the acquired knowledge in business operations. The apprenticeship system enables the master who is grounded and developed in a trade or craft to have agreement with Apprentice in a range of 4-10 years, whereby the Apprentices serve and learn from the Master in the business. The agreement which contains the model of settlement is often signed by the parents/ guardians on behalf of the Apprentice.

Kanu(2019) opined that the skills transmitted during Apprenticeship constituted a special form of human capital, a set of recipes, which are often called secrets of the trade, a saviour faire that determines how goods and services were to be produced, marketed and would be allowed to engage in it.

Chinwuba and Ezeugwu (2017) state that success of the Igbo Apprenticeship System has been responsible for the vast wealth creation by the people from the south East States of Nigeria. The wealth creation is courtesy of human capital development arising from a combination of learning and training that end in settings up business by the Apprentices. The success is attributable to circle nature of the system whereby after the apprentices have been settled, they pick other who have graduated at different levels of education (primary, secondary or tertiary) from their families/ communities for apprenticeship. Often successful completion of the apprenticeship training without negative report from the Master is a pride to the Apprentice and a basis for good settlement- provision of fund and other assistance to the apprentice to start his own business. In the Igbo parlance, the “Oga” is the master while the apprentice is “Nwa odibio” and system is Igba “odibio”, and System is igba Odibo" Invariably, Apprenticeship have been a major source of wealth creation for most flourishing businesses in Anambra State but recently it is losing its place in business and the commitment of both the Masters and Apprentices are no longer effective. This has affected wealth creation from many trade/craft businesses adversely.

Statement of Problem

Apprenticeship training systems has been effective in the past until recently. The problem can be attributable to the following observations.

1. Inability to infuse formal education into apprenticeship system due to clashes with time frame.
2. Inability of Masters to properly mentor the apprentices and bring out creativity in them.

3. Problem of settlement after training arising from lack of capital (seed capital) for the apprentices to start up
4. Lack of training programmes to equip Masters with requisite skills, knowledge abilities to run business in changing times.

All the Observations have made Apprentice training system less popular and in turn adversely affect business sustainability in Anambra State.

Objectives of the Study

The general objective of the study is to determine how Apprenticeship training system affects business sustainability in Anambra State. The specific objectives include:

1. To determine the relationship between apprentice educational qualification and comprehension of trade knowledge.
2. To find out the relationship between the mentoring ability of the Masters and Apprentices creativity.

Research Questions

The following research questions guided this study.

1. How has the apprentice's educational qualification affected learning and use of trade knowledge in business?
2. How can the masters mentoring ability ensure that apprentices use their creativity?

Research Hypothesis

The following research hypotheses were formulated for the study

- HO₁: Apprentice Educational Qualifications does not have significant relationship with trade knowledge
- HO₂: Mentoring Ability of Masters does not have significant relationship with Apprentice creativity.

Method of Data Collection and Analysis

This research adopted a descriptive survey technique and the population of the study is made up of 1000 people comprising Masters and Apprentices in Anambra State. The sample size of 400 was determined with Taro Yemene formula. While 400 questionnaires were distributed 300 from 95 Masters and 205 Apprentices were duly filled and returned, representing 75%. Data for this research was analysed using the statistical package for social sciences version 20 (SPSS20). The descriptive part of the study was summarised with frequency, percentage and mean, while chi-square statistic was used to test the hypotheses.

Review of Literature

Conceptual Framework

Apprenticeship is a work based placement that combines practical on-the-job training with continued learning at a specified period of time toward a recognised qualification. Igbo apprenticeship system involves informal discussions between the Master and Apprentices relatives. The ability of the master to train, integrity and success of the business overtime gives

him the invisible assets- “goodwill” which attracts business patronage and people approaching the Master to train their siblings. Once the apprentice is recruited, he becomes a part of the master's household and is expected to perform activities that are unrelated to training. Hence, apprentice training in most cases is not limited to trade but also the general upbringing. Invariably there is transfer of the responsibility of upbringing of the child from the parents or sponsors to the Master, agreement on the length of training period, the term of settlement and others things as may be required are specified in a written document signed by the Master and Apprentice sponsors.

The written agreements contain the following:

1. The period of time the master will train the apprentice
2. Fees the sponsors of sponsors apprentice well pay if any and indemnity if the Master loss through stealing.
3. The Master settlements for Apprentices. But, if the Apprentice repeatedly violates the provisions of the agreement he would be dismissed without settlement.

Types of Apprenticeship

Haan (2008) identified three major types of apprenticeship training which include

1. The Tradition Apprenticeship: This refers to the well-organized transfer of skills within families and social groups based on social cultural conventions. There is an agreement between the Master (craft person) and the relatives of the Apprentice regulated skill training.
2. The informal Apprenticeship: There, Apprentices unconsciously acquire relevant skills from observation, questions and direct telling by the Masters. Questioning ensures effective learning this type is common in informal activities such as welding, car repairs and tailoring.
3. The Modern Apprenticeship: This type is regulated by an apprenticeship act which stipulates that the length of training period, the training hours, the payment of parts of minimum wage etc. This type is seen in Medium and large Enterprise. It has dual system which ensures that planned learning takes place in two locations in the organizations premises and in the vocational.

Igbo Apprenticeship Training System

Igbo apprenticeship training system is unstructured and informal with training done on the job while the masters delegate authority, to the most senior Apprentice (oldest Apprentice) who in turn delegates part of the authority to the next apprentice down the line. Alike and Orjiako – Umunze (2019) state that in the system which is informal there is scheduled agreed time frame which an Apprentice undergoes in order to acquire a desirable aspect of entrepreneurial skill. Also unpaid business Apprenticeship designated as the incubator model allows people to learn business from a master for certain duration and at the end of the apprenticeship period, get seed capital and support from the Master to start up his own business. According to Kanu (2019) Apprentices do not earn salaries during the apprenticeship period but their masters give them, food, clothing, accommodation and transport in some cases. According to Chinweuba and Ezenwa (2017) the Apprentices work for the Masters, after completion of training for an

agreed period of time. On completion the apprentice stewardship is evaluated by the Master who settles the apprentice with cash or goods or rent payment for business premises or a combination of any two or the three. This principle which is fundamental practice creates long-lasting mutual trust and love between the Master(s) and Apprentice(s). The Apprentice is appraised by the following factors- work ethics, respect for Master, customers, performance of domestic chores, development of social and business skills.

Hence, the Igbo apprenticeship training system is all embracing in developing an individual.

Types of Igbo Apprenticeship system

There are two basic types of Igbo apprenticeship system.

1. Igba odibo or Nwa boyi (To serve the Master): Here a learner of a specific trade or craft moves in with the Master based on agreement between the Master and the learners relatives. So the Master takes full responsibility of the learner while the learner serves the master both in the business setting and home front. The master has the responsibility of settling the learner at the end of the agreed time when the apprentice graduates.

Advantages of Igba Odibo

Iwara , Ameachi and Netshandma (2019) identified the following advantages

- i) It enables parents to identify their children ambition(s) and who will help them to realize them.
- ii) Motivates children to accept and pursue it
- iii) Reveals the type of Masters that mentor the children to realize their ambition through various capacity assistance.

Imu Ahia (Learning trade)

This involves an apprentice paying the Master a certain sum of money in order to learn a trade, art or business for a given period of time usually 6 months 4 years, depending on the nature of trade and the level of intelligence quotient of the apprentice.

Alike and Orjiakor (Umunze 2019) opine that a process by which an Apprentice pays for the skills acquired for a particular trade over a given period of time. This type is for those who have capital to invest in business but lack knowledge of the trade. They are not under the direct supervision of a Master but just there to learn the business.

Principles of Igbo Apprenticeship

Kanu (2019) identified four fundamental principles that make Igbo Apprenticeship System distinct.

1. Igbo Social Construction of Reality : Anah and Okoro (2019) define social construction as the theoretical knowledge that the world is what the people within a given society make of it. Which is based on their belief system, values, techniques and other things that are shared in a given society? The Igbo does not see himself or herself as an individual without noticing immediately the need of the others. That is the reason why successful Igbo business personalities often pick their relatives and people from their localities equip them with requisite skills, knowledge and abilities required to set up and operate a business successfully. No wonder an Igbo adage says *no man is wealthy whose kinsmen are poor*.

2. Igbo Philosophy of Resilience: This was evident after the civil war in Nigeria when twenty pounds each was given to the Igbos who lost all their assets in other parts of Nigeria. They were able to raise from the ashes through high level of commitment, optimism, lack of fear etc. The factor of Igbo social insurance which is the obligations of the Masters to settle the apprentices and help them weather the storm. In some cases they use their lands (ala Ubi or Ala obi) as collateral if that is the only alternative.

3. Igbo think-home philosophy, According to Kanu (2019) this ideology accounts for the main reason wealthy Igbo business personalities always go back to the village and select some young person and equip them with knowledge of trade secret. They do come back every festival period- especially Christmas to invest back in their communities. This is in line with the Igbo phrase “*Aku ruo ulo*” - which means the wealth should reach home.

4. Sharing Principle: Neurith (2015) reveals in his findings on Igbo apprenticeship that Masters settled the Apprentices after graduation. This settlement entails giving Apprentices, cash, goods, payment of shop rent or combination to set up their business. Alike and Orjiofor –Umunze (2019) stressed that Apprentices are settled according to their contributions to the success of the business.

Apprentice Level of Formal Education

Education is the systematic development and cultivation of natural powers by inculcation. It involves the transmission of ideas and values from one generation to another. Emmanuel (2014) defines education as the aggregates of all the processes by which a child or young adult develops the abilities attitudes and other forms of behaviour which are positive value to the society in which they live. Education is critical in training and development of individual's mental state and alertness.

Okoro (2018) are required to complete at least their primary education before enrolling into any type of apprenticeship. Neyt, Verhaest and Beart (2018) revealed that Apprentices with higher formal educations are more competitive in the labour market when compared with Apprentices that have only vocational training and secondary school.

Uwameiye and Iyamu (2002) noted that Apprenticeship System in Nigeria is declining because of the low educational level of Apprentices and their Masters. Onwuegbuzie (2017) opined that with good formal education combined with sound Apprenticeship background business failure will reduce considerably. Hence, Apprentices levels of formal Education plays a vital role in their business.

Mentorship in Igbo Apprenticeship Training and System

Abiodun et al (2015) defined mentor as a process an individual usually an adult accepts the responsibilities of counselling and directing another individual usually a child. Mentorship in relevant to Apprenticeship commence from the day Apprentices move in with the Master. Kanu (2019) stresses that Igbo Apprenticeship training consist of the followings: Apprentice will always respect their Masters, even when they make more wealth, Master have access to

Apprentice books of account, the Master give the Apprentice loan and trade credit, provide counsel and guidance to ensure success.

Hence, a master who is a mentor possesses necessary knowledge experience and skill out of love, the mentor spends time and energy to teach, encourage, motivate, direct and lead others to come up and become mature to forge ahead mentorship is a continuous process, mentoring focus on efficiently and professional growth.

Apprenticeship

Apprentice's success in business after graduation depends to a very high extent on the knowledge about the secret of the business specifics- quality maintenance, cost management risk management and customer's relationship. Trade knowledge is about understanding the secret and processes associated with a trade. Jong and Soon (2015) opine that knowledge assists traders to understand the trade secret and gives a lot of information regarding trading which are useful in practice. Croix, Dopke and Mokye (2016) report that apprentice level of education, may affect their ability to assimilate the trade secret and tacit knowledge.

Apprenticeship and Creativity

Hennessy and Amabile (2010) state that Mentors should bring out creativity in people for their business to survive and succeed. Batey and Furnham (2006) creativity is the strength or capacity to invent or create any new object. Hence, creativity lead to generation and recognition of ideas that are useful in solving and achieving desirables goals.

Business Sustainability

Sustainability is the development that meets the needs of the present without compromising the ability of the future generations to meet their own needs. It leads to creation of true and, real value to systems and resources upon which that value depends on. Business sustainability involves analyses and decision making across business functions obtained through a committed and clear understanding of transactions that may occur both in the present and future.

According to Popescu and Popescu (2019) it involves ensuring that business continues to operate and make profits without exhausting available resources. Igbo apprenticeship system ensures wealth creation from generation to generation with focus on economy (profit) society (people) and, environment i.e earth resources)

Theoretical framework

The study adopted human capital theory. A Beck (1975) state that human capital theory focuses on competence knowledge and personality attributes, both the Master and Apprenticeship ability to create earth for the society. Hence through apprenticeship training system both kinetic and potential human capital of both masters and apprentices are utilized. Hence, the theory supports apprenticeship training system.

Empirical Review

Obunike (2016) in his Igba Odibo Study on Igbo entrepreneurs and micro business a study of household equipment line main market Onitsha Nigeria revealed that apprenticeship has been responsible for business success and growth.

Agbionu (2015) study revealed the place of positive mentorship from successful entrepreneur to the upcoming and prospective entrepreneurs. Ezenwakwelu, Egbosionu and Okwo (2019) in their study found out that, apprentices acquire technical and entrepreneurial skills for self employment through formal and informal apprenticeship training systems- they revealed that lack of qualified manpower, lack of start up capital and insufficient training tools impedes the course of apprenticeship acquisition of sufficient skills and knowledge for business set up.

Data Presentation

Results

Table 1: Chi-Square of Significance of Apprentice Educational Qualification level to Acquisition of Trade Knowledge

Variables	Observed	Expected	Df	X2 significant
High educational qualification level	191	100		
Low Educational Qualification level	103	100	2	171.26.000
No educational Qualification	6	100		
Total	300			

Source: SPSS 20

Following the results from table I, the Chi-square is significant ($X^2 = 1712.26$, $p < .05$) therefore apprenticeship educational qualification level has significant relationship with the acquisition of trade knowledge and secrets.

Table 2: Chi-square result of Mentoring Ability of Masters and Apprentices Creativity

Variables	Observed	Expected	Df	X2	Significant
Transmission of knowledge and ideas	93	100	2		
Application of tacit and special skills	94	100	2	6.82	,032
No educational Qualification	6	100			
Total	300				

Source: SPSS 20

Table 2 indicates that there is a significant relationship between mentoring ability of masters and apprentices creativity with ($X^2 = 6.86$, $P=0.32$)

Discussions

Hypothesis I states that apprentice's educational qualification does not have significant relationship with the acquisition of trade knowledge and secrets. But the study rejection of the null hypothesis shows that Apprentice Educational Qualification is critical to the

understanding, acquisition and application of trade knowledge and secrets. This finding affirms the report of Ezenwakwelu, Egbosionu and Okwo (2019) which revealed that, apprentices acquire technical and entrepreneur skills for self employment through formal and informal apprenticeship training systems. The formal aspect deals with education. This is in line with call on the government reviewing educational curriculum to be practical oriented. this is expected to bridge the gap between theory and practice. Also, Onwuegbuzie (2017) Supported this finding from his study which revealed that formal education combined with sound apprenticeship background reduce business failure considerably. Hence, formal Education is critical for Masters and Apprentices.

Hypothesis2 which states that mentoring ability of Masters does not have significant relationship with apprentice creativity. Was rejected, Agbionu (2015) confirmed this result in the study which revealed that positive mentorship from successful entrepreneurs are needed by apprentice who are upcoming and prospective entrepreneurs. Also Zeleke (2013) supports the finding further from the study which revealed that businesses fail due to lack of skills, lack of supervisory support to newly set- up business and ability of operators of new business to acquire vocational skills.

Conclusion

Apprenticeship system of training has been responsible for business growth and success in Anambra state and Nigeria at large in the past. However presently the decline in its use has adversely affected business start ups development and growth. Hence there is an urgent need to address the situation.

Recommendations

1. Government as a matter of urgency should review the educational curriculum to ensure that both theory and practical contents are taught simultaneously.
2. Educational system should use Master tradesmen of required crafts to handle practical aspect that is use of practising artisans in the training programme proper.
3. There should be attitudinal change which will encourage positive mentorship from successful entrepreneurs to upcoming and prospective entrepreneurs.
4. Government should adoption the practices of the Igbo-man apprenticeship System as a strategy for the development of Small Scale industries.
5. Government should provide, conducive environment in their various apprenticeship training programmes and institutions to boost business and skills development for both Masters and Apprentices.
6. Government should design and implement training and development programmes that enable both Masters and Apprentices to improve their educational qualifications acquire requisite skills, knowledge and abilities in line with their line of trade or craft and trends. This will increase Masters mentoring capacity and capability as well as apprentice's creativity.

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Employee Retention Strategies and Normative Commitment of Academics in Selected Private Universities in Ogun State, Nigeria

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Abstract

Tertiary educational institutions are facing a huge challenge in terms of retaining skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. The need for qualified academic staff in Nigerian tertiary institutions of learning is on the increase, while, majority of the tertiary institutions in Nigeria are experiencing dearth of teaching personnel due to poor remuneration, low motivation, low job satisfaction and lack of organisational commitment amongst the lecturers, which have created negative job attitudes and poor organisational commitment. This study therefore investigated the influence of employee retention strategies on normative commitment of academics in selected private universities in Ogun state, Nigeria. Survey research design was adopted for the study. The population comprised 1,842 academics in the private universities (Covenant, McPherson, Babcock, Bells, Crawford and Crescent universities). Through a multiple sampling technique, 589 out of 1842 were sampled for the study. Data were analyzed using both descriptive, as well as inferential statistics. Findings revealed that employee retention strategies had a significant effect on the normative commitment of academics in selected private universities in Ogun state, Nigeria ($R^2 = 0.638$, $t = 169.039$, $p < .05$). The study recommends among others that private universities should take into consideration the retention factors which impact on the employees' commitment to the institution and improve on them so as to curb employees' desires to leave the organisation.

Keywords: *Retention strategies, Normative commitment, Academics, Universities, Ogun state.*

Background to the Study

In the modern world of organisation work environment, the psychological contract between the employer and employee has changed fundamentally and long term commitment to an organisation is no longer expected by either party because the face of new contract between employee-employer is that employees continually change jobs throughout their career, endeavouring to secure the best for themselves (Ng'ethe, 2013). The main purpose of employee retention policies is to identify and retain committed employees for as long as it is mutually profitable to the organisation and the employees and also prevent competent employees from leaving the organisation as this could have adverse effects on productivity and service delivery (Chiboiwa, Samuel and Chipunza 2010). To achieve quality retention programmes, organisations ought to determine the retention factors relevant to each of their employee groups and then focus strategies on these factors such as work life balance, work environment, employee compensation, employee training and development and job security.

University institutions are no exception to the challenges of staff retention and organisational commitment particularly with the core employees - the academic staff, and it is obvious that these institutions would be increasingly obliged to make retention of academics a strategic priority (Pienaar and Bester, 2008). Indeed, the problem of academic staff retention is global and affects both developing and industrialized countries. A survey of full time faculty members in the US in 2012 showed that more than 40% of them had contemplated changing careers (Sanderson& Cocker, 2013). In a study carried out in Australian higher education institutions, 68% of the academic personnel indicated that they wished to leave higher education (Yousaf, Latif, Aslam and Saddiqui,, 2014). In South African higher education institutions, the problem of staff retention is evident, since available data indicates that a substantial number (between 5% and 18%) of academics leave higher education institutions (Pienaar and Bester, 2008).

In Nigeria, tertiary educational institutions are facing a huge challenge in terms of skilled human resource capacity, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. Folorunso, Adewale and Abodunde (2014) provided evidence that the need for qualified academic staff in Nigerian tertiary institutions of learning is on the increase, while, majority of the tertiary institutions in Nigeria are experiencing dearth of teaching personnel due to low motivation, low job satisfaction and lack of organisational commitment among the lecturers, which have created negative job attitudes and poor organisation commitment. Guma (2015) emphasized that in most universities, it is impossible to replace departing staff because of financial constraints. He further established that in many cases, universities have found that the graduates sent abroad for training always show poor commitment to their organisations because they tend to remain abroad or join private sector or quit shortly after their return in search of better remuneration. The phenomenon of brain drain among academic staff is real within the public and private universities and this affects staff retention and institutions overalls performance. Thus, this study, therefore, examined how employee retention strategies influence the normative commitment of academics in selected private universities in Ogun State, Nigeria.

Literature Review

Employee retention refers to the various policies and practices which lead the employees stick to an organisation for a longer period of time (Ng'ethe, 2013). Every organisation invests time and money to groom a new employee, make them a corporate ready material and bring them at par with the existing employees. The organisation is completely at loss when the employees leave their job once they are fully trained (Ng'ethe, 2013). Organisations / institutions employ different employee retention strategies such as work life balance, work environment, employee compensation, employees training and development and job security so that an individual stay in an organisation for the maximum period of time. Historically, work-life balance discourses consolidate organisation's efforts in finding the right mix between their work and non-work roles while organisations are scrutinized to implement a variety of work life balance solutions such flexible working, job sharing, telecommuting, compressed hours, part-time, maternity benefits, etc foster workplace performance. In order to view and understand the achievement of educational objectives of the Nigerian higher education effectively and efficiently it is necessary to examine various concepts that might affect the system (Ololube, 2017). Such concepts that relate to performance of staff in the work place include work life balance. Effective performance of workers will enhance the achievement of educational objective of the university and it therefore important that factors that might affect this performance should be address. The concept of work- life balance in relation to workers' performance and productivity in Nigerian higher education has not been properly addressed. Work life balance affect workers' performance and productivity. Nigeria, like other nations of the world also faces economic challenges and labour market pressures. However, the wide difference causing most problems in Nigeria is leadership based. For instance, some national specific issues influencing our political, economic and social status as a nation ranges from the apparent leadership failures resulting in poor social infrastructures, poverty, high unemployment and corruption (Akanji, 2012).

The ever changing business environment in the global village which the world has become today necessitates business enterprises to achieve strategic higher performance through appropriate provision of working environment that encourages job satisfaction and career growth (Uwem, Egwuonwu, Kabuoh and Ekwoaba, 2016). Nigerian business environment is affected by business uncertainties due to challenges from both internal and external variables and this no doubt contributes to low productivity and enhancing poor employee affective, continuance and normative commitments (Azeez, Jayeoba and Adeoye, 2016).

Employee compensation systems are arguably at the heart of employee commitment and performance. This assertion is premised on the understanding that employee compensation systems have the potency of engendering higher levels of employee commitment in organisations through the stimulation and direction of employees along the path of goal accomplishment (Ejumudo, 2014). He further asserted that employees are the most critical of all organisational resources and their capacity to function, show total commitment and meet the expected standards is a function of both their inward potentials, compensation system and the outward environment in which they operate. Employees' willingness to stay on the job largely depends on compensation packages of the organisation (Anyebe, 2011). In an attempt

to ensure employees optimal performance and retention, organisations need to consider a variety of appropriate ways to reward the employees to get the desired results (Anyebe, 2011). It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organisation is a function of compensation packages and reward system of the organisation (Anyebe, 2011).

Training and development in Nigeria could be traced back to 1960 when it was discovered that most of the top government and business positions were occupied by expatriates (Olalere and Adesoji, 2013). The departure of the foreigners after independence gave rise to a big vacuum of capable indigenous human capital. This prompted the Federal Government of Nigeria to set up a manpower board in 1962 following the Ashby commission's recommendations (Olalere and Adesoji, 2013). According to Ndibe (2014), without proper employee training and development, employee satisfaction and commitment to organisation task will be reduced and potential for employee turnover will be higher. Osa and Amos (2014) emphasized that increase in employee training and development reflects the strength of an employee and commitment attachment to an organisation. Employees are likely to work with the organisation which offers more job security. Rahman (2013) asserted that employee with job security guarantee show more commitment to organisation success. Job security has positive relationship with the organisational performance and the more the employee enjoy the job security, the more he will perform his job well and committed to organisation task (Chipunzo and Malo, 2017). According to Bayoud, Kavanagh and Slaughter (2012), job security is essential element for the performance of the organisation. He found out that organisations with low job security have low employee commitment and poor financial performance. This is because job security directly influences the performance of an employee which affects the overall performance of the organisation.

Normative commitment on the other hand, occurs as a result of socialization process which occurs while an individual is with the organisation. Employees feel morally obliged to remain with the organisation as a way of paying back to the organisation that helped them to grow (Meyer and Allen, 1990). Normative commitment reflects an individual's feeling of obligation to maintain organisational membership because he/she believes it is morally right to be loyal to, and stay in, the organisation. Although Normative Commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially interrelated with affective commitment (Coyle-Shapiro and Marrow, 2006). Normative Commitment reflects a perceived obligation to remain in the organisation (Meyer and Smith, 2003). The underlying construct of normative commitment is that commitment is the totality of internalized normative pressures to act in a way which meets organisational goals and interests (Wiener, 1982). Such perceived feelings generally motivate individuals to behave appropriately and do what is right for the organisation (Meyer and Allen, 1996). Employees with a high level of normative commitment remain in the organisation because they feel that they ought to do so (Allen and Meyer 1990).

Normative Commitment has grand value for organisations and their human resources. It reveals visible responsibility of staying with institute or organisation (Meyer, Stanley,

Herscovitch and Topolnytsky, 2002). Normative commitment relaxes an employee's compulsory feelings towards collaborators or management; people stay because they think an obligation to perform (Ahmadi and Avajian, 2011). Normative commitment is the new phase of the organisations commitment that tells the employees' duty at workplace and their faithfulness to the organisation (Bolon, 1997). Normative commitment is defined as a general worth of faithfulness and responsibility (Weiner, 1982). It is also defined a sensation of duty (Meyer et al., 1996). If organisations have normative commitment culture towards employees it will create psychological positive effects on employees, which improve their performance. These are; willingness, loyalty and emotions of employees, which make able the employees to use their vigor, ability and knowledge with full concentration to do their job (Brown, McHardy, McNabb and Taylor, 2011).

Furthermore, the Herzberg's Two Factor theory was used to underpin this study. Frederick Herzberg introduced the two-factor theory which is also known as the motivation-hygiene theory in 1959. Herzberg's theory states that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and include achievement, recognition, the work itself, responsibility, advancement, and growth. The theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfy and include company policies, salary, co-worker relations, and style of supervision (Steers and Porter, 1991).

Motivators are factors such as recognition, responsibility, achievement, and opportunity for progression. Herzberg found that a combination of these factors increased motivation and improved individual performance. The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors. Some empirical studies have revealed that, extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment and job security are key for the retention of employees (Woo and Allen, 2014). In order to motivate employees, they should be offered opportunities for promotion, recognition, responsibility, personal growth and achievement (Robbins and Judge, 2007). This implies that, management must not rely only on intrinsic variables to influence employee retention; but rather combine both intrinsic and extrinsic variables when considering an effective strategy to retain employees. According to Herzberg, hygiene factors are what cause dissatisfaction among employees in a workplace. In order to remove dissatisfaction in a work environment, these hygiene factors must be eliminated. There are several ways that this can be done but some of the most important ways to decrease dissatisfaction would be to pay reasonable wages (compensation management), ensure employees job security (work environment), and to create a positive and structure (work life balance) in the workplace. Herzberg considered the following hygiene factors from highest to lowest importance: company policy, supervision, employee's relationship with their boss, work conditions, salary, and relationships with peers. Eliminating dissatisfaction is only one half of the task of the two factor theory. The other half would be to increase satisfaction in the workplace. This can be done by improving on

motivating factors. Motivation factors are needed to motivate an employee to higher performance. Herzberg also further classified our actions and how and why we do them; for example, if you perform a work related action because you have to then that is classed as 'movement'. But if you perform a work related action because you want to then that is classed as 'motivation'. Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees.

Additionally, several studies have been done on the relationship between human resource management practice and organisational commitment (Bernard, 2012; Abdullah, and Ramay, 2012; Ng'ethe, et al., 2012; Danish, Draz, and Ali, 2015; Naris, and Ukpere, 2010; Lumley, Coetzee, Tladinyane, and Ferreira, 2011, among others); but most of these studies never examine the influence of employees' retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. Based on the identified gaps, this study sets out to examine the influence of employees' retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. This was schematically represented in the simplified conceptual framework below.

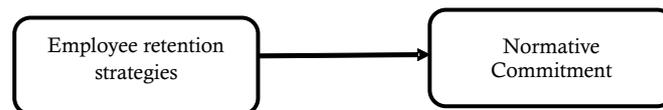


Figure 1: Simplified conceptual framework

Methodology

This study employed a survey research design to investigate the influence of employee retention strategies on academics' normative commitment of selected private universities in Ogun State, Nigeria. Survey research seeks to find answers to questions through the analysis of variable relationship (Best and Kahn, 1998). The justification for adopting survey research design is that, the study focused on collection and analyzing of data from identified population. The population of this study consisted of the 12 government approved private universities in Ogun State, South-West Nigeria. The sample for this study would be limited to six (6) private universities in Ogun State out of the 12 private universities that have been in existence for at least six to seven years as at 2019. The six selected private universities for the study are namely, Babcock University, Ilishan Remo, Covenant University, Ota, McPherson University, Ajebo, Bells University of Technology, Ota, Crawford University, Igbesa, and Crescent University, Abeokuta. The study will be conducted among 1,842 full-time academic staff members of the selected private universities. Furthermore, information sourced from the Human Resources Department (HRD) of the 6 universities shows that Covenant University has four hundred and eighty seven (487) academic staff; McPherson University has two hundred and fifty two (252) academic staff; Babcock University has five hundred and sixty seven (567) academic staff; Bell University has two hundred and seventy nine (279); Crawford University has one hundred and seven (107) academic staff; and Crescent University has one

hundred and fifty (150) academic staff (HRD, Babcock University, Covenant University, McPherson University, Bells University of Technology, Crawford University, and Crescent University, 2016); totalling 1,842 academic staff. Since the population of this study is finite, the application of statistical formula becomes imperative in determining the sample size. The critical factor behind sampling is to determine the appropriate size that will adequately represent the total population.

The sample size for this study was determined by applying the Cochran (1997) formula as its standard method of randomization and identify the limits of errors considered as the most essential items in the survey. This would help the researcher obtain the sample and use the results to make sampling decisions based on the data. The formula is:

$$n = \frac{Nz^2pq}{d^2(N-1) + Z^2pq}$$

Where:

n = sample size

N = Total number of selected academic staff (N=1,842)

Z = 95% Confidence Interval (Z = 1.96),

p = 0.5

q = 1 – p

d = degree of accuracy or estimation (d = 0.04)

Therefore;

$$n = \frac{1842 (1.96)^2 (0.5) (0.5)}{(0.04)^2 (1842- 1) + (1.96)^2 (0.5) (0.5)} = 453$$

However, to compensate for the non-response and for wrong filling of questionnaires, the sample size was increased by 136 which is 30% of the total sample. This is as recommended by researchers (Zikmund, 2000).

Therefore 30% of 453 = 136

Then the appropriate sample size is given as n = 453 + 136 = 589

$$\mathbf{n = 589}$$

The sample size for this study was determined by sampling fraction technique in order to ensure that all the elements or groups under investigation are well represented in the sample. Furthermore, the fraction sampling technique helps in the observation of relationships between two or more sub-groups.

The formula for the sampling fraction is thus:

$$F = \frac{n}{N}$$

Where n is the sample size and N is the population size.

Where:

F = sampling fraction

n_0 = sample size (for: finite Population)

N = finite population size (Total number of academic staff)

A proportionate number of academic staff was calculated by adopting the following formula:

$$\frac{Q \times n_0}{N}$$

Where Q = the number of academic staff of selected universities

n_0 = sample size of finite population

N = finite population size

The sample size of 589 was distributed in proportions as follows;

$$\frac{\text{Number of academic staff of selected university}}{\text{Total number of academic staff}} \times \text{Sample Size.}$$

Table 1: Study Population and Sample Size

S/N	Selected Universities	Population	Sample
1	Covenant University	487	156
2	McPherson University	252	81
3	Babcock University	567	181
4	Bell University of Technology	279	89
5	Crawford University	107	34
6	Crescent University	150	48
Total		1,842	589

Source: Researcher's Computation (2019)

A multiple sampling technique was adopted in selecting the sample from the working population of this study. The multiple sampling techniques enables the researcher to choose the samples in stages until the required sample will be arrived at using the most appropriate methods of estimation at each stage. The first stage involves stratified sampling technique in the selection of private universities in Ogun States. The criteria of large-size and geographic proximity was used in arriving at the selected private universities so as to promote consistency in the course of research investigation. The second stage was the use of proportional stratified sampling technique in the distribution of questionnaire to the selected universities in Ogun State. Proportional stratified sampling technique is better than other sampling techniques as it uses extra means of representing and identifying some characteristics of the study population (Asika, 2004). The last stage involved the use of random sampling method in selecting the final respondents for each of the selected private universities. The respondents from the selected private universities consisted of academic staff. Random sampling method was adopted in order to give potential respondents in the study equal chance of being selected and included in the sample population.

The data gathering instrument that was employed for this study was a structured questionnaire. A six (6) point modified Likert-scale type was used to elicit response for every question, and covered two extremes of 'strongly agree' and 'strongly disagree'. The questionnaire items were adopted from previous studies based on the similarities with this current study with little adjustment to suit the need of the present study as employee retention strategies and normative organisational commitment studies were mainly directed to other sectors of the economy such as manufacturing, banking, hospitality, health and aviation. The research designed a template that comprised of three (3) sections (section A – respondents bio data, section B- independent variable and section C - dependent variable) with sub headings as A-F

According to Newstrom (2011), reliability is the capacity of a survey instrument to produce consistent results, regardless of who administers it or when someone responded to it. A high degree of stability and similarity of result indicates a high degree of reliability. Thus, the researchers conducted a pilot study at Christopher University, Mowe; Hallmark University, Abeokuta; Mountaintop University, Ibafo; Chrisland University, Owode, Abeokuta. However, these Universities are not part of the 6 selected private universities that will be used in this study. Fifty-nine (59) questionnaires were used for the pilot study. The reliability of the instrument was established by internal consistency method using Cronbach's Alpha Coefficient. The reliability of the instrument was further ascertained by subjecting the result of the pilot test using the instrument to a Cronbach Alpha test based on a reliability level of 0.7 and above. The Cronbach's alpha coefficients of the scales were 0.741 and 0.956 for both employee retention strategies and normative commitment.

The inferential parametric test of regression analysis was used to test the hypothesis using the Statistical Package for the Social Sciences (SPSS) computer software. Data analysis for this study were done in two stages: the descriptive and inferential analysis.

Data Analyses

Table 2: Summary of Multiple Regression Analysis for effect of Employee Retention Strategies on Normative Commitment of selected Private Universities in Ogun State

Model		<i>B</i>	<i>T</i>	<i>Sig.</i>	<i>R</i>	<i>R</i> ²	Adj. <i>R</i> ²	ANOVA A <i>Sig.</i>	<i>F</i> (<i>df</i>)
4 8 6	(Constant)	0.545	.865	.000	0.799	0.638	0.634	0.001	169.039 (5, 480)
	Work Life Balance	0.102	2.699	.007					
	Work Environment	0.069	1.926	.055					
	Employee Compensation	0.184	6.517	.000					
	Job Security	0.110	3.200	.001					
	Training and Development	0.171	5.208	.000					

a. Dependent Variable: Normative Commitment

b. Predictors: (Constant), Training and Development, Work Life Balance, Employee Compensation, Work Environment, Job Security

Source: Field Survey

Table 2 presents the results of multiple linear regression analysis for the effect of employee retention strategies on normative commitment of selected private universities in Ogun State, Nigeria. Table 2 presents model fit which establishes how the model equation fits the data and adjusted R^2 which establishes the predictive power of the study's model. From the results, employee retention strategies have positive and strong relationship with normative commitment of selected private universities in Ogun State, Nigeria ($R = 0.799$, $p = 0.001$). The adjusted coefficient of determination (Adj. R^2) of 0.634 showed that employee retention strategies explained 62.9% of the variation in normative commitment of selected private universities in Ogun State while the remaining 36.6% variation in normative commitment is explained by other exogenous variable not considered in the study. The results suggest that employee retention strategies influence normative commitment of selected private universities in Ogun State, Nigeria.

Furthermore, Table 2 presents results of ANOVA of the regression which revealed that the employee retention strategies combined have a significant effect on normative commitment of selected private universities in Ogun State. This can be explained by the F-value (169.039) and p-value (0.001) which is statistically significant at 95% confidence level. Therefore, the results affirm that employee retention strategies implemented by selected private universities in Ogun State influenced normative commitment and was statistically significant at 5% significance level.

Table 2 also presents the regression coefficients of employee retention strategies. The results revealed that at 95% confidence level, work life balance ($\beta = 0.102$, $t = 2.699$, $p = 0.007$), employee compensation ($\beta = 0.184$, $t = 6.517$, $p = 0.000$), job security ($\beta = 0.110$, $t = 3.200$, $p = 0.001$), and training and development ($\beta = 0.171$, $t = 5.208$, $p = 0.000$) have positive and statistically significant effect on normative commitment as their p-values were less than 0.05 and the t-values greater than 1.96. On the contrary, work environment ($\beta = 0.069$, $t = 1.926$, $p = 0.055$) has positive and insignificant effect on normative commitment as the p-value was less than 0.05 and the t-value greater than 1.96. This implies that work life balance, employee compensation, employee training and development, and job security are determinants of normative commitment of selected private universities in Ogun State.

According to the result above, holding employee retention strategies constant at zero, normative commitment of selected private universities in Ogun State is 0.545. This implies that without employee retention strategies, normative commitment will be 0.545 which is an improvement. The result also indicates that when work life balance, employee compensation, job security, and employee training and development are improved by one unit, normative commitment of selected private universities in Ogun State will increase by 0.102, 0.184, 0.110, and 0.171 respectively. Overall from the results, employee compensation has the highest relative effect on the normative commitment with a coefficient of 0.184 and t value of 6.517 followed by employee training and development ($\beta = 0.171$, $t = 5.208$, $p = 0.000$) while work life balance has the least relative effect on the normative commitment a coefficient of 0.102 and t value of 2.699. The results implied that employee retention strategies significantly affect normative commitment of selected private universities in Ogun State. On the strength of these

results ($\text{Adj. } R^2 = 0.629$, $F(5, 480) = 165.644$), the null hypothesis which states that employee retention strategies do not significantly influence normative commitment of selected private universities in Ogun State, Nigeria was rejected.

Discussion

The findings indicated that employee retention strategies do significantly influence normative commitment of selected private universities in Ogun State, Nigeria. The results affirm the studies of Olesia, Namusonge and Iravo (2015) obtained results showed that there was a significant and positive relationship between the servant leadership attribute of visioning and organisational commitment. There is much evidence that a high level of job controls increases employee's organisational commitment. Also, organisational commitment, especially normative organisational commitment, is higher when employees are allowed to be part in the decision-making process (Wasti and Can, 2008). Cole (2000) suggests that the reasons for an employee to stay are work environment, rewards, growth and development and work-life balance. Samuel and Chipunza (2009) in their study in four South African organisations on why long-serving staff had remained in their jobs found out that the four key factors that served to retain staff were training and development, challenging and interesting work, freedom for innovative thinking and job security.

Conceptually, Sohail, Muneer, Tanveer and Tariq (2011) enlightened that employee retention is an important process for organisation's performance to remain competitive. Thus, for organisations to remain competitive, they need to have in place employees who are focused, equipped with effective skills and committed to their work. It means therefore, that crafting and implementing retention practices is a core function of human resource management. It follows therefore that before implementing retention strategies, companies have to understand employee's expectations in the workplace. Employee retention strategies are initiatives taken by management to keep employees from leaving the organisation, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment (Cascio, 2003).

Moreover, the study by Arthur (1994) on effect of HR systems on manufacturing performance and turnover shows the importance of employee commitment. His finding tends to indicate that organisations that use commitment human resource systems have higher productivity and lower employee turnover than those with control system. A review by Whitener (2001) describes human resource commitment practices as those that are intended to increase effectiveness and productivity, relying on conditions that encourage employees to identify with the goals of the organisation and work hard to accomplish the goals. A study by Elizur (1996) on work values and commitment in Israel found that certain work values are correlated with commitment. The study used 144 randomly picked adult Israelis responding to a questionnaire containing 24 work values and a commitment statement: if a similar job were suggested in another place, would you leave to take the offer? The result showed that, though the correlations were generally low, many intrinsic work values such as advancement, achievement, and others and pay showed positive correlation with commitment. Remarkably, pay showed a relatively high correlation with commitment.

Summarily, this study finding are substantiated by Herzberg's theory states that there are certain factors that are related to the content of the job and provides satisfying experiences for employees. These factors are called motivators or satisfiers and include achievement, recognition, the work itself, responsibility, advancement, and growth. The theory states that, there are non-job-related factors that can cause dissatisfying experiences for employees. These factors are known as hygiene factors or dissatisfy and include company policies, salary, co-worker relations, and style of supervision (Steers and Porter, 1991). Herzberg thought it was important to eliminate job dissatisfaction before going onto creating conditions for job satisfaction because it would work against each other. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He designed it to increase job enrichment for employees. The application of this theory for management is that by removing dissatisfying hygiene factors, peace in the workplace may be realized, but it will not serve as a motivator for the employee. Thus, motivation would only come about as a result of the use of intrinsic factors.

Conclusion and Recommendation

This research work investigated the relationship that exists between employee retention strategies and normative commitment of academics in selected private universities in Ogun State, Nigeria. The selected employee retention strategies used in the study were work-life balance, work environment, employee compensation, employee training and development, and job security. The study revealed that employee retention strategies significantly influence normative commitment academics in selected private universities in Ogun State, Nigeria (Adj. $R^2 = 0.629$, $F(5, 480) = 165.644$). It concluded therefore that, the highlighted retention strategies are imperative towards making academics more committed towards the achievement of laid down objectives of their universities. It therefore recommended that private universities should take into consideration the retention factors which impact on the employees' commitment to the institution and improve on them so as to curb employees' desires to leave the organisation and that, university management should also consider improving on their retention strategies through seeking other factors which may play a role in enhancing the commitment of employees to the university.

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Impact of Government Security Expenditure on Economic Growth in Nigeria

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Abstract

This study is an attempt to assess the impact of government security expenditure on economic growth in Nigeria from 1986-2018. The study was carried out using time series data, and econometrics tools were used for testing and estimation. Augmented Dickey-Fuller (ADF) was used to test the stationarity, the Ordinary Least Square (OLS) and Error Correction Model (ECM) techniques were used to estimate the impact of government security expenditure on economic growth in Nigeria and the causality test was also carried out to show the casual relationship among the economic variables using Granger test. From the study's findings, the data were stationary at various levels and the impact estimated result shows that government security expenditure has strong impact on economic growth in Nigeria given the R² Square of 0.97. While long run result revealed that Government Recurrent Defence Spending in Nigeria (GRDEXP), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) were statistically significant at 5% level of significance. Also, ECM result revealed that all the independent variables were statistically insignificant in explaining the variation in Real Gross Domestic Products (RGDP) in Nigeria except Government Recurrent Defence Spending in Nigeria (GRDEXP). Therefore, the study recommends that government should design a mechanism to ensure all monies spent in Security in Nigeria are accounted for economic growth in Nigeria.

Keywords: *Security, Defense, Economic Growth, Capital and Recurrent Expenditure*

Background to the Study

At the end of World War II, economists began to apply economic theory to defense related issues with research focusing on the activities of cold war, super power, arms race, military alliances, terrorism and nuclear weapons (Luca, 2008). The end of the cold war witnessed several analyses on disarmament, conversion and peace dividend. Yet, the World up till now remain a dangerous place with increasing regional and ethnic conflicts, threats from international terrorism, weapons of mass destruction and various forms of national crises. With the end of the Cold War, global defense and internal security spending has been decreasing and it was expected that this reduction in defense and internal security spending will lead to peace dividends for developing countries (Na Huo, 2009). However, many developing countries still spend a large amount of scarce resources on defense, because defense spending has increased because of the need to ensure peace and economic growth.

The role of government in an economy cannot be over-emphasized and two amongst these important duties as noted by Adam Smith are to protect the society from the violence and invasion of other independent societies and; protect every member of the society from the oppression of every member of it (Galvin, 2003). This established the basis for the economic need of security in countries of the world. Security of persons and property from domestic or foreign threats is essential for the operation of markets and the incentives to invest and innovate. Lack of peace and security constitute a distortion in economic activities. These results in local and foreign investors being skeptical of investing in the economy leading to a dearth in capital in-flow, government attention is shifted from more productive sectors to defense sector and a great disorder in the socio-economic structure (Dumas, 2002).

Defense and internal security spending are important in public budgets of all countries because defense sector is a major user of scarce resources. Although, there have been agitations for reduction in defense spending in recent years, most developed and developing countries in the last decade have high defense spending, implying the sacrifice of civil spending. In the views of Akpan (2005), developing economies are faced with increase size of government operations. This is particularly true of defense sector. Certainly, the past two decades have witnessed an alarming increase in defense spending in Nigerian. This situation has reduced the developmental needs of other sectors. Budgeting for defense in terms of the desire to adequately equip the defense sector and ensure a sustainable economic growth in Nigeria is of paramount interest to the government. Through defense spending, government protects the economy against external aggression and enhances the stability required for economic growth and development (Yildirim, Sezgin, and Ocal. 2005).

According to Otto and Ukpere (2012), the Nigerian society is getting more and more insecure, more people are getting into crimes and they are getting more ruthless, desperate and sophisticated. The Nigeria of today, especially since the advent of the present democratic dispensation, new forms of violent crimes have become common; these include kidnapping for ransom, pipeline vandalization, Boko Haram bombings, rape, political violence and more, which have affected the Nigerian economy adversely (Joseph, 2011), National security is a precondition for economic and social development as much as economic and social development is a precondition for national security.

The Nigerian nation is currently passing through some terrible challenges in the area of insecurity. In fact, the fear that the country is on the brink of total disintegrating appear to occupy many people's mind (Omojimate, 2012). The country economies are faced with increase size of fiscal operations and defense sector burden is high. In Nigeria, budgeting for defense in order to equip and make the defense sector combat ready to surmount the growing insecurity challenges is of paramount interest to the government of Nigeria. Most important, the Nigerian defense and internal security spending is one of the most resilient spending such that any downward trend in defense and internal security spending results to low performance in the economy (Shadare, 2011).

Based on the background is therefore imperative examine empirically the impact of government security expenditure on economic growth in Nigeria. To achieve this specific objectives are to:

- I. Examine the impact of government defense recurrent expenditure on economic growth in Nigeria.
- ii. Assess the impact of government internal security recurrent expenditure on economic growth in Nigeria.
- iii. Evaluate the impact of government defense and internal security capital expenditure on economic growth in Nigeria.

Literature Review

Conceptual Review

According to Yilidirim, Sezgin and Ocal, (2005) the security expenditure budget value indicates funds allotted to the maintenance and strengthening of a standing military. Not all included nations have the luxury of a large expenditure budget and therefore must rely on affiliations and regional alliances to maintain a capable fighting force. It involves the running expenses of the defense departments and other governmental agencies engaged in defense projects. Internal security has to do with the protection of the domestic territory and citizens by security agencies such as the police, civil defense, legal vigilante, prisons, etc. (Oshio, 2009). Also, security expenditure is an important issue for the international economy. security expenditure could be measured by the contributions of security to the Nigerian economy. Security spending includes the payment of the salaries of armed forces personnel, thus enabling them to take care of their basic needs (Beijer, 2010). The security spending also encompasses medical services, education and training of both local and foreign security personnel as well as research and development. The bulk of security spending is on the procurement of materials and equipment such as ammunitions of all categories. While, National security and defense can be understood as preparedness for military action, protection of resources considered critical to the functioning of a nation to protect a country from attack or subversion (Otto and Ukpere, 2012).

On the other hand, the search for a satisfactory definition of economic growth by many economists has actually continued without an end. However, it is important to conveniently adhere to the convention that real per capita national income or output represents the most reliable indicator of a system's economic achievement at any point in time and that any change

in real per capita income signifies welfare (Oriavwote and Eshenake, 2013). Economic growth can be defined as an increase in the amount of goods and services produced by economy overtime. It is conventionally mentioned as the percent rate of increase in real gross domestic products, or real GDP. Growth is usually calculated in real terms, i.e. inflation adjusted terms; in other obviate the distorting effect of inflation on the prices of goods and services produced. In economics, “economic growth” or “economic growth theory typically refers to the potential output, i.e., production at “full employment”, which is caused by growth in aggregate demand or observed output (Omojimite, 2012). Finally, Economic growth is an indication of society's welfare. It reflects the changes in its ability to attain any socially agreed upon set of goals, whether consumption, capital formation expenditure or national defense etc. Generally, growth can be defined as sustained increase in macroeconomic aggregates particularly real gross domestic product (RGDP).

Empirical Review

There are many studies on government expenditure and other macroeconomics indicators. In the study some related empirical studies on government security expenditure and economic growth. Among them is the work of Enimola and Akoko (2011) who examined the relationship between the level of economic growth and defense spending in the case of Nigeria from the period of 1977 to 2006. The result of the Granger causality test shows that there is a unidirectional causality running from economic growth to defense spending. This study suggests that for Nigeria, a policy of increasing the defense budget to promote economic development growth might be inappropriate, but that same funds channeled towards another governmental program. While the work of Olofin (2012) examined the relationship between the components of defense spending and poverty reduction in Nigeria between 1990 and 2010. Four models were estimated using Dynamic Ordinary Least Square (DOLS) method, two in which poverty index constructed from human development indicators serves as dependent variable and the others in which infant mortality rate serves as dependent variable. The result show that military spending per soldier, military participation rate, trade, population and output per capita square were positively related to poverty indicator and, military spending, secondary school enrolment and output per capita were negatively related to poverty level. The findings confirm the tradeoff between the well-being and capital intensiveness of the military in Nigeria, pointing to the vulnerability of the poor among the Nigerians

In the work of Otto and Ukpere (2012) which was carried out by examining the impact of national security on growth. Though this work is about national security and development in Nigeria, the work was able to juxtapose the national defense spending with economic growth to see, if there is any relationship between the spending pattern and growth. This is because growth is critical to development. A stagnating economy is not likely to offer welfare improvements which development proxies. The work observes that there is a positive relationship between security and development in accordance with literature. Also, the work of Anfofun (2013) who analyzed the macroeconomic determinants of defense spending in Nigeria. This study employed the technique of cointegration which helps to explain the long run relationship among variables. Also, the Granger causality test and vector autoregressive (VAR) model were utilized for the analysis of the study. The result of the VAR model provides

useful and reliable information about the response of a defense variable to innovations in another variable. The result was very robust as oil revenue, foreign exchange rate, real gross domestic product and non-oil revenue had an outstanding long-term influence on defense spending.

Similarly, Oriavwote and Eshenake (2013) examined the impact of defense spending on the level of economic growth in Nigeria. Using data covering the period between 1980 and 2010, the ECM result shows that the spending on defense has a negative impact on the level of economic growth. Spending on internal security played important role in generating the desired level of economic growth in Nigeria. The low elasticity indicates that the significance was below expectations. The result of the variance decomposition shows that the shocks to spending on defense did not significantly explain the changes in the level of economic growth in Nigeria. And, Apansile and Okunlola (2014) examined the effect of military spending on output in Nigeria both in the short-run and in the long-run period. In addition, it verified whether military spending is an economically non-contributive activity using ARDL bounds testing approach to co-integration. Results showed that military spending has negative and significant effect on output in the short-run but positive and significant effect in the long-run. Labour and capital have positive and significant effects both in the long-run and short-run. In addition, labour has the highest coefficient (3.0709) in the long-run. The study concludes that government should reduce its spending on defense and concentrate more on human capital development, since military spending contributes nothing to output in the short-run.

Khalid and Mustapha (2014) examined the effects of military spending on economic growth in India using annual data from the period of 1980 to 2011. The analysis is carried out within a multivariate setting that includes real GDP, real government military spending, population and real export. In this paper, the autoregressive distributive lags (ARDL) cointegration approach is used to reexamine the long-run relationships among the variables. We then employ the Granger causality test to identify the direction of causality. The results for ARDL tests indicate that there is a significant relationship between military spending and economic growth in the short run, while the long run results suggest otherwise. While the estimated granger causality outcomes, revealed a unidirectional relationship between GDP and military spending.

In the work of Mohammed and Lawong (2016) which examined the impact of insecurity on selected macroeconomic variables using dynamic modeling approach to analyze time series data for the period 1960-2014. Findings indicate the existence of a long run relationship between arms import, our measure of insecurity, and the variables considered. This observation was reinforced by the error correction terms in the parsimonious models, which revealed that the system is slow in reverting back to equilibrium for all the variables excluding openness and trade balance that were relatively faster. The results suggest that the impact insecurity cannot be downplayed in short-term macroeconomic policy formulation and implementation especially in terms of the external sector. Therefore, we conclude that the impact of insecurity is relatively higher on external sector and fiscal variables compared with domestic policy variables.

Taheer and Asmau (2017) measured the effects of defense and health expenditures on Economic growth in Nigeria from 1970 to 2015. The Error Correction Mechanism (ECM) and Granger Causality methods were methods of analysis used in the estimation of the models. Among other findings, the result of the ECM model shows that defense spending has positive and statistically significant impact on the Nigerian economy in the short run. Diagnostic tests such as Normality and autocorrelation tests were carried out on the model's outputs to establish the robustness or otherwise of it. It was found that the residuals were normally distributed and no autocorrelation present. The Granger causality result also revealed a unidirectional causality running from DSP to GDP but not the other way around. Also, there exists a one directional causal relationship between GDP and health spending in Nigeria. The result shows causality running from health spending to GDP but not the other way around. In summary, the studies reviewed were focused on the components of defense spending and the impact of military spending on other macroeconomic indicators. But this seeks to examine the impact of government security expenditure on economic growth in Nigeria.

Theoretical Framework

Adolp Wagner (1835 – 1917), a German economist who based his law on increasing state activities on historical facts, primarily of Germany, opined that there are inherent tendencies for the activities of different tiers of government (Federal, State and Local governments) to increase both intensively and extensively. There is a functional relationship between the growth of an economy and government activities with the result that the government activities with the result that government sector grows faster than the economy. From the original version of the theory, it is not clear whether Wagner was referring to an increase in absolute level of public spending, the ratio of government spending to GNP; or proportion of public sector in the economy. Wagner's law was based on historical facts.

It did not show the inner compulsions under which a government has to increase its activities and public spending as time passes. His law was applicable to modern progressive governments only; in which the state was interested in expanding the public sector of the economy and undertakes other activities for the general benefits. This general tendency of expanding state activities has a definite long-term trend, though in short run, financial difficulties could come in the way. But in the long run, the desire for development of a progressive people will always overcome these financial difficulties. The work of Oriavwote and Eshenake (2013) and Taheer and Asmau (2017) agreed that Adolp Wagner of government expenditure and economic activities is suitable for studies in developing Countries like Nigeria.

Methodology

Sources of Data and Method of Analysis

The nature of data for this research works is secondary data and the major source of data for this study is the statistical bulletin published annually by the Central Bank of Nigeria (CBN) 2018. The study employs the unit root test to determine the statistical properties of the variables to determine if they are stationarity at level or first difference. This is done in order to avoid spurious regression and misleading judgment. This is done using the Augmented

Dickey-Fuller (ADF). The study then proceeds to test whether there exists a long run relationship between population rate, unemployment and gross domestic product by adopting the Johansson Co-integration test since the study deals with multivariate models. The study used Ordinary Least Squares (OLS) and Error Correction Model (ECM) tools of analysis in the investigation of the impact and relationship among the economic variables, the Ordinary Least Squares (OLS) was used to test the impact among the economic variables in this study while the Error Correction Model (ECM) was used to test the short-run impact of interest rate indicators on economic growth in Nigeria.

Model Specification

The study adopts and modified the work of Mohammed and Abu (2016) on the interactional impact of defense expenditure and arms importation on economic growth in Nigeria: An Autoregressive Approach. The original functional model of Mohammed and Abu (2016) is stated as follows:

$$GDP = f(AI, DE, SE, PG, CF) \quad (1)$$

Where GDP is the Gross Domestic Product, AI is Arms Importation, DE is the Defence Expenditure, SE is the School Enrolment, PG is the Population Growth and CF is the Capital Formation in Nigeria. The model for the study is therefore given below:

$$RGDP = f(GRDEXP, GRISEXP, GSCAEXP) \quad (2)$$

The mathematical model is given as follows:

$$RGDP = \beta_0 + \beta_1 GRDEXP + \beta_2 GRISEXP + \beta_3 GSCAEXP + \mu \quad (3)$$

Where, RGDP is Real Gross Domestic Product in Nigeria; GRDEXP is Government Recurrent Defence Spending in Nigeria; GRISEXP is Government Recurrent Internal Security Spending in Nigeria, GSCAEXP is Government Security Capital Expenditure in Nigeria; β_0 is Constant term; β_1, β_2 and β_3 are the coefficient of the parameter estimate and μ is Error term/stochastic variable. While the Error Correction Model (ECM) that will be used in this study is specified as follows:

$$\Delta RGDP_t = \beta_0 + \sum_{g=1}^m \beta_{1i} RGDP_{t-i} + \sum_{h=1}^n \beta_{2i} \Delta GRDEXP_{t-i} + \sum_{i=1}^o \beta_{3i} \Delta GRISEXP_{t-i} + \sum_{j=0}^p \beta_{4i} \Delta GSCAEXP_{t-j} + \beta ECM_{t-1} + \varepsilon_t \quad (4)$$

The equation 4 above was used to adjust the estimation until the ECM turned negative. The negative sign of coefficient of the error correction term ECM (-1) shows the statistical significance of the equation in terms of its associated t-value and probability value. The fundamental variables that will be used to explain the impact between food security and economic growth were defined as they applied in the analysis. The variables in this study include; Economic growth as increase in output i.e. RGDP, Internal security as the rate government expenditure on internal security while Defense as the rate of government expenditure on defense.

The a priori expectation is based on the knowledge of economic theory, which refers to the sign, and size of the economic relationships. This criterion is concerned with determining the consistency of our parameter estimate with the signs and magnitude. As such it is our expectation that the parameter estimate of our study must be consistent with this signs and magnitude. All the variables are expected to have a positive relationship with real gross domestic product. i.e b_1 and $b_2 > 0$.

Presentation and Discussion of Results

To analyze the impact of fiscal policy on inflation rate in Nigeria, model estimation was carried out using annual time series data covering the period 1986 to 2018.

Descriptive Analysis of Variables

Table 1: Descriptive Analysis of Variables

Statistics	RGDP	GRDEXP	GRISEXP	GSCAEXP
Mean	41535.73	127.6696	155.2425	150.4604
Median	38735.23	71.88500	107.8800	160.9600
Maximum	69023.93	352.9000	410.2000	309.2000
Minimum	19979.12	4.210000	4.400000	8.790000
Std. Dev.	18071.23	120.1258	136.5961	102.8703
Skewness	0.270831	0.706052	0.463459	0.029270
Kurtosis	1.560269	1.833322	1.803279	1.519021
Jarque-Bera	2.366223	3.355177	2.291320	2.196727
Probability	0.306324	0.186824	0.318014	0.333416
Sum	996857.5	3064.070	3725.820	3611.050
Sum Sq. Dev.	7.510009	331894.7	429145.4	243393.1
Observations	33	33	33	33

Source: Computed using E-Views 9 software, 2020

The summary of descriptive statistics of relevant variables of study is as reported in Table 1. As may be observed from the table, the mean, median, standard deviation as well as the skewness and kurtosis measures of our variables of interest are given. The mean values of RGDP, GRDEXP, GRISEXP and GSCAEXP are 41535.73, 127.66, 155.24 and 150.46 respectively while their respective standard deviations are 18071.23, 120.13, 136.59 and 102.87. The Jarque-Bera test of normality shows that the error term in the specified model of study is normally distributed. This is evidenced by the respective insignificant Jarque-Bera statistics of the relevant variables based on the Jarque-Bera probability values of RGDP, GRDEXP, GRISEXP and GSCAEXP which are respectively greater than 0.05 (i.e., 5%) level of significance.

Table 2: Summary of Augmented Dickey-Fuller Unit Root Test

Variables	5% Level	ADF Statistics	Remark
RGDP	-2.967767	-5.884171	1(2)
GRDEXP	-3.012363	-4.471935	1(1)
GRISEXP	-3.020686	-6.494744	1(1)
GSCAEXP	-2.967767	-4.939709	1(1)

*Note: * Indicates the rejection of the null hypothesis of existence of unit root at 5% significance level. Lags are selected based on Schwarz Information Criteria (SIC).*

Source: Computed using E-Views 9 software, 2020

The ADF unit root test results in table 2 shows that Government Recurrent Defence Spending in Nigeria (GRDEXP), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) were stationary at first difference and at 5% level of significance. While Real Gross Domestic Product (RGDP) was stationary at second difference and at 5% level of significance.

Co-integration Test Results

Table 3: Co-integration Trace Statistic for all the Variables

Hypothesized No. of Cointegrated Equation(s)	Eigenvalue	Trace Statistic	5 Percent Critical Value	Probability Value**
None *	0.807846	79.91160	47.85613	0.0000
At most 1 *	0.648341	45.27297	29.79707	0.0004
At most 2 *	0.539546	23.32600	15.49471	0.0027
At most 3 *	0.284819	7.039599	3.841466	0.0080

*Notes: Superscript * denotes rejection of the null hypothesis of no cointegration at the 5% level of significance, while ** indicates MacKinnon-Haug-Michelis (1999) p-values. Trace test indicates 4 co-integrating equation(s) at 5% level of significance.*

Source: Computed using E-Views 9 Software, 2020

Table 4: Co-integration Maximum Eigen value Statistic for all the Variables

Hypothesized No. of Cointegrated Equation(s)	Eigen value	Maximum Eigen Statistic	5 Percent Critical Value	Probability Value**
None *	0.807846	34.63863	27.58434	0.0053
At most 1 *	0.648341	21.94698	21.13162	0.0383
At most 2 *	0.539546	16.28640	14.26460	0.0236
At most 3 *	0.284819	7.039599	3.841466	0.0080

*Notes: Superscript * denotes rejection of the null hypothesis of no cointegration at the 5% level of significance, while ** indicates MacKinnon-Haug-Michelis (1999) p-values. Trace test indicates 4 co-integrating equation(s) at 5% level of significance.*

Source: Computed using E-Views 9 Software, 2020

From Tables 3 and 4, it is observed that both the trace and maximum Eigen value test statistics indicate 4 cointegrating equation(s) at the 5% level of significance. Based on this evidence, we can safely reject the null hypothesis of no cointegrating vectors and conveniently accept the alternative hypothesis of the presence of cointegrating vectors among all the variables in the specified error correction model. This implies that a long-run relationship exists between the variables that have entered the specified model of study. That is there is a long run relationship between economic growth and government security expenditure in Nigeria.

Presentation of Regression of Results

Table 5: Ordinary Least Squares Regression of Results

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	19214.41	1281.803	14.99014	0.0000
GRDEXP	52.33684	20.15796	2.596336	0.0173
GRISEXP	58.60800	22.82048	2.568219	0.0183
GSCAEXP	43.47349	13.86597	3.135266	0.0052
R-squared	0.969923			
Adjusted R-squared	0.965412			
Durbin-Watson stat	2.300000			
F-statistic	214.9873			
Prob(F-statistic)	0.000000			

Source: Computed using E-Views 9 Software, 2020

From the estimated regression model, we observed that the a priori expectations were totally satisfied. The coefficients of explanatory variables (GRDEXP, GRISEXP and GSCAEXP) were observed to be positive; implying that a percentage changes in Government Recurrent Defence Spending in Nigeria (GRDEXP), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) on the average will cause 52.3, 58.6 and 43.4 unit increased in Real Gross Domestic Product (RGDP) respectively. Furthermore, given the probability values of Government Recurrent Defence Spending in Nigeria (GRDEXP), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) it was revealed that three explanatory variables were statistically significant at 5% level of significance. This conclusion was based on the t-test statistic values corresponding to the explanatory variables and their respective probability values.

The coefficient of determination (R^2) shows that about 97 percent of variation in Real Gross Domestic Product (RGDP) was explained by the changes in the explanatory variables (Government Recurrent Defence Spending in Nigeria, Government Recurrent Internal Security Spending in Nigeria and Government Security Capital Expenditure in Nigeria) of the estimated model. This implies that the estimated model has a good fit. The adjusted coefficient of determination (R^2) also shows that the estimated model has a good fit (R^2 adjusted=96%). The value of the Durbin-Watson (d) statistic (i.e., $d=2.3$) suggests the absence of positive autocorrelation. This implies that the forecasting power of the estimated model is more reliable in the absence of autocorrelation. Lastly, from the estimated regression model, the

high value of the F-statistic (i.e., $F=214.98$) indicates that the parameters of the estimated model are jointly or simultaneously statistically significant. This implies that the estimated model is good for prediction, forecasting and policy analysis purposes.

The Error Correction Model Results

Table 6: The Error Correction Model Results

Selected Model: ECM				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
D(RGDP(-1))	0.673255	0.203209	3.313123	0.0212
D(GRDEXP(-1))	-25.104606	8.495374	-2.955091	0.0317
D(GRISEXP)	0.853281	9.882090	0.086346	0.9345
D(GSCAEXP)	12.868091	6.375057	2.018506	0.0996
D(GSCAEXP(-1))	-3.844409	13.143513	-0.292495	0.7817
ECM(-1)	-0.591874	0.156973	-3.770543	0.0130

Source: Output from E-views 9.0 (2020)

From the short-run regression results obtained in Table 6 the following interpretation can be inferred; Since the variables were found to be cointegrated implying that they have long run equilibrium relationship, it is necessary to test for short run relationship. In Table 6, the ECM parameter is negative (-) and significant which is -0.5918, this shows that 59 percent disequilibrium in the previous period is being corrected to restore equilibrium in the current period. It has been established that the variables are cointegrated and also have short run relationship established from the ECM.

The lagged value of Real Gross Domestic Products (RGDP-1), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) were positively related Real Gross Domestic Products (RGDP) in Nigeria. While Government Recurrent Defence Spending in Nigeria (GRDEXP) and lagged value of Government Security Capital Expenditure in Nigeria (GSCAEXP-1) were negatively related Real Gross Domestic Products (RGDP) in Nigeria. Finally, all the independent variables were statistically insignificant in explaining the variation in Real Gross Domestic Products (RGDP) in Nigeria except the lagged value of Real Gross Domestic Products (RGDP-1) and Government Recurrent Defence Spending in Nigeria (GRDEXP) that were statistically significant in explaining the variation in Real Gross Domestic Products (RGDP) in Nigeria.

Therefore, the H_{01} which stated that Government Recurrent Defence Spending in Nigeria (GRDEXP) has no significant impact on economic growth in Nigeria is **rejected** since the OLS result revealed that Government Recurrent Defence Spending in Nigeria (GRDEXP) has a positive and a significant impact on Economic Growth in Nigeria. Similarly, the H_{02} which stated that Government Recurrent Internal Security Spending in Nigeria (GRISEXP) has no significant impact on economic growth in Nigeria is **rejected** since the OLS result revealed that Government Recurrent Internal Security Spending in Nigeria (GRISEXP) has a positive and a significant impact on Economic Growth in Nigeria. Finally, the H_{03} which stated that

Government Security Capital Expenditure in Nigeria (GSCAEXP) has no significant impact on economic growth in Nigeria is **rejected** since the OLS result revealed that Government Security Capital Expenditure in Nigeria (GSCAEXP) has a positive and a significant impact on Economic Growth in Nigeria.

Stability Test

To determine the stability of the estimated coefficients of the relationship between Government Security Expenditure and Economic Growth in Nigeria, the cumulative sum of recursive (CUSUM) test, developed by Brown et al. (1975), was adopted. The CUSUM test is as shown in figure 1 below.

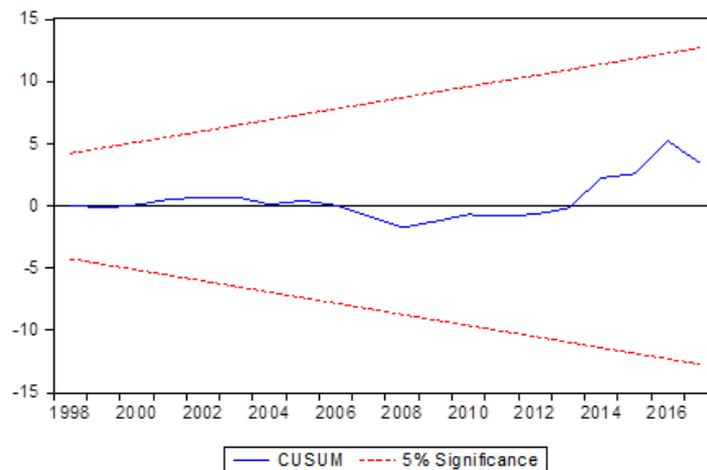


Figure 1: CUSUM Test of Stability

From the figure 1 above the CUSUM plot do not cross the 5% critical lines, implying that over the entire sample period of investigation, the stability of the estimated coefficients exists, so that the regression coefficients are reliable and suitable for policy making.

Conclusion and Recommendations

From the result it was shown that there is strong relationship between Real Gross Domestic Products (RGDP) in Nigeria and Government Security Expenditure in Nigeria. The Johanson Co-integration test shows that there is co-integration among the economic variables under review. The Ordinary Least Squares (OLS) and the Error Correction Models show that there is strong relationship between Real Gross Domestic Products (RGDP) in Nigeria and Government Security Expenditure in Nigeria. This implies that Government Security Expenditure in Nigeria has positive impact on Real Gross Domestic Products (RGDP) in Nigeria.

The probability values of the long run result revealed that Government Recurrent Defence Spending in Nigeria (GRDEXP), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP)

were statistically significant at 5% level of significance. The coefficient of determination (R^2) shows that about 97 percent of variation in Real Gross Domestic Product (RGDP) was explained by the changes in the explanatory variables (Government Recurrent Defence Spending in Nigeria, Government Recurrent Internal Security Spending in Nigeria and Government Security Capital Expenditure in Nigeria) of the estimated model. The findings agreed to the work of Oriavwote and Eshenake (2013) examined the impact of defense spending on the level of economic growth in Nigeria. Using data covering the period between 1980 and 2010. Both studies reveal that there is positive impact and relationship between Government Security Expenditure and Economic Growth in Nigeria.

Error Correction Model results shows that 59 percent disequilibrium in the previous period is being corrected to restore equilibrium in the current period. It has been established that the variables are cointegrated and also have short run relationship established from the ECM. While the lagged value of Real Gross Domestic Products (RGDP-1), Government Recurrent Internal Security Spending in Nigeria (GRISEXP) and Government Security Capital Expenditure in Nigeria (GSCAEXP) were positively related Real Gross Domestic Products (RGDP) in Nigeria. While Government Recurrent Defence Spending in Nigeria (GRDEXP) and lagged value of Government Security Capital Expenditure in Nigeria (GSCAEXP-1) were negatively related Real Gross Domestic Products (RGDP) in Nigeria. All the independent variables were statistically insignificant in explaining the variation in Real Gross Domestic Products (RGDP) in Nigeria except the lagged value of Real Gross Domestic Products (RGDP-1) and Government Recurrent Defence Spending in Nigeria (GRDEXP) that were statistically significant in explaining the variation in Real Gross Domestic Products (RGDP) in Nigeria.

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

- i. Government Recurrent Defence Spending in Nigeria (GRDEXP) has significant impact on Economic Growth in Nigeria. Therefore, government should design a mechanism to ensure all monies spent for Recurrent Defence Spending in Nigeria are accounted for in order to improve Economic Growth in Nigeria.
- ii. Since Government Recurrent Internal Security Spending in Nigeria (GRISEXP) has significant impact on Economic Growth in Nigeria. Therefore, government should design a mechanism to ensure all monies spent for Government Recurrent Internal Security Spending in Nigeria are accounted for in order to improve Economic Growth in Nigeria.
- iii. Similarly, since Government Security Capital Expenditure in Nigeria (GSCAEXP) has significant impact on Economic Growth in Nigeria. Therefore, government should design a mechanism to ensure all monies spent for Government Security Capital Expenditure in Nigeria are accounted for in order to improve Economic Growth in Nigeria.

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Impact of Cost Reduction Techniques on Business Stakeholders in the Nigerian Upstream Hydrocarbon Sector

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Abstract

In the recent past, the oil and gas upstream sector was faced with challenges of fall in revenue due to fall in crude oil prices and the continuous increase in costs of finding and lifting oil. The expectations of business stakeholders are high on the operators. The research was designed to examine Impact of cost reduction techniques on business stakeholders in the Nigerian upstream hydrocarbon sector. The objectives of the research were achieved using a quantitative method. A survey was conducted on 7 randomly sampled oil service companies in the Nigerian upstream sector: A total of 70 questionnaires were sent by mail to the responded and 60 responded representing 86% response rate. The responses elicited were analysed using Chi-Square test method of data analysis. The study revealed that there was no statistical evidence that cost reduction measures used by oil and gas companies operating in the Nigeria upstream sector has any significant impact on business stakeholders.

Keywords: *Cost Reduction, Business Stakeholders, Stakeholders engagement, Hydrocarbons; Upstream*

Background to the Study

Oil and gas activities comprise of the upstream, midstream and downstream sectors; each sector has a unique role to play in the petroleum value chain. This research centered on the upstream sector. The upstream sector involves search for, exploration of and production of hydrocarbons. The sector is dominated by international oil companies (IOCs) because of its huge capital outlay. Recently, some indigenous companies operate in the sector.

Generally, oil and gas upstream sub-sector has been known to be one of the most expensive sectors in the world due to the amount of resources committed in the production of hydrocarbon. The Nigerian upstream oil and gas sector like any other oil producing nations face challenges of uncertainties and enormous capital outlay. Spending in the upstream sector has been on the increase over the years (Adegbite and Erhimona, 2008; Ariweriokuma, 2009, PWC, 2018). The increase in CAPEX was attributed to difficulty in finding reserves to replace the depleting ones and inadequate technology (PWC, 2018).

Furthermore, input costs were identified to have increased over time such as costs of constructing facilities, which was fingered to be caused by high price of steel and exchange rate. The demand for steel outpaced supply, hence the increase in price of the steel (PWC, 2014). However, Barron and Singer (2015) predicted a decline in CAPEX by 12% in 2015 due to the fall in crude oil price. This scenario plus fall in global crude oil price have put pressure on petroleum companies operating in the upstream to consider cost reduction techniques to survive and return profit to shareholders (Young, 2015). The plan to maximize profit may conflict with some stakeholder's objectives. A good cost reduction programme should involve the relevant stakeholders (Manetti, 2011).

The exploration and production activities value chain consists of several firms that provide wide range of services such as drilling, transportation, constructions, security, etc. These firms depend on the operations of the petroleum producing companies. A decision made by the producing firms has positive or negative impact on the stakeholders especially the business stakeholder.

Stakeholders are various group with interest in a firm's operation. There are majorly three different stakeholders namely, financial stakeholder, business stakeholder, internal stakeholder and community and society stakeholder. This paper focused on the business stakeholders. Business stakeholders in the hydrocarbon industry are key players that operators of oil facilities cannot do without. In this study, business stakeholders are considered as groups that are not formal members of the oil and gas operators, but that may affect or be affected by the project. Such groups are often referred to as business stakeholders or primary stakeholders (Cova and Salle, as cited in Mwangi, 2018).

Therefore, this study tends to examine the effect of the cost reduction techniques in the upstream petroleum companies on the business stakeholders and to ascertain whether cost reduction measures affect service providers in the upstream oil sector.

Null hypotheses were formulated for the study.

H01: Cost reduction measures used by upstream petroleum companies do not have any significant effect on business stakeholders.

H02: Cost reduction measures used by operators in the Nigerian upstream petroleum sector do not significantly affect the oil services firms.

Literature Review

An Overview of Cost Control and Management in the Petroleum Sector

Cost control is a management technique used by managers to achieve the business purpose (Haslam, Tsitsianis, Andersson, and Gleadle, 2015). Olalekan and Tajudeen (2015 p.2) define cost control as “*the practice of managing and/or reducing business expenses.*” Cost control, therefore, includes cost reduction and cost management. Effective cost control in business today has become imperative given the uncertainty in the enterprise world. For example, the global recession of 2008 affected some companies while business with robust cost control strategies survived the challenge (Milic, 2011; Michael, 2013).

The control of cost that involves cost reduction generates conflicts in most organizations today. For instance, within an organization a line manager or employees may reject cost cuts due to reasons affecting the unit. Similarly, external service providers and other stakeholders may discard the technique if it is detrimental to them (Milic, 2011). Businesses recently employed cost reduction strategies than other forms of cost control especially during economic downturn (Milic, 2011). Cost reduction is described by Himme (2012) to involve a deliberate measure undertaken to reduce costs of running business and increase or maintain a profit margin by management. Leinwand and Mainardi, (2013) argued that cost reduction measures have a negative impact on the long-term strategy of an organisation due to timing of the implementation.

Sometimes, the application of cost reduction techniques affects the policy of a business' operating environment especially in the petroleum sector. For example, Young (2015) advocated for cost cut using staff retrenchments in oil and gas companies. Meanwhile, governments' policy requires the operators to employ more workers (Balouga, 2012). In this case, there could be a conflict of interest, which may affect the realization of the aim of applying the control technique.

Recently, firms operating in the upstream Petroleum sector face challenge of dwindling crude oil price, a situation that has necessitated the implementation of cost reduction measures across the industry (Holter, 2015; Young, 2015). Wright and Gallun, (2011) noted that investment in the upstream petroleum sector is enormous and characterized by a significant risk compared to other areas in the oil and gas business (Midstream and downstream). Therefore, managers in this sector plan to maintain status quo or make more profits by adopting COST REDUCTION measures (Leinwand and Mainardi, 2013).

Effect of Cost Reduction Measures During Economic Crisis

Cutting cost during crisis time posed several challenges to the existence of a company that initiates it. Basically, research has it that 93% of cost reduction exercise initiated as a result of

economic downturn could not be sustained for a long term and that the costs of reinitiating projects eventually exceeds the costs saved during the programme (KPMG, 2010; Milic, 2011). Buntak, Drozdek and Sesar (2014) discovered that cost reduction measures implemented during crisis period are often aggressive hence affect the quality of management in an organisation.

Furthermore, a review of the literature revealed that cost reduction during a crisis is a reactive approach rather than proactive (Milic, 2011, 2013). The study also corroborated the fact that post-crisis cost increases and sometimes leaves firm worse than the pre-crisis time. However, a contrary opinion was given by another study that the best approach to economic recession remains cost reduction measures (Bardhan and Jaffee, 2005).

The effect of cost reduction programmes during economic downturn may look interesting in the short-term due to the drastic cut in several expenses such as IT costs, staff training, freezing compensations and employee retrenchment (American Agent & Broker 2009; Milic, 2011). However, in the long run, this strategy could lead to deficiency in technological skills due to lack of training; reduced productivity because of lack of incentives and ultimately, fear of layoff engulfs employees, which eventually affect the overall performance of the business (Appelbaum, Lavigne-Schmidt, Peytchev, and Shapiro, 1999; Milic, 2011). More so, other short-term measures like suspension/canceling of capital investment, if done without proper analysis, could result in a loss (Leinwand and Mainardi, 2013). Nevertheless, a good cost management with strategic focus may yield lasting results (Milic, 2013; Olalekan and Tajudeen, 2015).

The main challenge of rushing cost reduction programmes lies with post-crisis era. When the economic activities begin to revive, companies that implemented aggressive short-term strategies are prone to losses and high costs of readjustments (KPMG, 2013; Milic 2011, 2013). For example, the survey carried out by Leinwand and Mainard, (2013) and Milic (2013) claimed that the initial team split may be difficult to be formed and that companies may lose reputation in the sight of potential employees and other stakeholders.

Cost Reduction in the Petroleum Industry

The instability in crude oil prices has been traced to 1960s and 1970s where companies were confronted with a substantive challenge to cover costs and make profits. To confront the issue, firms operating in the petroleum sector established various cost reduction measures.

Implementing cost reduction measures in the upstream oil and gas sector becomes necessary as a result of dwindling oil prices and pressure from shareholders, the challenge in recent times shows that companies both operators and service companies have concluded plans to cut costs (Finweek, 2014; Young, 2015). Considering the sector's complexity, a dedicated and all-encompassing cost reduction programme will save companies (Finweek, 2014). Petrobras planned its cost reduction measures well ahead of the 2014 crude oil price fall for a term of four years spanning from 2013-2016 (Forrest, 2015). The company focused on Well Cost Reduction Programme and used 23 different cost-cutting techniques. As at December 2014, the company

had saved \$1 billion (Forrest, 2015). However, the National Oil Company of Liberia (NOCAL) approved a Sustainability Action Plan (SAP) to mitigate the challenge in the oil and gas sector. The plan includes cost control and cost reduction measures, such as staff cut, retirement of senior staff and reconstitution of the NOCAL Board (AllAfrica.com, 2015).

Costs Cutting Methods and Stakeholders Engagement

Stakeholders are referred to any individual or group who can impact or be influenced either positively or adversely through the actions of a company (Abuzeinab and Arif, 2014; Martin, 2006). Stakeholders' management is a critical issue in the Oil and Gas sector because of the increasing interest among parties. These parties include; the government, contractors, employees, regulatory agencies and communities (Martin, 2006). Implementation of costs cutting measures could affect both internal and business stakeholders. The Success of the technique depends on the extent that stakeholders are engaged because they contribute to the realisation of a corporation's objectives (Asel, Posch and Speckbacher, 2011). For instance, a survey conducted revealed that success in the implementation of costs cutting measures in German companies was due to practical engagements with the stakeholders (Himme, 2012). Therefore, the success of management's strategy of costs reduction hinge on the involvement of the stakeholders (Manetti, 2011).

The first step in the process of cost reduction in the oil and gas sector is adequate communication between the management and stakeholders (Leinwand and Mainardi, 2013; KPMG, 2010, 2011). Asel, Posch and Speckbacher, (2011) argued that the process of cost reduction in the petroleum industry should involve the stakeholders such as shareholders and the government. Scholars comment that by involving the stakeholders, (that is, shareholders, government, suppliers, etc) the company reduces the tensions that may arise in the event of loss of jobs, profit and tax income (Dang, Offurum and Morgan, 2015). Similarly, Fayard, et al. (2014) were critical about involving the supply chain management for a holistic cost reduction exercise. Communicating the cost reduction idea to the stakeholders is not a one-off event but needs a systematic engagement process. Above all, a successful cost reduction programme in an upstream petroleum sector requires a well-informed process to the stakeholders, which include the employees, shareholders, government, suppliers of materials and services, etc.

Another aspect of concern for a successful cost reduction in upstream petroleum business is the knowledge of costs to be reduced and how to reduce it. Schley (as cited in Himme, 2012) maintains that the first thing to be done is to review all cost drivers and operations before deciding what to do. The argument about what costs to be cut are proposed by Dang, Offurum and Morgan (2015). The researchers are with the view that during financial crises, spending cut, for example, capital expenditure be considered first by drilling less and slow down projects. They maintained that operating expenses and general and administrative expenses should be the next priority. However, this is contrary to the order proposed by Lunsford (2001). The study suggested that administrative costs are usually high so should be the first to cut. Nevertheless, most cost reduction exercise focus on capital investment and salary spending (Young, 2015). However, it was criticized that suspending investment arbitrarily and retrenching staff without adequate analysis could result in loss of profits and highly skilled staff (Appelbaum et al., 1999). Correcting the wrongs was assessed to be more expensive (KPMG, 2013).

Theoretical Framework

Stakeholders Theory

Stakeholder theory is the most popular theory used by researchers in the oil and gas industry. The Theory is a paradigm shift from the shareholder only company to company with interest in all social groups relating with the company. Stakeholders can be defined as any group or individual who can affect or are affected by the achievement of the organization's objectives (Freeman 1984). According to this definition stakeholder have the potential to both benefit and harm organizations (Gibson 2000). Presently, there is a process of giving more pressing power to social groups who can have a certain claim on the firm. Externalities, moral hazards and monopoly power abuse have been significant economic factors in those changes and encouraged society to take more control over private sector.

According to Zollinger (2009), engaging stakeholders in management and governance of an organization is the core of how power and authority and understood and disseminated in the organization. According to Andriof and Waddock (2017), stakeholder engagement can be defined as a trust-based collaboration between individuals and/or social institutions with different objectives that can only be achieved together. Advancing sustainable development is one such goal that needs the trust-based collaborative effort of both the organizations and their stakeholders to ensure its success. Moreover, while pursuing sustainable development objectives, organizations realize that they cannot act alone to develop a sustainability report (Isenmann and Kim, 2006), as organizations require the cooperation of their stakeholders to identify social and environmental issues perceived by stakeholders.

Study of stakeholder engagement theory identified different levels of engagement (Katsoulakos and Katsoulakos, 2007). 'Informative approaches' to stakeholder engagement include identifying and mapping the roles of key stakeholders to inform about the project. The next level is the 'instrumental approach' which is about understanding local concerns to foster social acceptance.

This involves increasing transparency, tailor make information to different stakeholder groups and integration of roles and interests of stakeholders into the project and process. Success arises from the next level of stakeholder engagement, the 'democratic approach'; true participation involves feedback loops from the interaction in the process. The first feedback loop is the integration of stakeholders' concerns, priorities, satisfaction, and suggestions into the process. This could involve consulting experts and instigating extra research to the impacts of project activities. The second is improving communication and transparency because of interaction. The third and final feedback loop is the willingness to make adaptations to the project implementation, in other words, the design.

In the context of oil and gas sector, the stakeholder theory enables the study to establish a team of experts in the process, who are key stakeholders in the industry. The theory is also an anchor in carrying out analysis on oil service firms aligning it to cost reduction techniques used by oil and gas operators. Finally, the theory enlightens the study on effective stakeholder engagement (Himme, 2012).

Legitimacy Theory

According to Guthrie and Parker, (1989) Legitimacy theory states that a social contract or agreement exists between an enterprise and its constituents, due to which “business agrees to perform various socially desired actions in return for approval of its objectives, other rewards and ultimate survival”(Guthrie and Parker, 1989). Under this perspective, organizations would employ a number of legitimating strategies, to extend, maintain or defend their legitimacy (Tilling, 2004).

Where deference exists between the values of the corporation, and the values of the community in which that corporation operates, corporate legitimacy is threatened (Lindblom, as cited in Mousa and Hassan 2015). This disparity between the entity's values and those of society is referred to as the 'legitimacy gap' and may affect the corporation's ability to continue its operations (Dowling and Pfeffer, 1975). To close the legitimacy gap, the entity must identify those activities that are within its control, and identify the relevant publics that have the power to provide the entity with legitimacy (Mousa and Hassan, 2015).

The petroleum industry attracts a wide range of stakeholders due to the effect of the industry's operation on the environment. Many legislation exist in the oil and gas upstream sector hence creating a legitimate contracts with governments, community, non-governmental agencies, suppliers, etc. This study will be anchored upon this theory to establish the relationship between cost reduction techniques and business stakeholders.

Methodology

In order to achieve the objective of the study, the researcher adopted a quantitative design. The design is used to reveal the relationship between variables cost reduction (independent variable) and business stakeholders (dependent variable). For the purpose of this study, a questionnaire was developed and administered to some selected service companies in Nigeria (Appendix I). A total of 70 questionnaires were sent by mail to the responded and 60 responded representing 86% response rate. The relationship between cost reduction measures and business stakeholders was tested using Chi-Square analysis of Statistical Package for the Social Sciences (SPSS) Version 20. *P*-value of less than 0.05 shows an evidence of relationship and a *p*-value of greater than 0.05 indicates that there is no effect on the null hypotheses.

Table 1: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.478 ^a	8	0.812
Likelihood Ratio	4.776	8	.781
Linear-by-Linear Association	.003	1	.958
N of Valid Cases	60		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .07.

Data Analysis

SPSS V20

From table 1, cost reduction measures used by upstream petroleum companies do not have any significant effect on the business stakeholders. The data analysed show that there is no statistical evidence of a relationship between cost reduction measure used by the upstream oil and gas companies operating in Nigeria and their business stakeholders ($X^2(8)=4.478$, $p=0.812$; Figure 4.6). The p -value is greater than 0.05. Therefore, the null hypothesis is accepted.

Table 2: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.094^a	12	0.236
Likelihood Ratio	17.071	12	0.147
Linear-by-Linear Association	1.490	1	0.222
N of Valid Cases	60		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is .22.

SPSS V20

Table 2, shows the result of the hypothesis, cost reduction measures used by operators in the Nigerian upstream oil and gas sector have no significant effect on service providers. From the table below, the p -value is greater than 0.05. Therefore, the null hypothesis is retained ($X^2(12)=15.094$, $p=0.236$).

Results and Discussion

Cost Reduction Techniques and Business Stakeholders

The hypotheses that Cost Reduction measures used in the upstream oil and gas sector has no impact on the business stakeholders. The results of the chi-square test show that the p -value was greater than .05 ($p=0.236$) implying that the variables have no relationship hence are independent. This result is contrary to the position argued by academics that cost reduction measures affects stakeholders especially when they are applied during financial crises (Appelbaum et.al, 1999; Asel, Posch and Speckbacher, 2011; Lunsford, 2001).

In previous academic literature, scholars in this field did not combine the cause and effect of the variables under study. However, a critical review was undertaken to synthesize their findings to the current study. For example, Lunsford (2001) found that cost reduction measures employed during crude oil crises had an effect on employees in the upstream oil and gas sector. Nevertheless, this study considered the interest of oil service firms instead of the interest of employees. In another study conducted by Fayard et.al, (2014), the researchers were specific on the supply chain of the petroleum industry but their findings shows that stakeholders in the petroleum industry were not involved and then recommended a holistic cost reduction exercise where all stakeholder should be involved in order to reduce the effect of the oil companies decision in the supply chain.

Effect of Cost Reduction Measures on Oil Services Companies

The result obtained from the Chi-Square test on the third hypothesis revealed that there was no relationship between the cost reduction measures used by the operators on the oil services

companies. Therefore, the null hypothesis was not rejected because the outcome of the test shows that the p -value obtained from the test was greater than 0.05 ($\chi^2(12)=15.094$, $p=0.236$) as shown in Table II. The result of this hypothesis was contrary to the claim of experts that contributed to the field of knowledge. For instance, Himme, (2012) discovered that oil services companies bear the aftermath of the fall in crude oil prices due to the reduction in capital investments such as reduced drilling costs, shutting down of unproductive assets and renegotiation of contracts. The expert took a review of past experiences in the oil and gas sector and concluded that the burden of cost reduction techniques remained with the oil services companies. However, the outcome of the descriptive statistics and the Chi-square tests contradicted earlier studies as they both show that oil services companies were less affected by the measures taken by the operators.

In a separate study undertaken by McAllister (2015) the outcome depicts that oil services companies had to engage in cost reduction due to the unfavourable measures taken by the operators. This stand was in line with what some respondents answered with respect to the reasons for cost reduction strategies. Nevertheless, most of the responses received for the study were elicited from oil services companies, and their overall views show that the companies were not affected by the measures taken by the operators.

Conclusion

The concept of cost reduction and business stakeholders were examined. An analysis was undertaken in order to establish whether a relationship of cause and effect exists between the cost reduction measures used by oil companies in the upstream sector and business stakeholders. A Chi-Square test carried out revealed that there was no evidence of a relationship between the two variables. Hence, the null hypothesis was accepted.

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Establishment of Irrigations for Effective Marketing of Agricultural Produce

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Abstract

The study examined establishment of irrigations for effective marketing of agricultural produce. The specific objective is to ensure that irrigations established are providing water flow over lands for nourishing crops among others. Research question is to what extent do irrigations cause water flow over lands for nourishing crops among others. Research hypothesis is, there is no significant relationship between irrigations and causing water to flow over lands for nourishing crops among others. Review of related literature had insight at facilitating institutions in the marketing of agricultural products. The economic theory was propounded by Han and Mathews (1966); which was discussed. Empirical review was stated. Survey research design was embraced. Area of the study was Ekpe farm settlement at Ihiala, Ihiala local government area, Anambra state, Nigeria. Population of the study was farmers in Ekpe farm settlement. The sample size was 215 but 206 copies of questionnaire were used and duly filled. Two point likert scale of questioning was adopted. Discussion of the study was based on establishment of irrigations for effective marketing of agricultural produce. The study concluded that establishment of irrigations and effective marketing of agricultural produce. The study recommends that federal or state government is expected to establish irrigations for the farmers among others.

Keywords: *Establishment, Irrigations, Effective marketing, Agricultural produce and feeder roads.*

Background to the Study

Establishment of irrigations is very essential for cash crops and food crops to produce healthy crops. Cash crops can boom an economy of a nation; because such a nation indulges in foreign exchange. Cash crops are those that earn foreign exchange for the nation, such as tobacco, cocoa, palm oil, palm kernel, groundnut, rubber, cotton etc. A nation can depend solely on food crops. Food crops on the other hand, include rice, beans, cassava, yams, maize, fruits and vegetables. According to (Rimando, 2004) agriculture is the systematic raising of useful plants and livestock under the management of man. Agriculture involves cultivation of crops raising and breeding of livestock, processing, storage, distribution and marketing of agricultural products. Irrigation, is the act or process of irrigating, or the state of being irrigated; especially the operation of causing water to flow over lands, for nourishing plants. Agriculture is the deliberate effort to modify a portion of Earth's surface through the cultivation of crops and the raising of livestock for sustenance or economic gain, Rubenstein, (2003).

Marketing of agricultural produce involves so many marketing services which are those activities; that are essential in order to accomplish the overall marketing functions such as: transportation, storage, grading and standardization, packaging, financing and risk bearing. Effective marketing of agricultural produce becomes more important to a country whose products are export oriented since earnings from such exports are used to execute development programmes.

As opined by Abellanosa and Pava, (1987), agriculture is the growing of both plants and animals for human needs. Effective marketing of agricultural produce is that it serves as an indicator of consumer preferences through the prices; the consumers are prepared to pay. This in turn affects the production decision of farmers since they are more likely to produce food crops and livestock which have high demand. Effective marketing of agricultural produce points out that the more the goods are available for marketing, the more people are employed in their marketing activities and hence the higher the standard of living which will consequently add to the wealth of the nation.

Statement of the problem

The challenges militating against effective marketing of agricultural produce are numerous. It is so because not all the farmers in Nigeria could reach all it takes to be a prolific farmer. As a matter of fact, the feeder roads to the farm lands are not easily accessible. It requires communal effort to at least make the roads accessible; for trucks to ply especially during harvest. Establishment of irrigations are capital intensive, which means that not all the farmers could afford to establish an irrigation; that will be able to produce crops during off season. Referring to this fact, it is a challenge militating against agricultural produce. It is a problem that keeps the farmers in a puzzle.

Objectives of the Study

The general objective of the study is to examine establishment of irrigations for effective marketing of agricultural produce.

The specific objectives are to:

1. Ensure that irrigations established are providing water flow over lands for nourishing crops.
2. Ensure that cash crops produced are healthy for foreign exchange
3. Ensure that food crops produced are healthy for consumption

Research Questions

This study deems it necessary for these research questions to be attended to; the research questions are:

1. To what extent do irrigations cause water flow over lands for nourishing crops?
2. To what extent do healthy cash crops produce for foreign exchange?
3. To what extent do healthy food crops produce for consumption?

Research Hypotheses

This study requires that these research hypotheses are to be tested. The research hypotheses are:

- Ho_i:** There is no significant relationship between irrigations and causing water to flow over lands for nourishing crops.
- Ho_{ii}:** There is no significant relationship between cash crops and healthy crops for foreign exchange
- Ho_{iii}:** There is no significant relationship between food crops and healthy crops for consumption

Review of Related Literature

Conceptual Review

Facilitating Institutions in the Marketing of Agricultural Products

The various agricultural products harvested at the end of each farming season are marketed through intermediaries. The intermediaries are

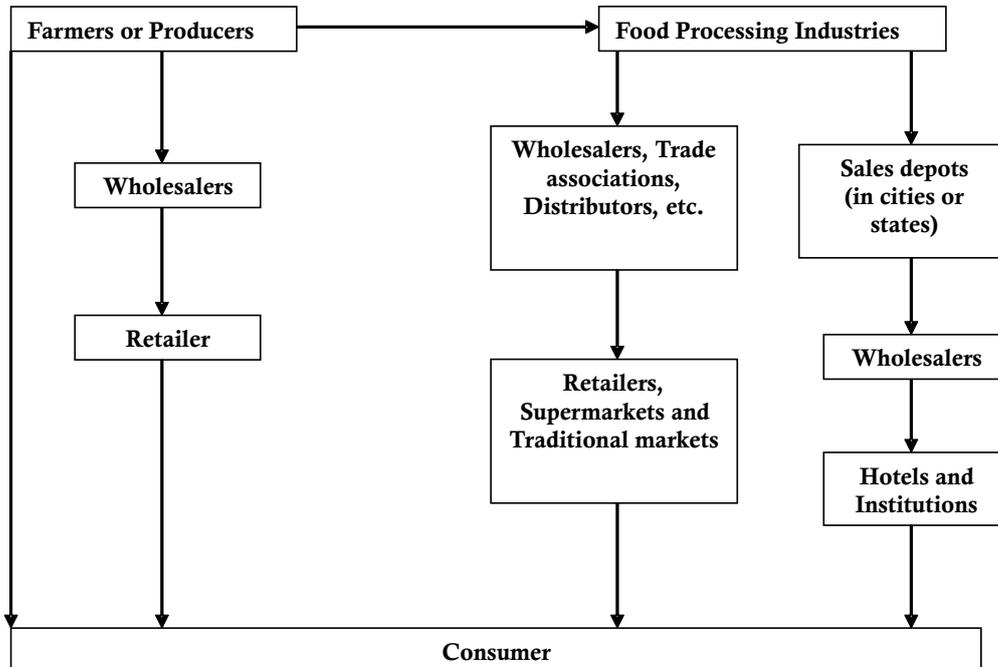
- a. Farmers themselves
- b. Wholesalers, Distributors, Retailers, Traditional markets etc.
- c. Food processing industries of factories.

The organigram below illustrates how agricultural products are being produced; and these agricultural products are also marketed. Intermediaries market these agricultural products. The farmers or producers harvest the agricultural products from the farm. The agricultural products are conveyed plying through feeder roads. At times the farmers sell directly to consumers which is known as direct channel or zero channel.

Wholesalers do purchase directly from farmers or producers in a very large quantity and as well sell to retailers who eventually sell to consumers. The farmers or producers equally sell to food processing industries. These food processing industries, transform agricultural products to some other products that are being packaged. The packaged products can be bought by wholesalers, trade associations, distributors, etc. The intermediaries sell to supermarkets, traditional markets, institutions, hotels and at times to consumers. The food processing

industries usually obtain sales depots in cities or states from which, the packaged products are distributed. Wholesalers buy in large quantity and sell to hotels and institutions where consumers normally buy from.

Fig. 1



Source: Ubanagu, O. and Ndubuisi, E.C. Marketing Management Theory and Practice. Optimal publishers, 113 Agbani Road, Enugu.

The diagram illustrated how harvest agricultural products are being conveyed from the farm to consumers. Furthermore, how some of the agricultural products move from the farm to food processing industries and eventually get to consumers.

Theoretical Framework

This study will anchor on relevant economic theory which was propounded by Han and Mathews (1996). As it is agricultural marketing has no distinct body of theory of its own. Therefore, analytical frameworks for marketing studies are sets of relevant theories drawn from general economics. Relevance is largely determined by the economic functions performed in a marketing system, the nature of the specific marketing problem under study and the economic forces and restraint in agricultural markets.

As opined by Israel and Wilson (2006), knowledge of clients' use of information channels can have an impact on reaching those clients, and consequently achieving intended outcomes. The well-known theories of consumer demand, production, pricing, farmer demand for inputs, market information, behavior of the firm, innovation, storage, transportation, competition, countervailing power and others.

Among these, the theories of consumer and farmer demand for farm products, inputs and marketing services are especially useful for explaining and predicting how and why the structures of these demands change during development. Apantaku (2007), stated that basic research is the process of using the abstract principles of pure sciences to find out why, how and wherefore of all operations in agricultural production and management.

The theory of production is important since most marketing operations involve the production of goods and services. In the view of Eicher and Staatz (1984), improved agricultural technologies are, for the most part, the product of formal agricultural research systems. They require inputs of productive factors. With technological advance in marketing, rising wages and increases in market size during development, analyses of economics of scale and changes in substitution relationships among productive factors acquire great importance in marketing studies. According to Quinones (1999), to arrest the problems of poverty and food insecurity in many of the developing countries, the critical role of agricultural intensification as the engine of broader economic growth is becoming increasingly clear to the government and leaders. The relevant economic theory explains that it is vital to establish inputs factors for production of agricultural products. As the premise stands establishment of irrigations is one of the inputs. It explains further that it will enhance the marketing of agricultural products and create an enabling environment.

Empirical Review

Etwire, Dogbe, Martey, Owusu and Fearon (2014) had s study on innovative agricultural technology dissemination: finding a new use for motor tricycle. Population of the study comprises of farmers in Dagombas and Gonja, Ghana. A multi stage sampling technique was used. Data collected and observations made were subjected to descriptive and logit statistical analysis as well as fried man test in order to generate results for discussion. Sample size of the study was three hundred and twenty two (222). The study found out that maximum impact, female farmers, members of relatively small households and elderly farmers should be targeted. The study recommends that agricultural technology interventions should employ either one firm demonstration or video shows, especially when constrained to adopt only a single awareness creation technique.

Bite and Anand (2017) conducted a study on role of social media in agriculture marketing and its scope. The study adopted a descriptive research and the primary data collection tools were structural questionnaire and in-depth interviews from farmers who use social media. For this study, researcher selected one hundred (100) resonances randomly and focuses group discussion for the collection of the data from the farmers. The study found out that farmers were getting right information on right time. The results of the study shows role of social media in agricultural marketing are dominated by males. The study recommended that Facebook is the most likely social media for pages and profiles.

Methodology

Research Design

The study embraced survey research design. Survey research design is very suitable because it places transparency about findings or discovery of the study.

Area of Study

The study took place at Ekpe farm settlement in Ihiala, Ihiala local government area, Anambra state, Nigeria.

Population of the Study

Population of the study was farmers who settled in Ekpe Farm settlement. Ekpe farm settlement is in Ihiala, Ihiala local government area, Anambra state, Nigeria. The farmers reached were two hundred and fifteen (215) in Ekpe farm settlement, Ihiala in Anambra State, Nigeria.

Sampling Plan

Sample plan, consists of sample designs, which refer the different ways, a researcher draw samples from any given population according to Nnamdi (1991). Sampling plan comprises of sample procedure. The sample unit concerns the farmers who settled in Ekpe farm settlement, Ihiala, Ihiala local government area, Anambra state, Nigeria. The sample size of the study was two hundred and six (206) respondents duly filled their copies of questionnaire and the copies were used for the study. Method applied was the distribution of questionnaire. The procedure adopted was non-probability sampling and the type applied was the convenience or accidental sampling procedure.

Data Presentation and Analysis

On the collection of the copies of questionnaire, it was recorded that two hundred and six (206) copies were to be in a useful form.

Table 1: Gender of Respondents

Sex	Frequency	Percentage
Female	06	03
Male	200	97
Total	206	100

Source: Field Survey, July, 2020.

From the data collected, there were six female respondents as farmers in Ekpe farm settlement. The percentage was (03%) while two hundred (200) male respondents were farmers in Ekpe farm settlement. The percentage was (97%).

Table 2: Analysis of Attitude Questions; Establishment of Irrigations and Effective Marketing of Agricultural Procedure

S/N	Question	Agree	Disagree
1.	Do state or federal government establish irrigation for farmers in Ekpe farm settlement	95 (46%)	111 (54%)
2.	Do farmers in Ekpe farm settlement produce agricultural products during off season	152 (74%)	54 (26%)
3.	Do feeder roads being maintained by farmers in Ekpe farm settlements	26 (13%)	180 (87%)
4.	Do farmers in Ekpe farm settlement indulge in effective marketing of agricultural products	201 (98%)	05 (2%)
5.	Does Ekpe farm land seem to be fertile	204 (99%)	02 (0%)

Analysis of Likert Questions

1. The researcher beseeches to know the respondent's opinion in Ekpe farm settlement, Ihiala. Out of two hundred and six (206), ninety-five (95) agree that State or Federal government establish irrigation for farmers in Ekpe farm settlement which resulted to (46%). While one hundred and eleven (111) disagree that state or federal government establishes irrigation for farmers in Ekpe farm settlement, the percentage was (54%).
2. The researcher implores to know the respondent's opinion in Ekpe farm settlement, Ihiala. Out of two hundred and six (206), one hundred and fifty-two (152) agree that farmers in Ekpe farm settlement produce agricultural products during off season and the percentage was (74%). While fifty-four (54) respondents disagree that farmer in Ekpe farm settlement do produce agricultural products during off season and the percentage was (26%).
3. The researcher seeks to know the respondent's opinion in Ekpe farm settlement, Ihiala. Out of two hundred and six (206), twenty-six (26) agree that feeder roads were maintained by farmers in Ekpe and the percentage was (13%). On the other hand, one hundred and eighty (180) respondents disagree that feeder roads were not maintained by the farmers in Ekpe and the percentage was (87%).
4. The researcher demand to know the respondent's opinion in Ekpe farm settlement, Ihiala. Out of two hundred and six (206), two hundred and one (201) agree that farmers in Ekpe farm settlement indulge in effective marketing of agricultural products which amounted to (98%). While five (05) respondents disagree those farmers in Ekpe farm settlement do not indulge in effective marketing of agricultural products which resulted to (2%).
5. The researcher obliges to know the respondent's opinion in Ekpe farm settlement, Ihiala. Out of two hundred and six (206), two hundred and four (204) agree that Ekpe farm land seem to be fertile which was (98%). Meanwhile, two respondents (02) disagree that Ekpe farm land does not seem to be fertile, which resulted to (0%).

Discussion

The study discussed about establishment of irrigations for effective marketing of agricultural produce. Farmers settled in Ekpe farm land, these farmers produce agricultural products, which they market through intermediaries until the agricultural products get to the final

consumers. At times, the farmers themselves market directly to consumers; which is known as direct or zero channels. Establishment of irrigations provides agricultural products during off season.

Agriculture provides food for the entire population of the country, as well as providing raw materials for agro based industries in the country. It provides employment for people because more than 65% of the productive people are engaged in agriculture in one way or the other. It earns the much needed foreign exchange for many countries along the coast of West Africa including Nigeria. Agricultural products are exported to earn the foreign exchange. However, before the oil boom during the 70's, agriculture contributed over 80% of the country's foreign exchange earnings. Agriculture provides market for certain industrial goods which could be utilized for agricultural production, such as tractors, animal feed, fertilizers, hoes and cutlass. Agriculture provides both unskilled and semi skilled labour required in industries etc.

Conclusion

The study concluded that establishment of irrigations aid effective marketing of agricultural produce. Agriculture provides employment for people, which can be unskilled or semi skilled. Agriculture provides foreign exchange for a nation and a nation can depend solely on agriculture.

Some agricultural products can be processed for some consumers to consume; because not all agricultural products can be consumed in the raw form. For effective marketing of agricultural products the feeder roads are to be maintained often to enable access to the farm lands.

Recommendations

The recommendations of this study are

1. Federal or State government is expected to establish irrigations for the farmers.
2. Federal or State government is expected to maintain the irrigations if established.
3. Federal or State government should ensure that farmers pay taxes, since a lot of agricultural produce will be sold.
4. Federal or State government should provide pesticides, herbicides, fertilizers for farmers at affordable prices.
5. Federal or State government should ensure that the feeder roads are accessible.

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Impact of Industrial Unions Strike on the Performance of Public Universities in Nigeria

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Abstract

The Nigerian University system, which is designed and packaged to be a fulcrum for national development has witnessed so much industrial unrest. Strikes of various and reasons have become a normal phenomenon in growing inconsiderate policy making relationship between the government and academia. Though it is stipulated in the constitution that strikes can be used as avenues to express public opinion which can bring positive changes, and the frequency of industrial crisis/disputes has affects the standard and products of public Universities in Nigeria despite highly improved inputs and this situation is mirrored effectively in the Nigerian economy. This paper reviews the impact of industrial unions strikes on the performance of public universities in Nigeria. The study revealed that the problem of industrial relations in the Nigerian University system were found to be lack of education of some labour leaders, the rigid structure of relationships, lack of flow of communication, management and government meddling with union affairs, frequent trade disputes, under funding and inadequate teaching facilities. Political factors were also discovered as some of the causes of industrial disputes within the university system. These affect student academic performance and generally loss of productivity in economic sector of Nigeria. The study recommended that both union leaders and management representatives should from time to time embark on training to understand the workings of industrial relations.

Keywords: *Impact, Industrial Unions, Strike, Performance*

Background to the Study

University worldwide is regarded as the citadel of Knowledge; the fountain of intellectualism; the most appropriate ground for the intellectual incubation of leaders of tomorrow. According to Ike (1999), a university fulfills one major function: it is a knowledge and value provider. It stands or fails in its ability or inability to deliver on this criterion. According to Magna Charta Universitatum, "the university is an autonomous institution at the heart of societies differently organized because of geography and historical heritage; it produces, examines, appraises and hands down culture by research and is an enterprise that serves multi-disciplinary purposes. This, according to Nwankwo (2000) explains why merit has been, the watchword in the university system where a student must first be certified worthy in character and learning before being admitted into the Honours Degree Flail. However, it is sad not note that the objectives of university has been not fully actualized because hindered of incessant industrial unions strike. Industrial unrests or strikes can arise where employees and employers have failed to satisfactorily agree on their concerns; industrial actions have often been called by representative trade unions. Industrial actions, therefore, represent the climax of unresolved conflicts between employers and employees.

In Nigeria, Yusuf (2017) posit that numerous industrial actions had been embarked on by the union to compel the government to meet the needs of public universities lecturers and schools especially in the areas of wages, allowances and infrastructural facilities in tertiary institutions. During such industrial actions, schools were to shut down for months; academic activities have paralyzed, and students and parents were frustrated. It should, however, be stressed that some of the numerous actions of the ASUU were intended to improve the welfare of the public university, lecturers, students and society at large. For instance, the union has actively involved in the struggles against the military regime during the 1980s.

Yusuf further observed that in 1988, the union organized the national strike to seek the increase in wages and University autonomy. As a result of that industrial action, the union has banned on 7th August 1988, and all its properties have seized. It is on record that several industrial actions had been embarked on after the ban lifted in 1990. The last one took place in 2013, and it lasted for almost six months. These strike actions always lead to disruption of academic programs which may expose students to disjointed learning and it may encourage poor study habit among students.

Empirical study by Odubela, (2012) revealed that an effective learning or an enhanced academic performance is achieved by the successful covering of the course outline before the examination. Maliki and Ekpekin-Ekanem (2011) opined that quality and quantity of students' learning determined by individual study habit. During strike actions, some students may engage themselves in unproductive activities such as sexual immorality, cyber scam, pool betting, playing video games, gossips, watching films and reading comic materials for entertainment purposes rather than reading the school notes. These may affect their academic performance. According to Arukaino (2013), the idling youths at home could cause security problems. Isangedighi (2011) opined that the way a stimulus excites or impacts on an individual would trigger his/her responses. These are an indication that students may lose the skill for preparedness and readiness to learn at the time of the strike. Hence their educational attainment becomes adversely affected.

Odubela (2012) also observed that disruption in academic program occasioned by strike action breeds disappointment, frustration, emotional and psychological trauma, unpreparedness on the part of the students and lack of motivation, which sum up to a non-conducive environment for active learning in Nigerian Universities, a situation that dampens human development. Statistics from the National Universities Commission (2002) revealed that from 1992 up to the present, ASUU had embarked on strikes over 23 times to drive home its demands. From 1999 to 2016, a total of 41 months strikes were occurred in public university in Nigeria (1999 5months, 2001 3months, 2002 2months, 2003 6 months, 2005 1 week, 2007, 3months, 2008 1week, 2009 4 months, 2010 5 months, 2013 2 months, 2weeks, 2014 6 months and 2016 3days (Yusuf, 2017).It is on this background that the study interrogated the impact of industrial unions strike on the performance of public universities in Nigeria.

Industrial Strike

A strike is a temporary work stoppage carried out by one or more group of workers with a view to enforcing or resisting demands or expressing grievances, or supporting other worker in their demands or grievances. Momodu, Gambo and Momodu (2014) described strike as the cessation of work by a body of employees or a labour union representing the interests of the employees in an organization, due to a stalemate in collective bargaining between this group of employees and their management or employer. The Industrial Disputes Act, 1947 described strike as suspension or cessation of work by a group of persons employed in any industry, acting in combination or a concerted refusal or a refusal under a common understanding of any number of persons who are or have been so employed to continue to work or accept employment. According to Eni (2000), strike indicates a breakdown of cordial relationship between labour and management and is usually the one aspect of industrial relations that invites the most negative commentary. Fajana (2000) defines strike as a temporary cessation of work efforts by employees in the pursuance of a grievance or demand. Strikes have become a significant approach toward expressing workplace grievances. Adeogun (1980) remarked that strike is all about “grievances, actual or imagined, arising from industrial life.”

Performance

Performance is an accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. Performance is viewed as the implementation of an action or one's ability. Good performance is also related with achieving the quality, quantity, cooperation, dependability and creativity. Employee performance is considered as the measures of the quality of human capital. According to Churchill, Ford and Walker, (1987), the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions). What most administrative officers in government agencies including state government are likely to face is the crucial question of what factors influence employee performance in the public service. Job performance becomes the most important focus of administrators and academicians because the performance level will deteriorate if the level of skill of employee drops (Osawe, 2015).

Performance is an action that involves a lot of efforts aimed at achieving a purpose. Performance is measured on a given set of standard to determine how well or badly a duty or an activity is carried out. Therefore, performance could be good or poor. Performance of Nigerian public service has been a major concern to policy makers and researchers as well. This is because despite all measures put in place to arrest the performance failure, the service, it seems, has defied all approaches towards tackling the problem of inefficiency and capacity collapse (Arowolo, 2012). He identified environment as one of the factors responsible for the above situation.

In analyzing the above factors, it should be stressed that the environment under which an employee operates should be considered as it determines the smooth management of the Human resources in an organization. Human resources is believed to be the “backbone” of the public services with imperative role of ensuring that government policies and programs are implemented effectively and efficiently, hence the environment of the public universities should be able to produce quality (skill) employees, work processes and development, a corrupt free environment and leadership devoid of industrial unions strike.

Marxian Conflict Theory

This study anchored on the Marxian conflict theory. Marxists theorized that conflict is an inherent characteristic of the society. This view of industrial relations looks at the nature of the capitalist society, where there is a fundamental division of interest between labour and capital, and sees workplace relations against this background. The conflict theory is embedded in the works and ideas of Karl Marx. This theory explains that conflict is inevitable and stems from inequalities of power and economic wealth inherent in a capitalist economy or society. In Marxian analysis, conflict is attributable to an enduring power struggle between workers and their employers over the control of various aspects of work (Fashoyin, 2007). Identifying the causes of workplace conflict, Fashoyin (2007) further submits that “inequality in the distribution of the proceeds of industry, job-insecurity of the worker, and poor management control strategies breed grievances which lead to conflict.

Here, conflict is seen as inevitable, and trade unions are a natural response of workers to their exploitation by capitalists, since it is rather difficult and dangerous for workers to individually express their grievances to management. Conflict theorists posit that there may be periods of acquiescence in this conflicting relationship. However, the institutions of joint regulations are believed to enhance rather than limit management's position as they presume the continuation of capitalism rather than challenge it (Wokoma, 2010).

This theory is relevant to the study because, industrial relations in Nigeria is largely imbalanced and antagonistic between the parties involved, often in favour of capital. The employer is wielding so much power at the expense and exploitation of the worker. Thus in response to such exploitative tendencies, conflicts result, conflicts over processes of work relations and control. With regards to wages, while the capitalist endeavours to purchase labour at the lowest price possible, the wage worker on the other hand, tries to sell his only asset at the highest possible price in order to ensure his existence (Fajana, 2000).

Overview Industrial Unions Strike in or among the Public Universities in Nigeria

The history of strike on the public universities in Nigeria dates back to 20th May, 1980, when trade disputes was declared with the Governing Councils of Universities in Nigeria, which demanded for improved funding of the universities, academic freedom, autonomy, as well as the setting up of a special body, to review the conditions of service of the universities' staff. According to Anonaba (2015) in 1992, members of Academic Staff Union of Universities (ASUU) declared an industrial dispute, over gross underfunding of universities in Nigeria, poor conditions of service of the academic staff, university autonomy, as well as the need for academic freedom. The strike, which was nationwide, lasted for nine months. At the end, ASUU was proscribed while a separate Salary Scale tagged 'University Academic Staff Salary (UASS) was approved by government. This triggered another strike by the Senior Staff Association of Teaching Hospitals, Research Institutes and Allied Institutions (SSATHRIAI) and Non Academic Staff Union (NASU) members, which sought parity in salary with the Academic Staff Union (ASUU).

In February, 1993, the University Academic Salary Scale (UASS), earlier approved for ASUU members, was cancelled while an Elongated University Salary Structure (EUSS) was approved in its replacement. Consequently, The 1993/94 academic session was scrapped in most universities. On 3rd May, 1993, members of ASUU declared another strike, which lasted for five months and challenged the cancellation of the University Academic Salary Scale (UASS). In 1994, ASUU declared another politically motivated strike, which demanded the actualization of June 12, 1993, Presidential Election, won by Chief M.K.O Abiola, as well as proper funding of education. The report of the Monitoring Committee on federal tertiary institutions in Nigeria, in March, 2002, cited in (Obe 2003) indicates that between 1992 and 1999, there were seven strike actions including industrial strikes, trade dispute, internal strikes, and nationwide strikes.

On 22nd June, 2009, the National Executives of ASUU declared a total and indefinite strike, to compel Federal Government to sign the agreement reached with ASUU on the re-negotiation of the June, 2001 FGN-ASUU Agreement. In October, 2010, all the Universities in the Southeast zone of Nigeria embarked on an indefinite strike, where they demanded for the implementation of the agreements signed with ASUU, particularly on salary and allowances. A report in the nation's newspapers also indicated that all the tertiary institutions in Kwara State (one of the 36 States in Nigeria) embarked on a strike, demanding for one hundred percent implementation of the Consolidated Polytechnics and Colleges of Education Salary Structure (CONPCASS) and the Consolidated Tertiary Institutions Salary Structure (CONTEDISS), effective from January, 2009. Of recent, the Academic Staff Union of Universities (ASUU) declared a strike over the non-implementation of the agreements reached with Federal Government since year 2000. The strike lasted for almost six months and was suspended during the last week of December, 2013. These are few cases of strikes that occurred in tertiary institutions in Nigeria (Ige, 2014).

Causes of Industrial Unions Strike in Public Universities in Nigeria

Akpala (1992) identified the causes of industrial disputes as economic, moral and political, and those dependent on the job. On economic causes, he related to improper adjustment of

wages to cost of living, the system of reward of labour in cash, kind or both and working conditions, including working hours. In view of the above, Ajewole (2014) stated that causes of industrial dispute in Nigerian tertiary institution with the staff unions factors related to poor infrastructures, poor salaries, and failure on the part of the federal government and management to implement the agreement between it and union members, incessant increment of fuel by the Federal Government, agitation for the reinstatement of ASUU sacked members, among others. Ames, Harriet, Merryll and Yosuf (2011) attributes industrial unions strike to poor salaries, deterioration of academic facilities and poor working conditions.

On moral and political causes, these from his view point relate to employer's failure to provide adequate measures for the welfare of workers on and off the job. The political side relates to matters about union solidarity, trade union jurisdiction, demarcation of functions recruitment of about and the recognition of worker's organization and their leaders by the employer. Fashoyin (1992) observed that when a trade union called out its members on strike, it is the belief that the strike will exert pressure on the employer to take a desired action such as conceding to a demand for improvement on term of employment or ameliorating an unsatisfactory workers condition. Appleby (1981) asserted that the ratio of profit to wages is usually a source of industrial unions strike between worker and managers.

Ude (2000) in his opening address before the national executive of academic staff union blamed industrial conflict in university on inadequate system of information flow from university management which he argued can lead to rapid circulation of rumors and unnecessary alarm within the university.

Moore (1970) regretted that politicians often see labour potential contribution as mere mobilization of human energies but went ahead and described the workers roles as motor of development. According to him, in many cases, such terminology goes beyond slogans and elaborate, impracticable theories of mass organization or human investment schemes while in practice, nothing concrete is done to operational these ideas. He opined that hidden goal, seen by many as a trap, is that such participation in setting priorities automatically eliminates any opposition to what becomes a joint labor government venture. The above views reflect causes of industrial disharmony in the university system. In most cause, academic staff unions and other affiliated union are sidelined on policies affecting them, prompting unfavorable industrial relations.

The Impact of Industrial Unions Strike on Performance of the Public Universities in Nigeria

The impact of strikes on public universities in Nigeria is diverse. Ige (2014) observed that incessant strikes in tertiary institutions in Nigeria have had negative effects with government, parents, and educational institutions' administrators having their share of the effects. Aanyawu (2014) posits that incessant strikes have adverse effect on the economy. According to Aanyawu, these effects include, the suspension of academic activities, and disruptions of academic calendar, conflicts between the government and trade unions, government and academics, corruption, laziness of students, increase in crimes in the society, degrading the academic profile of Nigeria, loss of jobs, inactive economic activities and delay in registration of graduate students with NYSC, just to mention few.

This finding is similar to the observation made by Emenyonu (2004) as universities and tertiary institutions for almost six out of the nine months of the academic years were shut and yet everybody pretended that the remaining three months are enough to complete the year's work. Further result showed that there is irregularity of academic programmes. It was also shown by the result that there are examination malpractices on increase, and cultism among students. This is because students are not properly taught and so they employ various foul means even in collaboration with their teachers to ensure they pass the examinations.

A study conducted by Anonaba (2015) on strikes in Nigeria higher education. The findings of the study revealed that strikes impacted on the physical state of the Nigerian public universities. According to Anonaba, university structures and equipment are left without use. Vandals use this time to vandalize university property worth millions and the university is not maintained as workers take part in strike actions. Structures, facilities and environment dilapidate when strike suspends daily maintenance. The image of the university continues to wane before members of the society. Parents become fed up with their ward's inability to complete their education.

Humanly, the impact of strike on the University is great. Anonaba (2015) observed that strike prevents human resources that work at the university from working. It prevents them from developing in any of the areas of their duty. The human brains that are trained at the university are set loose of every level of culturization. The impact of such phenomenon is that the society fails to benefit from the trainers, the human resources and brains which are the students. The finding is in line with the findings of Ogette, Eke and Ori (2017) that disruptions in academic programs serve as non-motivational factor to the students. It is not surprising therefore that during strike actions, most students are seen involved in diverse activities such as sexual immorality, cyber scam, pool betting, unnecessary gossips, watching of films and reading comic materials for entertainment purposes rather than reading their books. In the long run, they soon forgot about academics and are no longer prepared for class activities which negatively affect their learning capabilities.

Economically, the University dwindles as economic activities become inactivated, yet there are even more expenses but no income. University workers would be paid, electricity, water and security would be paid for, more travels for university officials as they engage in travels for endless negotiations to achieve the aim of going for strike. Strike imposes cost on the employees, the employers and the entire economy. The employees may suffer loss when they are not paid during the strike period. According to Fashoyin (1992) employers cost may be indicated by lost output, lost customers and lost management confidence.

In summary, the economy effects of industrial unions strike is not only on the universities but on the country entirely. The loss of productivity as a result of industrial unions strike affects the Gross Domestic Product (GDP). This, according to Fashoyin (1992) constitutes the most significant quantitative cost to society. The instability of the academic calendar in public universities in Nigeria due incessant unions strike has led so many people to leave the country and study in other countries.

The national image is also smeared by these strikes as they display poverty of leadership responsibility. As the nation gets lock up in unending negotiations of strike with the body that trains and qualifies its literate work force, it casts a shadow of underdevelopment on this country. Over the years, there have been growing concerns about the fall in the standard of education in Nigeria (Okebukola, 2002). One factor that can be attributed to this according to Saint, Hartnett and Strasner (2003) is the incessant strikes and the associated closure of institutions. All these phenomena affect our country in the scheme of things in the international arena. This strike becomes a reoccurring event with every administration of government; it shows inability on our leaders and our teachers. The major reason for strikes in higher education institutions have always been unfulfilled agreements, lack of adequate academic sponsorship, mismanagement of academic funds, non-payment of staff salaries and obnoxious government policies. These are all leadership challenge that affects us in Nigeria.

Conclusion

Universities as ivory tower of knowledge have very salient roles to play in the national development as well as manpower development. There expected roles in the development of the nation have often been forestalled due to federal and state governments intervention or encroachment in university autonomy. The frequency of industrial crisis/disputes was discovered to be high in the Nigerian university system. The problem of industrial relations in the Nigerian university system were found to be lack of education of some labour leaders, the rigid structure of relationships, lack of flow of communication, management and government meddling with union affairs, frequent trade disputes, under funding and inadequate teaching facilities. Political factors were also discovered as some of the causes of industrial disputes within the university system.

Recommendations

The following recommendations as desirable:

- i. Both union leaders and management representatives should from time to time embark on training to understand the workings of industrial relations.
- ii. The government should develop actions such as organizing meetings and interactive sessions; that will help to check incessant industrial action in the education sector in Nigeria.
- iii. ASUU officials should always try to avoid any of their decisions that will lead to strike actions.
- iv. The school management should be sensitive to the needs of ASUU.

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Perception of Women on Sexual and Gender Based Violence in Nsukka, Enugu State

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Abstract

Sexual and gender issues have been a problem in Africa and in Nigeria in particular where females were considered less important than their male counterparts in their families, cooperatives, businesses, academic matters among others. Gender-Based Violence (GBV) is deeply rooted in many cultural and traditional values. It is regarded as a normal attitude, remains hidden and tacitly condoned. It has devastating health impacts on the women, as women are mostly controlled and dominated by their partners in a relationship and must never complain of sexual harassment and in the case of childlessness; the woman must accept it as her fault. This study was located in Nsukka Local Government area of Enugu State. A cross sectional survey of 200 study participants was conducted. The instruments used for data collection were structured 194 questionnaire and 6 in-depth interview guide. The data was analyzed using Statistical Package for Social Sciences (SPSS), frequency distribution tables and chi-square (χ^2) for hypotheses. The findings from the study stated that sexual/psychological, physical violence and preference of male child are the major forms of GBV in Nsukka, Enugu State. Majority of the respondents (55.7%) indicated that Spiritual manipulation and illiteracy/ignorance are the major causes of GBV. The study also concluded and recommended that mass sensitization/awareness, empowerment, advocacy by social workers, through domestication of the Convention to Eliminate All Forms of Discrimination against Women (CEDAW), will help curb GBV as indicated by 42.7% of the respondents.

Keywords: *Gender, Gender-based violence, Nsukka, Perception, Rural Area, Violence, Women.*

Background to the Study

Gender-based violence (GBV) is a serious public health problem affecting mostly women, though the scourge is particularly difficult to eradicate in Africa, where an unhealthy mix of tradition, inequality and even ignorance conspires against women (Uwameiye and Iserameiya, 2013). GBV has to do with any harm that is perpetrated against a person's will; that has a negative impact on the physical or psychological health, development, and identity of the person (Odimegu, Okemgbo and Ayila, 2010). Gender based violence is a huge public health problem and a long time concern in many African and International communities. Gender based violence is not a new problem (Organization for Economic Cooperation and Development (OECD), 2013). GBV is deeply rooted in many cultural and traditional values. It is regarded as a normal attitude or remains hidden or tacitly condoned (Nnadi, 2012). It has devastating health impacts on the women, as women are mostly controlled and dominated by their partners in a relationship and must never complain of sexual harassment and in the case of childlessness; the woman must accept it as her fault. GBV is practiced against everyone but it affects mainly women and girls and is carried out in all settings including work places, schools, families and communities.

In Nigeria, women perceive GBV as wife assault and battery, rape, Female Genital cutting (mutilation), male preference of male over female child and marginalization in politics. Wife assault and battery refers to situations where husbands physically assaults or beat up their wives and in the process inflict on them bodily injuries and emotional trauma. Most people believe that wife beating is a means of exercising the men's authority or as a control measure over his wife (Odimegwu, 2001). Reports reveal that the level of wife battery is shockingly high despite the fact that there is gross under reporting and improper documentation of this form of violence against women. Rape is another form of gender based violence which is described as the forceful act of carnal knowledge of a woman or girl by a man against her consent (Uzuegbu, 2011). The women's rights group, "*People Opposing Women Abuse (POWA)*" defines rape as 'any forced or coerced genital contact or sexual penetration'. The physical act of rape - forced sex, typically without a condom or any protection, sometimes causing genital injury and bleeding - may directly lead to a girl or woman contracting HIV. If a woman is attacked by multiple assailants (gang raped), her chances of acquiring HIV will, of course, also be multiplied. One of the most worrisome dimensions of rape against women in Nigeria has to do with the involvement of security personnel's, who are supposed to protect the lives and properties of the citizens. Some instances where security forces sexually abused women and young girls in Nigeria as enunciated by Uzuegbu (2011) include the following:

- i. Raping of women by soldiers during the inversion of Odi in Bayelsa State in 1999.
- ii. The rape of women at Ugborodo Delta State by security forces in 2002.
- iii. The rape of women and young girls by the joint military task force known as "Operation Restore Hope" Bayelsa State in February 2005.

The rape of two young undergraduate girls of Enugu State University of Technology (ESUTH) aged 17 and 18 years by three police officers led by a police superintendent. Female genital cutting is a traditional practice that involves cutting or altering the female genitalia as a rite of passage or for other socio-cultural reasons (Mohammed, Ali and Yinger; 1999).

Female Genital cutting according to Population Reference Bureau, (2000) is practiced in 28 African countries and in about 20 Middle Eastern and Asian nations. Despite the constitutional provision against torture and human dignity, female genital cutting is widespread among various cultures in Nigeria. According to Chukwu (2006) female Genital cutting is an unnecessary gruesome and crude surgery that involves partial or total removal of the external organs of women as a prerequisite to earn respect and recognition. In the area of male preference, most African cultures and beyond have the belief that male children are better than female children. This stems from their belief that male child makes a turning point in the family and is usually accompanied with an elaborate celebration. Women who have male children see themselves as having secured their places in the families. This is unlike those who have no male child. They face all sorts of humiliation from the family members which in most cases led them to seek for assistance from unspeakable quarters. The preferential treatment given to male children in their family goes a long way informing their opinions and attitudes towards their sisters and women in general. Some of these advantages denied the females right to formal education, denial of eating certain foods, subjection to all kinds of family chores and so on. Marginalization in politics and leadership is very obvious in Nigeria. Women's participation in Nigeria politics is generally low when compared to that of men. Though women constitute approximately half of the country's population, they still find it difficult to break into the mainstream of political participation due to reasons which according to Uzuegbu (2011) includes high illiteracy level, lack of fund, electoral violence, religion and social barriers.

The causes of gender-based violence are many and varied depending on the types of violence. Bitangaro (1999), had summarized the causes of violence against women as being deeply rooted in the way society is set up-cultural beliefs, power relations, economic power imbalances, and the masculine idea of male dominance. Studies reveal that the causes of gender based violence are complex and certainly multi-factorial; nonetheless any explanation must be seen against a background of gender inequality where the victims are most frequently the women and the structure of the society act to conform to this inequality (Abam and Kwaja, 2009; Okoreafor, 2010). The prevalence of gender based violence is dependent upon the type of social and cultural rules and values held by a given society. Some of the factors that contribute to gender based violence include: cultural acceptability of GBV, patriarchal nature of Nigeria society, inadequate laws and system of enforcement, lack of awareness of existing laws and policies.

Women perceive gender based violence as hindering their empowerment like taking control of their lives, setting their own agendas, gaining skills, building self-confidence, solving problems, developing self-reliance and so on. Outsiders cannot empower women: only women can empower themselves to make choices or speak out on their own behalf. Gender based violence seriously affects all aspects of women's health- physical, sexual and reproductive, mental and behavioural health. Health consequences of GBV can be both, immediate and acute as well as long lasting and chronic; indeed, negative health consequences may persist long after the violence has stopped. The more severe the level of violence, the greater the impact will be on women's health. Furthermore, exposure to more

than one type of violence (e.g. physical and sexual) and/or multiple incidents of violence over time tends to lead to more severe health consequences (WHO 2002; Johnson and Leone, 2005). Women also perceive gender based violence as a threat that can result in women's deaths. Fatal outcomes may be the immediate result of a woman being killed by the perpetrator, or in the long-term, as a consequence of other adverse health outcomes. For example, mental health problems resulting from trauma can lead to suicide, or to conditions such as alcohol abuse or cardiovascular diseases that can in turn result in death. HIV infection as a result of sexual violence can cause AIDS and ultimately lead to death (Heise 1999; WHO 2013). They also perceive violence as occurring during any phase of women and girl's lives because many women experience multiple episodes of violence that may start in the prenatal period and continue through childhood to adulthood and old age. Women also feels that in the global synthesis of lifetime prevalence data on intimate partner violence reveals high prevalence rates among young women, indicating that violence starts early in women's relationships.

Gender bases violence is very difficult to tackle in Nigeria; this is because our ethnic groups, cultures and traditions tend to ignore its implication in the society. In fact, it does not appear that even with the establishment of social welfare unit in most Local Government nationwide, there are still increasing cases of violence which have posed such increased problems that helping professionals do not find it easy to put together practical programmes that can check effectively the rate of the violence. This very aspect is complicated by absence of appropriate legislation on this matter. The study proposed here, is therefore designed to study the problem of GBV in Nsukka LGA of Enugu State with special focus on the perception of women in the LGA on this issue.

This brings us to the need for professional help based on the fact that GBV is a serious social challenge that social workers have to deal with on a daily basis. Social workers are committed to help vulnerable populations, which include the victims of GBV. By law, social workers are mandated to report suspected abuse and neglect of children, women and elderly adults. By their professional code of ethics, they are responsible for being knowledgeable on various aspects of gender based violence, thus enabling them to help victims and their abusers (McClennen, 2010). It therefore expected from the social worker to take positive leadership roles, establish linkages with shelter workers to develop more case coordination, increase their knowledge of the correlates and dynamics of family violence, develop resources and support networks, and provide advocacy for women (Kanuha, 1998).

Many intriguing studies have been conducted over the last thirty years that have explored different aspects of knowledge of women about GBV, awareness of GBV, prevalence of GBV, factors that contribute to gender based violence among others in Nigeria (Nnadi, 2013; Odimegwo, Okemgbo and Ayila, 2010; Abama, and Kwaja, 2009; Ezeilo, and Ohia, 2006; Madu, 2007). Nevertheless, none of these studies addressed the perception of women about gender based violence in Nsukka local government area of Enugu State. The hypotheses were formulated thus;

1. Women who reside in rural areas are likely to experience gender based violence than those who reside in urban areas.

2. Educated women are more likely to understand gender based violence than the uneducated women.

Theoretical framework

Having considered all the relevant theories in explaining gender based violence in our society, the feminist theory which was propounded by Solomon de Beauvoir (1949) was chosen because it has the common purpose of ending gender based violence. It centres on the implications of male hierarchical structure of the society. Its sustainability for the study lies on the fact that gender based violence is a product, an offshoot of gender-imbalance. Besides, in all the contemporary Nigeria society that is characterized by male-dominance, men viewing themselves as superior to women, feel very free to treat them as they like. Feminist theory deals with the structural causes of violence and addresses their problems by alerting at all possible levels. It addresses social divisions and structural inequality to provide a more appropriate and sensitive services by responding to women's need regardless of their social status. It is concerned with equal access and opportunity for women. The objectives of feminist theory are to address and draw public attention on the issue of gender based violence as well as seek and recommend measures to prevent and eliminate violence in a holistic manner.

Method

Study area

This study was conducted in a patriarchal area called Nsukka local government area of Enugu State which is located in South-east region of Nigeria. Nsukka has prominent federal university which is the first indigenous university in Nigeria (University of Nigeria, Nsukka). The influx of students from different part of the country has also contributed to the population diversity in the areas, since some of them stay back to work after graduation and settle down. Also the area has a big market called Ogi market that brings people from different regions to ply their trades.

It is located at the northern part of Enugu state in the Udi Hills between the latitude 60.25 East and 70.25 West of the equator. Nsukka Local Government Area is the centre of Enugu north senatorial zone which is bounded by other local government areas such as Udenu L.G.A. in the West, Igbo-Etiti L.G.A. in the south by Igbo-Eze north and south respectively. Specifically, it comprises of many communities namely: Opi, Edeoballa, Nru, Edem, Edemani, Okpuje, Iheneowerri, Lejja, Isiakpu, Iha-Lumona, Eha-ndiagu, Ibagwa-ani, Ibagwa-aka, Obukpa, Alor-uno, Nguru, Obimo and Nsukka town. Nsukka Town houses the site of the renowned University of Nigeria, Nsukka (UNN). Moreover, Nsukka has an area of 1,810 square kilometres. Nsukka has a climate condition below 2400C of temperature during the rainy season and above 2700c of temperature during the dry season. It is also characterized by rocky hills topography.

Study population

Nsukka local government area has a population of 309,633 (National Population Census (NPC), 2006). However, out of the total population of 309,633 people, 160,392 are female while the remaining 149,241 are male. About 80% of women between the age range of 18

years and above constitute the population because they are the ones that experience Gender Based Violence more in the society. The sample size was drawn from the total population of 309,633; a sample size of 200 (two hundred respondents) was drawn and all were females aged 18 years and above.

Procedure/Instrument

The sampling technique adopted was systematic random sampling. Using the recent 2006 census house numbering, every 5th household was selected, i.e. 5, 10, 15, 20, 25, 30, 35, 40 etc and two respondents were purposively selected from each household in each village. A total of 40 respondents were systemically selected from each village making 200 respondents from the whole Local Government Area. Two hundred (200) questionnaires were distributed to the communities which include: Opi, Edeoballa, Edem, Nsukka town and Obukpa. The communities were made up of urban and rural areas which are heterogeneous and homogenous populations. A uniform set of structured questionnaire was designed by the researcher using the research questions and hypotheses to draw on the perception of women about gender based violence and In-depth interview guide was also employed to support or oppose the findings from the questionnaire in Nsukka Local Government Area of Enugu State. The questionnaire covered the respondent's demographic characteristics, background, women perception of gender based violence, causes of gender based violence and the problems it poses to its victims among others. The data was computed, processed and analyzed with Statistical Package for the Social Sciences (SPSS) packages. Descriptive statistics such as percentage and frequency distribution table were used to analyze the data. Furthermore, the two hypotheses were tested using chi-square χ^2 statistics tested at 0.05 level of significant.

Results

A total of 200 questionnaires were administered to the respondents for the study. However, 8 questionnaires were not returned. Therefore, the data presentation and analysis was based on the 192 questionnaires that were collected. This is therefore considered appropriate for making generalization since there is a return rate of 92%.

On section of demographic features, distribution of the respondents by age. Out of a total of 192 respondents, the highest proportion of the respondents were aged 18-27 years (28.1%), followed by those aged 28-37 years (22.9%), 38-47 years (18.2%), 58 years and above (15.6%) and 48-57 years (15.1%). This showed that majority of the respondents were within the age range of 18-27 years. Therefore, this age distribution is expected to facilitate accurate information from the respondents on the research issue. Distribution of respondents by marital status. Out of a total of 192 respondents, the distributions revealed that highest proportion of the respondents were married (40.6%), followed by those that were widowed (30.7%), followed by those that were single (12.0%), followed by those that were divorced (9.4%) and lastly those that were separated (7.3%). This marital status distribution reflects the higher number of married women in Nsukka L.G.A of Enugu State. Data on distribution of respondents by marital status. Out of a total of 192 respondents, the distributions revealed that highest proportion of the respondents had WAEC/NECO (22.9%), followed by

HND/B.sc (21.4%), and then OND/NCE (20.3%), FSLC (12.0%), others specify (12.0%) which include: M.Sc. and Ph.D. and lastly no formal education (11.5%). This educational qualification distribution reflects the higher number of women who had WAEC/NECO in Nsukka L.G.A of Enugu State. Data on distribution of respondents by place of residence. Out of a total of 192 respondents, the distributions revealed that highest proportion of the respondents were from Nsukka town (20.8%), followed by Opi (20.3%) then Edeoballa (19.8%), Edem (19.8%) and lastly Obukpa (19.3%). The residence distribution reflects that the higher number of women were from Nsukka town in Nsukka L.G.A of Enugu State.

Table 1: Percentage distribution of the respondents on whether sexual and gender based violence exist

Responses	Frequency	Percentage
Yes	188	97.9
No	4	2.1
Total	192	100.0

The above table showed the percentage distribution of respondents on whether gender based violence exists. The responses showed that highest proportion of respondents (97.9%) answered Yes, followed by those who answered No (2.1%). The distribution is a reflection of high level of awareness of respondents on the research issue.

Table 2: Percentage distribution of the respondents on have you been a victim

Responses	Frequency	Percentage
Yes	174	90.6
No	18	9.4
Total	192	100.0

The above table showed the distribution of respondents on have you been a victim. The responses showed that (90.6%) of were victims of GBV while (9.4%) were not victims. The findings indicated that the highest proportion of respondents were victims of GBV.

Table 3: Percentage distribution of the respondents on cultural acceptance of GBV

Responses	Frequency	Percentage
Yes	120	62.5
No	72	37.5
Total	192	100.0

The above table showed the distribution of respondents on cultural acceptance of GBV. The responses showed that highest proportion of respondents (62.5%) answered Yes, followed by those who answered No (37.5%). The distribution is a reflection of high level of cultural acceptance of GBV.

Table 4: Percentage distribution of the respondents on what are the forms of GBV in your area

Responses	Frequency	Percentage
Rape	26	13.5
female genital mutilation/cutting(FGM)	33	17.2
preference of male child	80	41.7
harmful widowhood practices	8	4.2
wife assault/battery/beating	11	5.7
all of the above	34	17.7
Others specify	-	-
Total	192	100.0

The above table showed the distribution of respondents on what are the forms of GBV in your area. The responses shows that highest proportion of respondents (41.7%) said preference of male child (17.7%) indicated all of the above, (17.2%) female genital mutilation, (13.5%) said rape (5.7%) said wife assault/battery/beating and (4.2%)said harmful widowhood practices. The findings indicated that preference of male child is the major form of GBV in Nsukka L.G.A.

On the percentage distribution of respondents on consequences of these GBV in your community, the responses showed that highest proportion of respondents (41.1%) indicated all of the above, (19.3%) said that it hinders women's contribution to national development, (16.1%) traumatic experiences, (15.1%) said that I leads to psychological/mental health problems then lastly (8.3%) indicated that it violate women's human right. Therefore, the findings indicated that GBV can lead to the four consequences listed above.

Table 5: Percentage distribution of the respondent's contributory factors of these GBV

Responses	Frequency	Percentage
Poverty	10	5.2
illiteracy/ignorance	107	55.7
cultural acceptability of GBV	31	16.1
Alcohol	1	.5
inadequate laws and systems	3	1.6
all of the above	40	20.8
Others specify	-	-
Total	192	100.0

The above table showed the percentage distribution of respondents on contributory factors of these GBV. The responses showed that highest proportion of respondents (55.7%) indicated illiteracy/ignorance, (20.8%) indicated all of the above,(16.1%) cultural acceptability of GBV, (5.2%) said poverty (1.6%) indicated inadequate laws and systems, and lastly (.5%) alcohol. Therefore, the findings indicated that the contributory factors of these GBV were illiteracy/ignorance. On the percentage distribution of respondents on whether the abused women report their cases. The responses showed that (75.0%) of the respondents said No while (25.0%) said Yes. The findings indicated that the highest proportions of the abused do

not report. A female participant from the IDI supported this finding with the following statement that:

Most women don't report the issue of gender based violence because of fear of being labelled/tagged/stigmatized, fear of the reaction of the culprit, attitude of personnel of government agencies and financial constraints (Female civil servant, Obukpa Community).

Table 6: Percentage distribution of the respondents on how can effect of GBV be reduced

Responses	Frequency	Percentage
sensitization/awareness	36	18.8
Empowerment	25	13.0
Advocacy	17	8.9
through domestication of CEDAW	32	16.7
all of the above	82	42.7
Total	192	100.0

The above table showed the distribution of respondents on how effect of GBV be reduced. The responses showed that (42.7%) of the respondents indicated all of the above, (18.8%) said sensitization/awareness, (16.7%) indicated through domestication of CEDAW, (13.0%) indicated empowerment then lastly (8.9%) advocacy. The findings indicated that the highest proportions of the respondents were of the view that GBV can be reduced through four of the listed ways of reducing GBV. A female participant from the IDI did not support this finding with the following statement that:

It is only God who can help this nation to stop all forms of gender based violence such as rape, assaults or wife battery, exclusion in government or politics and circumcision. God answers all prayers, so the people that are affected should be able to pray well. Government can also help by making policies that protect women from all form of domestic violence and also implement the policies (Female civil servant, Nsukka Urban).

On the percentage distribution of respondents on the roles of helping professionals (Social Workers, Counsellors, etc.) in ameliorating the effects and the problems of GBV, the responses showed that (23.4%) indicated all of the above, (36.6%) said provision of counselling services, (17.5%) indicated advocacy, (18.3) said empowerment and lastly (4.2%) indicated provision of appropriate care. The findings indicated that the highest proportions of the respondents indicated provision of counselling services.

Test of Hypotheses

Hypothesis one: Women who reside in rural areas are likely to experience gender based violence than those who reside in urban areas.

Table 7: Residence and experience of gender based violence among women in Nsukka L.G.A of Enugu State

Place of residence	Victim of gender violence		Total
	Victim	No victim	
Urban	35(20.1)	5(27.8)	40(20.8)
Rural	139(79.9)	13(72.2)	152(79.2)
Total	174(100.0)	18(100.0)	192(100.0)

Chi-square(χ^2) = 581, df = 1, P = .310

The table above showed the test of hypothesis on the residence of respondents. Out of the total population of respondents 174 who were victims of gender based violence, 20.1% were residing in urban area and 79.9% were older. While out of 18 of the total population of respondents who indicated they were not victims of gender based violence 27.8% were residing in urban area and 72.2% were residing in rural area. To gain clarity on the data presented in the table, the chi square test of significance of relationship was employed and tested as is usually the case at 0.05 levels. The chi –square calculated value of 581, had a tabulated value of .310. This implies that there is no statistical significant relationship between the residence of respondents and a more likely experience of gender based violence. Therefore, we reject the hypothesis and accept the null hypothesis that women who reside in rural areas are not likely to experience gender based violence than those who reside in urban areas.

Hypothesis two: Educated women are more likely to understand gender based violence than the uneducated women.

Table 8: Education and the understanding of gender violence

Level of education	Victim of gender violence		Total
	Victim	No victim	
Lower education	88(50.6)	1(5.6)	89(46.4)
Higher education	86(49.4)	17(94.4)	103(53.6)
Total	174(100.0)	18(100.0)	192(100.0)

Chi-square (χ^2) = 13.295, df = 1, P = .000

The table above showed the test of hypothesis on the educational level of respondents. Out of the total population of respondents 174 who were victims of gender based violence, 50.6% had lower education and 49.4% had Higher education. While out of 18 of the total population of respondents who indicated they were not victims of gender based violence 5.6% had lower education while 94.4% had higher education. The chi-square (χ^2) calculated is 13.295, while the tabulated value is .000. The result of the test showed that the χ^2 value of 13.295 is highly significant at .000. This implies that the hypothesis is accepted. Hence we accept the hypothesis which states that there is a statistical significant relationship between the level of education of respondents and the experience of gender based violence.

Discussion

The study provided quantitative insights on the perception of women about gender based violence in Nsukka Local Government Area of Enugu State. Findings from the study shows that only women from 18 years and above and from five villages in Nsukka Local Government Area of Enugu State namely: Nsukka town, Opi, Edeoballa, Edem and Obukpa were used in the study and the highest percentage of the respondents (28.1%) were within the age range of 18-37 years. It also showed that greater percentage of the respondents (22.9%) had WAEC/NECO. From the result gotten and the analysis made in respect to this study, it shows that Illiteracy/ignorance was the major factors that give rise to gender based violence in Nsukka Local Government Area of Enugu State. This disagrees with Abama, and Kwaja (2009), they stated that violence is related to poor economic conditions like poverty, unemployment, and underemployment and so on which results to financial insecurity and frustration. In an environment of wide spread chronic poverty, material concern tends to lead to an atmosphere of tension and general nervousness.

The findings also revealed that majority (41.1%) of the respondents indicated that all of the above (psychological/mental health problems, traumatic experiences, hinders women's contribution to national development, violate women's right) were the consequences of gender based violence. This is in line with the findings of (Heise 1999, WHO 2013), they wrote that HIV infection as a result of sexual violence can cause AIDS and ultimately lead to death. For example, mental health problems resulting from trauma can lead to suicide or to conditions such as alcohol abuse or cardiovascular diseases that can in turn result in death. According to Madu (2013), women in Nigeria are relegated to the background where they will be seen but not heard because the patriarchal nature of the society accord them subordinate position as they are seen as inferior to men in gender power relation. Thus women are relegated to the background in political, economic and social sectors of the economy.

The study also showed that the highest proportion of respondents (41.7%) indicated that the major form of GBV in Nsukka L.G.A. was preference of male child. The preferential treatment given to male children in their family goes a long way informing their opinions and attitudes towards their sisters and women in general. Some of these advantages denied the females right to formal education, denial of eating certain foods, subjection to all kinds of family chores and so on. It has devastating health impacts on the women, as women are mostly controlled and dominated by their partners in a relationship and must never complain of sexual harassment and in the case of childlessness; the woman must accept it as her fault, (Nnadi, 2012).

Finding also indicated that (17.7%) of respondents that making favourable policies was the major ways of curbing the menace or incidence of gender based violence. Violence against women prevention protection and prohibition Act 2002 is an act that did not support this finding there by stating that Nigerian law has not helped the cause against the elimination of gender based violence as only a few states have signed in the Act 2002. The Gender in Nigeria Report 2012 by British Council shows that only four states, Ebonyi, Jigawa, Cross Rivers and

Lagos States have signed this into law in a country that has 36 states. Also, an Act that prohibits Female Genital Mutilation (FGM) has only been passed into law by six states- Enugu, Bayelsa, Delta, Ogun, Edo and Cross Rivers states.

The test of research hypothesis one that women who reside in rural areas are likely to experience gender based violence than those who reside in urban areas was rejected based on conclusions from the research findings. This is contrary to the view of USAID (2014) that gender based violence is frequently invisible since it happens behind closed doors, and effectively, when legal systems and cultural norms do not treat as a crime, but rather as a "private" family matter, or a normal part of life. Also, Nnadi, (2012) asserts that GBV is deeply rooted in many cultural and traditional values. It is regarded a normal attitude or remains hidden or tacitly condoned. Shell and Henlud (2000), also support this finding because according to him, traditional practitioners who have no medical training, medically untrained perform the majority of female genital cutting.

Conclusion and Recommendation

The study was carried out to ascertain women's views on sexual and gender based violence. From this study, it can be said that gender based violence is an age long problem that has been existing in Nsukka L.G.A. of Enugu State which has to be addressed. It is an obstacle to peace, progress and a threat to the objective of equality; they appear as traditions, customs and religious practices that lower the status accorded to women. Their implications are likely to hinder women's participation in national development and in politics or leadership roles.

In order to reverse the negative trends of gender based violence and to improve the wellbeing of the women, to aid sustainable development in Nigeria, the researcher recommend that Nigeria government should make laws concerning gender based violence and they should also endeavour to review already made gender discriminatory laws that still exist on the pages of statutory books in order to demonstrate her total commitment to eradicate gender based violence. There is also need for enactment of gender based specific laws to curb violence against women. Our present laws on gender based issues have been criticized as grossly inadequate.

Also, obnoxious practices that impede the rights of women should be uprooted. Nigerian Government should collaborate with traditional rulers and other stakeholders to ensure that all harmful traditional practices which target only women are uprooted. This could be advanced through dialoguing with the traditional rulers who are custodian of our culture; they should be made outlaw all oppressive practices in their domain. Gender right activists should extend advocacy and enlightenment programs on gender rights violation to grassroots because it has been observed that most Nigerian women were been socialized from infancy into believing that gender based violence is cultural and therefore normal. Human right activists should ensure that those who violate human rights like rape are adequately prosecuted in order to teach others their lesson.

There is also need to encourage victims of gender based violence to speak up. This is necessary because most victims are either ashamed or afraid of disclosing what happened to them

because of government not responding to their complaint, fear of being hurt more by the abuser, fear of social stigma attached to such abuse like rape and so on. This should be championed by social workers, and those in-charges of social welfare agencies. Also, it is advocated that establishment of more gender violation monitoring agencies be established by the Nigerian governments especially at the grass root level like Nsukka Local Government Area of Enugu State for an effective monitoring and reporting of gender rights violates against female gender in Nigeria. More so, since rape is revealed to be the commonest form of gender based violence in Nsukka L.G.A. of Enugu State, this calls for serious intervention of security agencies and others involved in safeguarding the lives of citizens in Nsukka L.G.A.

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Work-Life Balance and Performance of Women Lecturers in State Universities in North Central Nigeria

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Abstract

Work-life balance is an emerging contemporary issue that people are struggling to achieve between the work sphere and the family sphere. Due to its importance, organizations including state universities, employ several work-life balance promoting practices to enhance the employees' job performance as well as organizational performance consequently. Women are usually very passionate about their work but due to the peculiarities of women's work versus life/home conflicts in Nigeria and Africa, there is a great need to assess the nature of their work-life balance and how it affects their performance. However, there is no empirical evidence that informs on the effect of work-life balance practices in North Central Nigeria State Universities on the performance of their women lecturers which was the gap the study set out to bridge. The study therefore sought to assess the effect of work-life balance on performance of women lecturers in North Central Nigeria State Universities. In doing so, the study adopted a survey research design using primary data collected by a structured five point likert scale questionnaire as its research instrument, administered electronically to a sample of 207 women lecturers in North Central Nigerian Universities that were selected purposively. The study used linear regression technique to test the data collected and found that work-life balance has a positive but insignificant effect on the performance of women lecturers in North Central Nigerian Universities and recommends that the ownership and management of the state owned Universities in the area continue to increase and engage in work-life balance practices such as telecommuting, job sharing, flexible work time, part time work, shift work, employee assistance programmes, on-site child care facilities, leave programmes, and compressed work weeks in order to improve women lecturers' performance and the Universities overall performance consequently.

Keywords: *Work-Life Balance, Performance, Women Lecturers, North Central Nigeria, Survey*

Background to the Study

In any organization, employees are regarded as the most important resource as well as one of the most significant factors that determine the performance of the organization both in the short and long run (Jabbour, Teixeira, Oliveira, and Soubihia, 2010; Ji, Huang, Liu, Zhu, and Cai, 2012; Opatha and Arulrajah 2014; Thevanes and Arulrajah 2016; Kim, Kim, Han, and Holland, 2016). Hence, organizations are increasingly required to focus on managing their human resources in order to maximize the performance of their organization. This is because attaining optimal performance in an organization is impossible without the commitment and participation of the organization's employees (Thevanes and Mangaleswaran, 2018).

Consequently, in today's business world, employee performance has been recognized to be a key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employees, in order for them to give their best to the organization. Employee performance is a focal point in any establishment. Every policy should be geared towards increasing the employee performance. For organizations to remain on top they should be able to improve their employee performance and monitor it. In a situation where this does not occur, they are liable to face several challenges which stands as a set back to the organization in the sector where they belong (Orogbu, Onyeizugbe and Chukwuemeke, 2015).

However, every employee on the other hand is a member of a family in particular and the society in general. Many of these employees/individuals have obligations to their parents, siblings, children, spouses, religious affiliations and so on. Employees try their best to be retained in the organization by putting in more time at work which may be at detriment of their personal life. All these may affect the upbringing of children, lead to broken and unhappy homes and poor social life and so on (Orogbu, Onyeizugbe and Chukwuemeke, 2015).

Balancing work life and personal life becomes a very important phenomenon that is of great concern to various employees in both the private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental wellbeing of the individual. All these reflects in the output of the individual, which affects his or her performance in the work place on the long run. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Thevanes and Mangaleswaran, 2018).

Hence in recent times, organizations continuously focus on implementing several high performance human resources management (HRM) practices and strategies to improve the employee job performance. These include training, performance appraisal, compensation, career development, team working and so on. Improving work-life balance is considered as one of the major high performance HRM practices that contributes to enhancing the employees' performance (Hyde, Sparrow, Boaden, and Harris, 2013). According to Cieri, Holmes, Abbott and Pettit (2002) work-life balance is the maintenance of a balance between responsibilities at work and at home for optimum output in both spheres.

Statement of the Problem

The researchers observed that women lecturers tend to perform below their true capacity despite being usually very passionate about their work. The researchers attribute this problem to the peculiarities of women's work versus life/home conflicts in Nigeria, requiring an empirical inquiry to mitigate the problem. Consequently, many researchers found out that there are interactions between family life and work life and have conducted number of researches on work-family balance in the recent past (Naithani, 2010; Brauchli, Bauer and Hammig, 2011; Cegarra-Leiva, Sánchez-Vidal and Cegarra-Navarro, 2012; McDonald, Townsend and Wharton, 2013; Goyal and Babel, 2015).

However, there is only little research that has been focused on the relationship between work-life balance and job performance (Orogbu, Onyeizugbe and Chukwuemeke, 2015; Thevanes and Mangaleswaran, 2018). Furthermore, these studies were carried out in other industries and locations while there is no empirical evidence that informs on the effect of work-life balance practices in North Central Nigeria State Universities on the performance of their women lecturers in particular. This was the gap the study set out to bridge.

Research Objective

The study sought to assess the effect of work-life balance on performance of women lecturers in North Central Nigeria State Universities.

Research Question

What is the effect of work-life balance on performance of women lecturers in North Central Nigeria State Universities?

Research Hypothesis

- H₀** Work-life balance has no significant effect on performance of women lecturers in North Central Nigeria State Universities.
- H₁** Work-life balance has significant effect on performance of women lecturers in North Central Nigeria State Universities.

Significance of the Study

The study is of significance to the body of academic knowledge including researchers and students in the field of Business and Human Resources Management; contributing to the pool of knowledge, serving as a reference material and also serving as a foundation for further studies into the research phenomenon.

The study is also of significance to the management and ownership of State Universities in North Central Nigeria and beyond as it provides information that will support strategic decision making to boost employees' performance and organizational performance ultimately through effective and efficient work-life balance practices.

The study is also of significance to the Nigerian government and its state universities regulatory bodies within and outside the study area as it provides necessary information to support adequate policy formulation and implementation to improve the industry as it contributes to the attainment of the entire nation's goals and objectives.

Scope of the Study

The study is limited to women lecturers in State Universities situated in North Central Nigeria. They include state universities of Benue State, Kogi State, Kwara State, Nasarawa State, Niger State, and Plateau State. The study is limited to work-life balance practices as the independent variable of the study is while the dependent variable is performance of women lecturers. The study is further restricted to take a cross sectional nature in which data is collected only once for the study in the year 2020.

Conceptual Framework

Work Life Balance

The term work-life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Work-life balance refers to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond, Valiulis and Drew, 2006).

The origin of work-life balance practices spans from work-life conflict experienced by employee. Work Life Conflict is the inter-role conflict that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of Work Life Conflict recognises that most individuals have multiple roles. Work-life balance practices help minimise the amount of Work Life Conflict and also target the antecedents (Lero and Bardoel, 2007).

Work Life Balance proposed by Barrera (2007) as cited in Orogbu, Onyeizugbe and Chukwuemeke (2015) would be adopted because it is broad and encompassing which says that Work Life Balance is a situation of Employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employees' lives (Barrera, 2007 in Orogbu, Onyeizugbe and Chukwuemeke, 2015). It comprise of both employees and employers who are both central to the subsequent use and successful implementation of Work Life Balance policies and practices. This can only be achieved as a joint effort between employers and employees.

A review of the work-life literature reveals that Work Life Balance initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs) (De Cieri and Bardoel, 2009). Work life balance are practices that are meant to help employees better manage their work and non-working times are called in the literature as work-family policies, family-friendly or family-responsive policies. In recent years, the term "work-life balance" has replaced what used to be known as "work-family balance" (Hudson Resourcing, 2005), there are other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. Work life balance in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life.

According to Clarke, Koch and Hill (2004), work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life.

Employees Performance

According to Campbell (1993) cited in Orogbu, Onyeizugbe and Chukwuemeke (2015), performance is related to that which the individual that is hired do in fulfilling his / her duties and the activities that can be examined and measurable are reflected. An organization needs high performance of its employees, so as to meet its goal and be able to achieve competitive advantage (Frese, 2002 cited in Orogbu, Onyeizugbe and Chukwuemeke, 2015). According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance. Therefore, it is important for a manager to create a well –rounded approach to managing and coaching its workforce. The commercial banks are service industry and their main aim is to satisfy their customer. The service employee renders to the customer and employee performance is interrelated. When employees provide excellent customer service, they are exceeding job expectations. The popularity of an organization's service is based in part on the level of service received by the customer. For service industry the business is based almost solely on their employee's performance. That is why management must look for various ways in improving employee performance (Orogbu, Onyeizugbe and Chukwuemeke, 2015).

An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced (Ferris et al., 1998). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. (Bernadrin and Russel, 1998 cited in Orogbu, Onyeizugbe and Chukwuemeke, 2015). According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, “achievement of targets of the tasks assigned to employees within particular period of time”. Performance is not only related to the action but also involves judgment and evaluation process (Ilgen & Schneider, 1991 cited in Orogbu, Onyeizugbe and Chukwuemeke, 2015).

Empirical Review

Thevanes and Mangaleswaran (2018) assessed the relationship between Work-Life Balance and Job Performance of Employees of private banks in Batticaloa region of Sri Lanka. The objective of this study was to test the relationship between work-life balance and job performance. Primary data were collected from 166 employees of selected private banks in Batticaloa region of Sri Lanka and the structured questionnaire was administered to collect the data. The data were analysed by using univariate and bivariate analyses. The findings of the study revealed that work-life balance has positive and significant relationship with job performance in overall.

Orogbu, Onyeizugbe and Chukwuemeke (2015) examined work life balance and employee performance in selected commercial banks in Lagos state. The specific objective of this research is to determine the extent to which leave policy affects service delivery which is also in line with the research question and hypothesis. The research adopted a descriptive survey research design, the population of the study is 759 and the sample size is 262 using Taro Yamane's formula. 262 copies of structured questionnaire were distributed and completely filled and returned. Pearson product moment correlation and regression analysis was used to test the hypothesis. Cronbach alpha was used to test the reliability of the instrument. It was discovered that there is a significant positive relationship between leave policy and service delivery. The findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance.

Vishwa, Chandra, Jaggi, Bijay, Charanjeet, Avadhesh and Diwinder (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty-six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty-one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including ANOVA. There is a wide gap between

corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover. It also found out that management support was not satisfactory.

Kamau, Muleke, Makaya and Wagoki, (2013) investigated work life balance practices on employee job performance at eco bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Fifty-Five (55) Eco Bank employees were drawn through quota sampling method who also responded to survey questionnaires. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance.

Hye (2013) investigated “the work life balance and employee's performance: the mediating role of affective commitment” which was aimed at investigating the effect of work life balance on affective commitment and in role performance. 293 respondents filled the questionnaires which were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including reliabilities and multiple regressions. The finding of the empirical test demonstrated that employee experience of work life balance increase affective commitment.

Ojo (2012) investigated work life balance practices and policies manager and employee experience in Nigeria banking sector. The aim of the research is to explore the extent to which work life balance policies/ practices in organization in Nigeria. Questionnaire was used as the instrument and 600 respondents were used for the survey. Spearman's correlation analysis was used to analyze the data. The finding of the empirical study shows that there is need to enlighten employee about the various work life balance.

Sakthivel, Kamalanabhanb and Selvarania (2011) investigated work life balance reflections on employee satisfaction. The aim of the research was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Questionnaire was filled by 210 respondents working in IT organization. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including multiple correlation and regression. Findings of the empirical test show that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

The previous empirical works reviewed had their respective clear scopes and adequate methodology but were carried out in different places outside North Central Nigeria and on different industries outside the universities sector, in the past; so their findings cannot be applied to the present day Nigerian Universities sector, particularly in North Central Nigeria. The present study will bridge this gap and contribute to academic knowledge with more recent findings on the effect work life balance on performance of women lecturers in North Central Nigeria.

Theoretical Framework

Spill Over Theory

This study is anchored on spillover theory by Guest (2002). It postulates the conditions under which spillover between the work micro system and the family micro system occurs. It can either be positive or negative. If work-family interactions are rigidly structured in time and space, then spill over in terms of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance.

According to Guest (2002), the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work.

The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective Indicators refer to the states of balance and imbalance. He also noted that balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spill over occurs when there is interference of one sphere of life with other. Also, numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends.

The relevance of this theory to the study is that organizations are expected to adopt positive work life balance policies that will enable employees have a positive work life balance in which will make them be effectively committed to achieving the organization's goals.

Methodology

The study adopted the cross sectional survey research design. The design involved studying a sample of the population once at a point in time for the purpose of drawing inference that will be generalized to the entire population of the study. The adopted source of data for the study was primary source in order to elicit responses directly from the respondents, using 5 point likert scale type questions to seek their opinion on the research phenomenon. The population

of the study comprised of women lecturers in North Central Nigeria State Universities. The population size is infinite/unspecified as there was no specific record for the figure available to be used in this study by the researcher. Therefore, an acceptable minimum sample size was determined for the study using the Cochran (1977) formula for determining sample size from an infinite population as follows:

$$SS = \frac{Z^2 * (p) * (1-p)}{C^2}$$

Where:

SS = Sample Size,

Z = the Z-values (1.96 at 95% confidence interval),

P = Proportion (0.05),

C = margin of error (0.05).

$$\begin{aligned} SS &= \frac{1.96^2 * (0.5) * (0.5)}{0.05^2} \\ &= 384 \end{aligned}$$

The sample size of 384 respondents was hence adopted. The sample was then distributed across the state universities in North Central Nigeria according to the number of courses offered by the institution as follows:

Table 1: Distribution of Sampled Respondents

S/N	Institution	No of Courses Offered	Percentage (%)	Sample Size
1	Benue State University, Makurdi	35	13	50
2	Kogi State University, Ayingba	47	18	69
3	Kwara State University, Malete	56	22	84
4	Nasarawa State University, Keffi	59	23	88
5	Niger State (IBB) University, Lapai	39	15	58
6	Plateau State University, Bokkos	22	9	35
	TOTAL	258	100	384

Source: Researchers' Compilation, 2020

After a representative distribution of the sample size across the study area, purposive sampling was then used to select the respondents following specific criteria as it relates to the objectives of the study. The criteria included the following: a) the respondents must be women lecturers in a North Central Nigeria State University; b) the most senior woman lecturer in every department of the state universities in North Central Nigeria will be selected for the study because they have been longest on the job.

The research instrument was a structured questionnaire administered electronically via google docx research tool with the link addressed to each respondent through their institution

email platform. The researchers used an instrument adapted from past works of Banu and Duraipandiyan (2014) that consists of eleven question items in five Point Likert-scales to measure work-life balance in an organization. This instrument had a good reliability with Cronbach's alpha coefficient of 0.89 which is higher than 0.70. To measure the employees' performance, fourteen question items were used from past research works of Koopmans et al. (2011). The instrument also had a good degree of reliability with a Cronbach's alpha of 0.87.

The simple linear regression technique was used for analysis in the study with the following model:

$$PWL_i = \beta_0 + \beta_1 WLB_i + \mu_i$$

Where:

PWL = Performance of Women Lecturers

WLB = Work-Life Balance

β_0 = Constant/Intercepts

$\beta_1, \beta_2, \beta_3$ and β_4 = Parameters of determination

u = Stochastic Variable (Error term)

i = Signifying that the data is cross sectional data for individual observations

Findings

The research instrument was electronically self-administered, to ensure 100% valid return rate. The responses were analysed as follows:

Table 2: Descriptive Statistics for the Variables

Stats	PWL	WLB
Mean	3.23	3.76
p50	2	4
Min	1	1
Max	5	5
Sd	0.56	0.81
N	384	384

Source: Researchers' Computation, 2020

Table 2 above shows the descriptive Statistics for all the variables used in this study. The total number of observations for each of the variables is 384. The descriptive Statistics for Performance of Women Lecturers (PWL) in North Central Nigeria shows the mean value is 2.23 and median of the responses is 2 implying that average of the responses on Performance of Women Lecturers were disagreed. The minimum and maximum 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed. The standard deviation is 0.56. There is no indication of outliers in the data on PWL meaning there is no response in the data that would have dragged the mean value to an unrealistic figure deviant from the median.

The table shows that the mean value for Work Life Balance (WLB) 3.76 and the median (p50) value was 4 indicating that the average responses for Work-Life Balance was agreed. The minimum and maximum value were 1 and 5 respectively indicating that minimum response was strongly disagreed while the maximum response was strongly agreed. The standard deviation was found to be 0.81 from the mean value. These values do not indicate presence of outliers.

Test of Hypotheses and Interpretation of Results

Decision rule:

Reject H_0 if the P value is less than α (0.05) if otherwise accept H_0 .

Table 3: Extract of Regression Results

Independent Variable	Dependent Variable	Regression Coefficient	Regression P-value	F-Statistics	F-Stats P-Value	R-Square
WLB	PWL	0.611	0.344	89.4	0.000	0.544

Source: Researchers' Computation, 2020

The statistical decision rule of p-value states that the Null hypothesis (H_0) should be rejected if P- value is less than alpha value (i.e. level of significance which is 0.05) and the alternative hypothesis (H_1) is adopted, otherwise there is no sufficient evidence to reject and therefore the null hypothesis remains.

Table 3 above shows that the regression model is fit to be used for the study as the F-stats is 89.4 with a p-value of 0.000. The table further reveals the summary of the fitted model of R-square which is used to determine the percentage of variability in the dependent variable (Women Lecturers' Performance) that can be accounted for by a change in the independent variable (Work-Life Balance). The R-square value is 0.544 (54.4%). This implies that the variability changes in Women Lecturers' Performance in the study area can be accounted for by Work-Life Balance at approximately 54.4%, while the other 45.6% can be accounted for by other variables not captured in the research regression model.

The regression coefficient for work-life balance and performance of women lecturers in North Central Nigeria State Universities is 0.611 with a P-value of 0.344 which is greater than alpha value (0.05) therefore the null hypothesis is remains since there is no sufficient evidence to reject. This implies a positive but insignificant effect of work-life balance on performance of women lecturers in North Central Nigeria State Universities. This indicates that continuation of the present work-life balance practices of North Central Nigeria State Universities would not lead to a significant increase in the performance of their women lecturers.

This finding is inconsistent in terms of statistical significance with that of Thevanes and Mangaleswaran (2018) who found a positive and significant effect of WLB practices on performance. The study however aligns to some extent with that of Orogbu, Onyeizugbe and Chukwuemeke (2015) who found that WLB practices are important to performance but mentions no significance level.

Conclusions and Recommendations

The study concludes from the findings that work-life balance practices in North Central Nigeria State Universities positively affect the performance of their women lecturers, but this effect is insignificant and cannot translate to optimum performance of these women lecturers unless if they are modified and improved on.

The study therefore recommends in line with the findings and conclusions of the study that the ownership and management of the state owned Universities in North Central Nigeria should continue to increase and improve on their engagement in work-life balance practices such as telecommuting, job sharing, flexible work time, part time work, shift work, employee assistance programmes, on-site child care facilities, leave programmes, and compressed work weeks in order to significantly improve women lecturers' performance and the Universities overall performance consequently.

Finally, the major limitation for this study that may have jeopardized the findings was the possible issue of falsification of information by respondents due to several personal reasons as may be common with use of primary data. However, this was overcome by self-administration of the research instrument and clear assurance to the respondents of the strict confidentiality of their responses. The researchers suggest that further studies can be conducted to assess the effect of specific work-life balance practices on the performance of Women Lecturers in Nigeria covering the 36 states of the federation and the Federal Capital Territory (FCT), Abuja.

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Analysis of the Role of Extension Agents in Ensuring Increased Productivity for Food Security in Ohaji Egbema L.G.A. Imo State

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Abstract

The study examines analysis of extension agents in ensuring increased productivity for food security in Ohaji Egbema L.G.A. Ohaji Egbema was purposively chosen because it's an agrarian area, simple random selection method was used to select five communities, and simple random selection method was used to select 20 farmers from each of the 5 communities chosen. Data collection was facilitated by means of questionnaire and was analyzed using tables, frequency distribution, Logit regression and Ols multiple regression analysis techniques. From the result, female farmers dominated with 75%, the value for gross income X_1 , age X_2 , educational level X_3 , farm size X_4 and labour input X_6 are significant and positively related to extension contact in the study area at the log level of significance ($P \leq 0 + 10$). The result showed that all the variables have significant relationship with output Y. Farm experience (X_3) has a significant positive relationship with the output Y, Farm size (X_4) has a significant positive relationship with the output Y. Household size (X_5) has a significant positive relationship with the output Y. The role of agricultural extension in making any nation self-sufficient in food production and national development cannot be over emphasized. The study recommend youths should be sensitized to study agriculture, more extension agents should be recruited for effective coverage of the L.G.A. Financial institutions should grant loan to farmers to encourage adoption of improved varieties of crops.

Keywords: *Extension agent, Food security, Farmers*

Background to the Study

Agricultural extension is a system of disseminating of agricultural information from the research institutes to the farmers within the shortest possible time. More so, rural farmers are trained so as to acquire the necessary skills and knowledge required (Ayansina, 2013). Agricultural extension programmes in Nigeria started during the colonial era when the country was under British rule. They were initially using mass methods of extension communication through campaign to encourage people to grow cash crops for export (Ingawa, 2010). One of such methods was issuing instructions to the people through their chiefs and village heads. The crucial role of agricultural extension (i.e. farmer's education) in the social and economic development of the nation cannot be over emphasized. Never, before in Nigeria history has the necessity for educating and increasing the productivity capacity of farmers been of such importance as it is today (Agbanu, 2014) increased agricultural productivity depends primary upon the acceptance of cultural and technological changes at the rural farm level. (Ayansina, 2012).

Thus, for Nigeria agricultural to improve, our farmers have no alternative but to learn and adopt recommended scientific farming techniques in place of the traditional practices. Perhaps, the slow development of Nigeria agriculture can be attributed to the inability of the Nigeria farmers to respond positively to new ideas or innovations. For farmers to respond positively to new ideas, they must be properly educated on how best to apply the new ideas. The term "extension" here means advisory and other services help rural farmers to make the best possible use of the productive resources at their disposal (Kate, 2011). Agricultural extension brings about changes in household and national security, through education and communication in farmer's attitude knowledge and skills (Koyenikan, 2010). The role of agricultural extension involves dissemination of information, building capacity of farmers through the use of a variety of communicating methods and help farmers make informed decisions. (Sinkey, 2017). Agricultural extension services are one of the agencies transforming substance farming into modern and commercial agriculture which promotes household and national food security. Food security is an important theme in the debate of rural development and poverty alleviation policies in many developing countries. Despite the substantial increase in food production in many countries, 790 million people in developing world do not have adequate food to eat.

Another 34 million people in the industrialized country and those in Transition also suffer from chronic food insecurity (FAO, 2010). If the entire worlds under nourished people were gather together, the population of the continent of the hundred would dwarf that of every other continent except Asia (FAO, 2014). Food security means access to food by all people at all times to have adequate food for an active healthy life (World Bank, 2010). It entails both the availability of food and the ability of all members to have access to adequate amount of food. According to Alamgir and Aror (2013) food security means the assured availability of food for individual, households to draw on to meet their minimum consumption requirements during a given period. In Nigeria, subsistence or traditional agriculture dominates the economy. For national progress to occur, changes in agriculture is essential substantial change needed if work are to be improved, if a surplus is to be produced for sale and if agriculture is to enter a phase of self-sustained growth, change is needed not only to increase production but also to alleviate households from poverty and drudgery of manual labour decree C.D. 2013.

Over the years, rural farmers depend on indigenous or local knowledge for improved farming system and animal husbandry such knowledge refers to skill and experience gained through oral traditional practices over many generations. Acquisition of such primitive skill by rural farmers, (e.g. rural farmers in Ohaji/Egbema local government area in Imo State), has not helped to improve agricultural yield. Over the years, rural farmers in Nigeria have witnessed series of agricultural production problems ranging from poor farm yield, emergence of new crop and animal disease. Resistant plant weeds and pest that attack farm crops and old farm implement (Krishina, 2012). Agricultural innovation is always meant to get to rural farmers through extension officers, radio, television, agricultural pamphlets, state and local government agricultural agencies etc. rural farmers in their effort to access these agriculture knowledge and innovation from available resources for better farming system and improve the agricultural yield, are confronted with certain constraints. This study is design to identify the impact of agricultural extension in farmer's productivity in Ohaji/Egema Local Government Area Imo State. Objectives of the study To examine the effect of extension contact on farmers productivity. To determine the productivity of the farmers in the study area. To identify the problem encountered by farmers in adoption of innovations and effective delivery system in Ohaji/Egbema local government area Imo State.

Methodology

This study was carried out in Ohaji/Egbema Local Government Area. It lies in the South/Western part of Imo State and shares common boundary with Owerri in the East. Oguta in the North and Ogbe/Egbema Ndoni in Rivers State in the South West. The rainfall varies between 3000mm per annum in the coastal area to 2000mm per annum in the Northern part and this occurs mainly between April to October. Harmattan is usually experience in the area from December to February as a result of the North East trade winds blowing from the Sahara Desert South wards carrying with it dryness and dust (Narp 2010). The selected Local Government Area for the study is largely populated by Igbo Language speaking people. However, immigrants from different parts of the country are found scattered all over the area. The occupations of the inhabitants farming, fishing, palm oil processing, hunting and animal husbandry and vigorously practices. Agricultural practices are still largely traditional indigenous and is characterized by small scale farming (1.2 hectare average holding). The use of simple tools such as hoe and cutlass, communal or family land holding and shifting cultivation are still predominant. Food crops cultivated include Yam, Cassava, Cocoyam, Maize, plantain, pineapple, leafy and fruit vegetables. Cash crop includes Cocoa, Kolanut, oil palm and rubber. Timber is also found in the forest in the area. The area of study, Ohaji/Egbema comprises of Umuagwo, Ohaba, Obile, Ikwerede, Obitti, Assa, Obiakpu, Obosima and Mgbirichi in Ohaji/Egbema L.G.A of Imo State. The area was chosen because it is an Agrarian area that harbours poor indigenous agricultural settlements which needs to be improved with the help of Extension services. Willson (2010) defines sample as a proportion of a target population selected using some systematic procedures for the study.

The first stage involves purposive selection of Ohaji/Egbema as the study area because of it's an Agrarian area that harbours poor indigenous agricultural settlements that needs the help of extension services to improve in their farming system and practices. The second stage involves

random selection of five communities namely; Umuagwo, Ohaba, Obile and Ikwerede and Mgbirichi in Ohaji/Egbema L.G.A. the third stage involves random selection of 20 farmers in each of the 5 communities. This brings the total number of respondents to 100. In this research the techniques that was used for data collection is primary and secondary source. Primary data was gathered directly from the farmer through the administration of well-structured questionnaire which contained both open and closed ended question. Secondary data was obtained from journals, books periodicals and other publications on the role of agricultural extension on ensuring food security. Data were collected with the use of well-structured questionnaire, which was used to collect data from farmers in the study area in which;

(1) To examine the effect of extension contact on farmer's productivity was analyzed using logit model.

The model is as stated below:

$$\ln \left(\frac{P}{1-P} \right) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \beta_8 X_8 \dots \dots \dots - 1 \quad 2$$

Where;

- Y = extension visit (1 = yes, 0 = otherwise),
- P = probability of farmer being visited by extension agent,
- 1-P = probability of farmer not being visited by extension agent,
- Ln = natural logarithm function,
- β_0 = constant
- $\beta_1 - \beta_8$ = logistic regression coefficients.

The detailed description of the variables is as shown below.

- Y = extension visit
- X₁ = age (in years)
- X₂ = educational level (yrs)
- X₃ = farming experience (yrs)
- X₄ = farm size (hectare)
- X₅ = household size (number of persons)
- X₆ = income level (₦)
- X₇ = expenditure on planting materials (₦)
- X₈ = labour input (₦)

The logistic regression model expresses the qualitative dependent variable which in this study is dichotomous, as a function of several independent variables, both qualitative and quantitative (Gujarati, 2013 and Fox, 2014). Since P is the probability of the farmer being visited by extension agent, 1 – P is the probability of the farmer not being visited by extension agent, the ratio P/(1-P), known as the odds ratio, is the odd in favour of extension visit. The natural logarithm of the odds ratio is called the logit model which is estimated through the method of maximum likelihood since data will be collected on individual observations (Gujarati, 2013).

(2) Productivity of the farmers in the study area was analyzed using Ols multiple regression analysis techniques in line with the use of the OLS multiple regression analysis technique. Four functional forms (linear, Cobb-Douglas, exponential and semi-log) were fitted to the data. The equation that gave the best fit was selected based on conformity with a priori expectations, the magnitude of the coefficient of multiple determinations (R^2) and the statistical significance of the parameters estimate (Olaiyide and Heady 1982).

The explicit forms of the functions are given as

- a) Linear: $Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$ equation (3)
- b) Cob-Douglas: $\ln Y = \ln b_0 + b_1 \ln X_1 + b_2 \ln X_2 + \dots + b_n \ln X_n + e$ equation (4)
- c) Exponential $\ln Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_nX_n + e$ equation (5)
- d) Semi-log = $Y = b_0 + b_1 \ln X_1 + b_2 \ln X_2 + \dots + b_n \ln X_n + e$ equation (6)

Where

- Y = gross value of output (₦)
- X_1 = age of farmers (yrs)
- X_2 = educational level (yrs)
- X_3 = farming experience (yrs)
- X_4 = farm size (hectare)
- X_5 = household size (number of persons)
- X_6 = number extension contacts (number of visits)
- X_7 = expenditure on planting materials (₦)
- X_8 = expenditure on chemical fertilizer (₦)
- X_9 = labour input (men-days)
- E = random error term.

(3) Problem encountered by farmers in adoption of innovation and in implementation for increased productivity in Ohaji-Egbema L.G.A of Imo State was analyzed using descriptive statistics such as mean media chart table and percentage.

Results and Discussion

Table 1: Result of Logit Regression on the Effect of Extension Contact with Farmers in the Study Area

	Coeff	S.E.	Z	P>Z
Gross income	.000	.000	4.274*	.039
Age	.000	.000	8.103**	.004
Edu level	-867	.268	10.490**	.001
Farm size	35.689	12.017	8.820**	.003
Hh size	-280	.211	1.769	.184
RLab input	-002	.001	6.136*	.013
Constant	10.183	3.786	7.235	.007

Source: Field survey data 2019

Log likelihood -74.7584
LR chi2 (9) 53.90
Pseudo R² 0.2650
Number of obs 100
Pseudo R² (.2650)
Number of abs 100
5% level of significance
1% level of significance

From the result of the analysis in table 1, the value for gross income X₁, age X₂, educational level X₃, farm size X₄ and labour input X₆ are significant and positively related to extension contact in the study area. The result also showed that the value for gross income and labour input are significant at 5% level of significance while the rest are significant at 1%.

Table 2: The Result of Multiple Regression and Result of Gross Value of Output of Farmers

Explainable Variables	Linear Function	Semi-Linear Function	Double Log Function	Exponential Function
Age (X ₁)	.03 (1.647)*	.000 (-13.815)**	.000 (-20.645)**	.000 (2.353)**
Education (X ₂)	.012 (-2.552)**	.000 (-11.698)**	.000 (-21.496)**	.021 (-6.143)*
Farming experience (X ₃)	.857 (-.180)	.000 (9.576)**	.000 (21.127)**	.000 (2.240)**
Farm size (X ₄)	.000 (4.802)**	.000 (18.280)**	.000 (38.276)**	.028 (10.807)*
Households size (X ₅)	.001 (-3.427)**	.002 (3.247)**	.000 (4.428)**	.000 (-7.199)**
Extension contact (X ₆)	.000 (-5.341)**	.000 (-11.738)	.000 (-24.468)**	.000 (-9.900)**
Exp on plant mat. (X ₇)	.000 (-5.341)**	.768 (-294)	.000 (-5.21)**	.000 (5.001)**
Labour input (X ₈)	.000 (-2.470)**	.000 (-16.166)**	.000 (-33.045)**	.000 (-7.096)
Constance	1.281	15.119	37.966	55.817
R ²	.985	.989	.997	.991
F – Value	756.999	1023.783	4294.108	1199.371
N	100	100	100	100

Source: Field survey 2019

T – ratios are in parenthesis

*T – ratios significant at 0.05 level

** T – ratios significant at 0.01 level

From the result of the regression analysis (table), the double log model was chosen as the lead model since it has the highest coefficient of multiple determinations (R²) of .997. This implies that the variability in the dependent variable Y (output) is explained by 99% of the combined effect of the dependent variables.

The result showed that all the variables have significant relationship with output Y. Farm experience (X_3) has a significant positive relationship with the output Y. This means that the higher the household size the higher the output. Farm size (X_4) has a significant positive relationship with the output Y. This means that the higher the farm size the higher the output. Household size (X_5) has a significant positive relationship with the output Y. This means that the higher the household size the higher the output. Age (X_1) has a significant negative relationship with the output Y. this means that the older the farmer the less productive the farmer is. Educational level (X_2) has a significant negative relationship with the output Y. this means that the higher the educational level of the farmer the less productive the farmer is. Extension contact (X_6), Expenditure on plant material (X_7) and Labour input (X_8) affect the farmers output negatively.

Table 3: Frequency Distribution of Farmers According to Factors Militating Against Food Crop Production

Reasons	Frequency	Percentage
Poorly organized extension system	70	70%
Poor skilled extension workers	50	50%
Unavailability of improved seed	85	85%
High cost of improved farming inputs	93	93%
Lack of commitment of extension workers	72	72%
Poor motivation of extension workers	94	94%
Lack of finance	96	96%
Scarcity of improved inputs	90	90%
Lack of storage facility	83	83%
Unavailability of manpower	70	70%
Inadequate infrastructural amenities	92	92%
a) road (b) health centre		
Lack of storage facilities	90	90%
Total	100	100

Source: Field survey data 2019

According to table 3, shows that distribution of farmers according to factors militating against crop production in the study area by multiple response, those problems scoring from (75-100%) responds were considered and categorized as major problems facing farmers in the study area. While those scoring between (0-74%) response was considered as minor problems. From the table, it shows that lack of finance (96%) were most serious problems faced by the farmers, due to non-support from Government and financial Institutions. Poor motivation of extension workers (94%) is second as major problem facing the farmers. Then followed by high cost of improved farming inputs (93%).

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Islamic Provisions: A Panacea for Eradicating Poverty and Hunger in Our Societies/ Communities

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Abstract

It is a known fact that the religion of Islam is a religion, which covers all man's aspects of life, be it social, political or economic. Thus, over fourteen hundred years ago Islam was able to play a vital role in eradication of poverty, unifying human race and salvaging human divinity. Thus, this paper attempt to highlights the role played by Islam in eradication of poverty so as to salvage human dignity and unifying its race. There upon, the paper recommends among other things that eradication of poverty and hunger can only be achieved by following the injunctions given by the Glorious Qur'an and Sunnah of the Prophet (S.A.W).

Keywords: *Zakat, Waqf, Islam, Poverty, Hunger.*

Background to the Study

The menace of poverty continues to plague human societies/ communities and Nigeria is not in exception. Thus, reports and researches shows continuous rise of poverty over the years. Though a number of programmes by both governments and non – governmental organizations were developed out to address the problem, and these programmes are not based on any religious principles. Even though, different religions prescribed ways by which members of the society/ community should be assisted. And in Islam the society or community as a whole is responsible for the well – being of its members. That is why the religion of Islam established various welfare programmes that aimed at cushioning the suffering of the poor and the destitute and improving the condition so as to be able to stand on their feet and become productive to the society or community. Islam maintains that the rich have the right in it, but the poor and the destitute also have some degree of entitlement to the wealth. Muhammad (1999) posits that Islam places the responsibility of assisting the people who are vulnerable on the society collectively. It does that by mandating the rich to commit part of their wealth for the service of fellow humans as prescribed by the *Shari'ah*.

Similarly, various arms of government embarked upon different strategies so as to curb the ugly situation where both Macro and Micro Finance strategies were employed. Nonetheless, various reforms of agenda were formulated by the government in order to make the country's economy better, but all these efforts made, proved abortive. It is therefore against this background, that this paper calls for reformation through religious devices as it was embarked by the noble Prophet Muhammad (S.A.W) through the institutionalization of *Zakat* (poor dues), *Waqf* (endowment), *Kharāj* (taxation), *Ushr* ($1/10$), *Sadaqah* (Voluntary charity), and *Wasāyah* (wills or bequeath).

Conceptual Definition of Terms

Islam: Islam is not only a religion but also a system which covers the whole man's aspects of life, be it religious, social, economic or political. Islam is an institution of justice and moderation. It is a Straight path and the Muslim fraternity is the nation which practice moderation and justice (Agaji, 2017). Further to the above, Islam has essentially been defining as the perfect way of life in total Submission, Obedience, and adherence to the dictates, teachings and will of Almighty Allah, the Supreme. It denotes that whoever qualifies to be described as an adherent to Islam is constantly in Peace or encapsulated with utmost serenity (Aderinoye, 2016).

Poverty: It is better to describe poverty than to define it, since it is a relative term, because it varies from place to place. However, poverty can be described as a dreaded condition of absence of capacity to maintain at least basic level of decent living. It is a hydra headed condition which tends to restricts people from socio-economic opportunities (Adam, 2016). While Hornby et al (2015) defines poverty as “the state of being poor, conditions of abject or extreme poverty, lack of something; or poor quality”. In a nutshell, poverty can be defining as the state of being poor in which one falls in to stage of insufficient food, poor clothing, and poor shelter. In short, it is a state of a miserable condition of survival in which one cannot even feed himself three square meals, talk less of other things necessary for his life, such as clothing, shelter, and education.

Hunger: The word hunger according to Hornby (2015:735) is the state of not having enough food to eat, especially when this causes illness or death. He further described hunger as the feeling caused by a need to eat. In short, hunger is a strong desire for something in order to survive.

Indices/Rate of Poverty in Nigerian Societies

Indices of poverty in Nigerian societies is increasingly popular day by day. Statistically, poverty rate in Nigeria as reports have shown the percentage as in 1985 was 46.3%, but in 1996 it has gone up to 65.8%. Thus, the population of the poor in Nigeria has increased four-fold between 1980 and 2004 (Chukwumeka, 2010). At the dawn of the 21st century approximately 70% of the Nigerian population lived in extreme poverty (Oshewolo, 2011). Analysis of poverty regions has shown that the Northern part of the country has the highest incidence of poverty. Thus, according to Olayiwumi and Adetunji (2013), in 2004 poverty incidence in the North-east was 72%, in the North-west was 71.2%, in the North-central was 67%, whereby in the South-east was 26.7%, in the south-west was 43.0% and in the South-south was 35.1%.

According to Abdulhameed and Imam (2016), in the 2010 report on poverty profile, the National Bureau of Statistics has applied different measurements to determine the incidence of poverty in Nigeria. According to the report, relative poverty in Nigeria was 54.4% in 2004, this increased to 69% in 2010. North-west and North-east were the zones with highest incidence of 77% and 76.3% respectively. Among the states, Sokoto has the highest with 86.4% while Niger state has the lowest with 43.6%. Using the absolute poverty measurement, 54.7% of Nigerians were living in poverty in 2004, the rate increased to 60.9% in 2010. North-west has 70% and North-east recorded 69%. Sokoto state maintained position of recording the highest incidence with 81.2% and Niger state has the lowest with 33.8%. The Dollar per day measurement indicates that 51.6% were poor in 2004, in 2010 the rate reached 61.2%. North-west recorded 70.4%, Sokoto has 81.9%, and Niger has 33.9%. It is clear therefore that poverty incidence increases in Nigeria generally over the years and continues to pace with the growth of population. Thus, there is no need of much effort to predict the heightened incidence of poverty in the years to come.

Government Commitments in Eradication of Poverty in Nigeria

Due to the rising incidence of poverty in Nigeria, various governments and non-governmental organizations were committed about the issue, which calls for some strategies to remove the syndrome. Some of such strategies will among others include: Operation Feed the Nation, Green Revolution, Better Life Programme, Family Support Programme, Directorate of Food, Roads and Rural Infrastructure, National Directorate of Employment, Family Economic Advancement Programme, National Poverty Eradication Programme, Micro and Macro Finance Banks, National Reform Agenda, National Economic Development Strategy, National Youth Development Centre, etc.

The above are some of the Policies employed by various governments in order to do away with the Poverty and Hunger by both local, state, and federal governments. However, the efforts are unfortunately yet to yield any fruitful result. But in order to salvage the inhabitants of this nation in particular and the world in general, there is the need for the concern of the religion.

Some Institutionalized Ways of Eradicating Poverty by Islam.

The religion of Islam has institutionalized some ways so as to eradicate Poverty and Hunger, some of which are:

Zakat and Waqf

Zakat simply means alms giving. It refers to a fiscal policy as it affects the moral and spiritual climate, a vehicle for social change. It is a religious tax in which a portion of man's wealth is designated for the poor. Thus, the Glorious Qur'an testifies "Take alms out of their wealth, you will cleanse them and purify them thereby, and pray for them; surely your prayer is a relief for them; and Allah is Hearing, Knowing" (*al-Taubah*, 9:103). While *Waqf* simply refers to voluntary giving out of a house for the sake of Allah (S.W.T) in which its money will be use among the poor and needy in the society or community. It may also be a company, a farm-land, a vehicle, and the like.

The two institutions have the capacity to improve the economic as well as social condition of the poor and the needy, and to offer help to those in need of immediate assistance in the society or community. According to Abdulhameed and Imam (2016), the two institutions provide basic services, Public goods, increase the beneficiaries' health, education and productivity. Both *Zakat* and *Waqf* are meant to assists the poor, and the needy by providing services in various areas of need. The two institutions have the capacity to generate funds that can be used in offering services to meet the socio-economic needs of the poor and needy and to bring some benefits to the less-privileged members of the society. *Zakat* is designed to serve the following socio-economic objectives:

- i. Promoting economic growth and productivity through circulation of wealth. *Zakat* enables the poor to become economically productive and helps the state to fund businesses in order to create jobs for the poor and the needy.
- ii. Meeting the consumption needs of the poor and enhancing their purchasing power for goods and services.
- iii. Checking the tendency of hoarding wealth, this surely leads to investments and production of goods and services.
- iv. Financing projects such as sponsorship of various kinds particularly education, medical care and the social welfare. This also causes improvement in the production of goods and services.
- v. Facilitating equitable distribution of wealth, by allocating to the recipients their entitlement either in form of goods or cash. This has the capacity to reduce the gap the haves and the have-nots.

Similarly, the institution of *Waqf* also has its significant socio-economic functions, as enunciated by Abdulhameed and Imam (2016) as follows:

- i. Reducing government expenditure thereby reducing budget deficit and lowering the need of government to borrow in order to meet the needs of the poor populace in the society.
- ii. Making it possible for privately accumulated wealth to be voluntarily endowed to finance different services to the society.
- iii. Solving the problem of under-supply of goods and services, any wealth given out as *Waqf* whether in form of building or cash helps to supply the targeted beneficiaries with some goods and services which would otherwise have been unable for them.

- iv. *Waqf* can be used to establish and run educational and medical facilities as well as physical and infrastructural facilities.

Wasiyyah

This simply means bequeath or will. It is the endowment of property to a particular person(s) to take effect after the death of the testator. However, the *wasiyyah* should not exceed $\frac{1}{3}$ of the property as stipulated by the *Shari'ah*, and it could be in favour of adults, children, or stranger, irrespective of sex, tribe or religion (Agaji, 2008).

Mirāth

This has to do with the distribution of inheritance property to the heirs. Thus, if inheritance is judiciously distributed, it will enhance in alleviation of poverty and hunger, thereby assisting to be a self-reliant.

Kharāj / Ushr

This simply refers to taxes on produce of landed property. Similarly, in our present day life this is which can be referred to as taxes paid by the civil servants, marketers, companies, and industries. Therefore, if these revenues collected are used accordingly, properly and judiciously in assisting masses and the indigent in the society the indices of poverty and hunger would definitely be reduced.

Factors to be Considered in Alleviating Poverty

A part from the above mentioned provisions made by Islam which aimed at eradicating poverty and hunger in our societies/ communities, these are other factors to be considered; these are:

Good Leadership: This is one of the most important factors in the alleviating poverty which our society/community is lacking. Thus, the Prophet (S.A.W) established a kind of common wealth of Islam when he arrived at Madinah comprising both Muslims and non-Muslims with himself as a leader as instructed by Allah (S.W.T) thus: “ *O mankind! We created you from a single (pair) of a male and a female, and made you into nations and tribes, that you may know each other, surely the most honoured of you with Allah is the one among you most careful (of his duty); surely Allah is Knowing, Aware*”. (*al-Hujurāt*, 49:13). Therefore, by obeying this instruction, the noble Prophet (S.A.W) was able to unite the *Ummah* (community), improved their general well-being and promoted the unity and peace of the community both morally, religious, socially, economically and politically. Indeed, he led the community by example combined the consultations of Ummah on all affairs. Furthermore, the Prophet did not appoint people anyhow on gubernatorial/ ministerial appointment, he appointed only honest and dedicated people to represent him and act on his behalf. He encouraged fairness and discourages tribalism and did not make his leadership hereditary, but democratic.

Justice: Justice here means giving to everyone his due on the basis of equality. Thus, the Glorious Qur'an views it as absoluteness, as an imperative, universal, and absolutely binding on everyone, under all circumstances and in all situations without any consideration of sex,

castle, tribe or race; without any regard to the distinction of Muslim and non-Muslim as the Glorious Qur'an states: "O you who believe! Be steadfast witness for Allah in equity and do not allow your hatred for other people to turn you away from justice, fear God, indeed He is aware of what you do" (*al-Mā'idah*, 5:8).

Accountability: The purpose of accountability as a discipline presupposes that, economic information must be reported truthfully and fairly, hence the rationale behind accountability. It requires that public office holders should prepare fully to document any statement of financial facts about their disbursement and acquisition of funds.

Encouraging and Sustaining of our Industries: Government own companies and industries should be encouraged at the same time to assist in sustaining them. This should be done by reducing the tax on import items to the minimum bearing. And above all, good and constant electricity has to be provided.

From the above discussions and explanations, it could be understood that Islam used an excellent devices or mechanisms over fourteen hundred years ago in order to eradicate poverty and hunger, improving the social and economic wellbeing of its community and at the same time uniting the race.

Summary

In Islam, a comprehensive provision or guidelines was giving regarding the progress and development of an individual, and such progress and development can only be achieved by following the Qur'anic injunctions and the *Sunnah* of the Prophet (S.A.W). Islam is deeply concerned with the progress of an individual in the society, as a way of life it covers all aspects of man's life be it morally, socially, politically and economically. Thus, the religion of Islam is never silent on the individual and the society. Though, some people tends to assume that religion is not important whenever the issue of development is raised, this is because they thought that it was silent about it, or the religion of Islam serves as an obstacle or anti-progress to it. The reason(s) for this, is due to their ignorance on the religion of Islam or due to the narrow conception they give to the religion of Islam towards progress and development of humanity.

Conclusion

Islam takes serious measures aimed at reduction of poverty and hunger or its complete removal, in order to have stable society. Thus, the responsibility of reducing or eradicating it rests with the society in its entirety. Islam first encourages people to be dutiful in order to defend for themselves. However, if they do not get enough to take care of their basic needs, those who are capable or with the means are obliged to come in and offer assistance in cash or in kind. *Zakat*, *Waqf*, *Wasiyyah*, *Mirāth*, *Kharāj* and *Ushr*, are among the mechanisms prescribed by Islam through which the rich can use his wealth in the service of the poor to alleviate him from poverty and hunger.

Recommendations

In order to curb the problem of poverty and hunger amongst Nigerians and for the nation to have good citizens, the following would help if put in place:

1. Our youths should be encouraged and be assisted to become self-reliant. This call the attention of the government (local, state, and federal), non-governmental agencies/organizations, and wealthy ones in the society.
2. *Zakat* (alms or poor dues) should be giving out accordingly as stipulated by the *Shari'ah*, so that it will serve its purpose.
3. Revenues should be collected from hotels, filling stations, companies and other industries; and should as a matter of be utilized properly and wisely, so as to help in solving the problem of poverty and hunger in the country.
4. **Good Leaders:** People should think wisely when casting their votes in order to have good leaders who will demonstrate a kind of leadership by example as the noble Prophet (S.A.W) and his *Sahabah* demonstrated.
5. **Accountability, transparency and honesty:** Should be given priority whereby EFCC, ICPC, should operate without fear or favour anyone.
6. Our local markets and indigenous goods should be patronized and supported, this will help to give room for expansion; thereby curbing the problem of poverty and hunger.
7. Non-governmental organizations should be supported to help in establishing small and medium scale industries so that youths could be employed and be self-reliant.
8. People should be encouraged to be dedicating their properties (as *waqf*-endowment) for the benefit of the destitute and poor in the society / community, as it was practiced during the periods of the Prophet (S.A.W) and his companions (R.A).
9. Above all, both the rule and the ruled should be conscious of their Lord in their dealings by following the injunctions of the Glorious Qur'an and the *Sunnah* of the Prophet (S.A.W).

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The State in Africa and the 21st Century Global Economic Relations

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Abstract

The 1648 Westphalia Conference in Europe ushered in the state as the only legal entity with powers to engage in interstate relations on matters that bother on the development needs of her citizens. This epochal entry of the state reshaped global relations with the curtailment of the powers of individual and groups in external relations as the state became the only entity that acted on behalf of any individual or non-state actors like NGOs residing within the parameters of such a country. Thus, the paper interrogated the extent at which the state determines her Politico-Economic relations with regards to development and growth within the state. To achieve these objectives, the paper relied on documentary evidences wherein the qualitative descriptive method was used for data collection and analysis. The paper exploited the facilities of the Rentier State theory as a guide to the study. It was revealed at the end of the study that the 21st century global economic relations is largely determine by international organizations as exemplified by the World Bank and the International Monetary Fund (IMF) where their activities in the continent has undermined state sovereignty. Hence the paper recommended amongst others that states should look inward for development strategies rather than relying on handout from supra-national organizations which has infringed on their sovereignty.

Keywords: *State, Global, Rentier State, 21st Century, Development*

Background to the Study

The contemporary state as an instrument for the propagation of capitalism has become apt in the 21st Century as a result of the dynamic properties of capitalism liberalism which is nurtured by the state itself after the Westphalia conference of 1648. This conference gave the state the impetus to adjudicate on matters affecting the super and the sub structures of the economy of nations across national frontiers.

Given the fact that the whole essence of Political Economy revolves around the state, which Karl Marx see as an establishment for the protection of the capitalist ruling class who own the instruments of production and distribution given cause to Ekanem (2002), to observed that every state is a class organization with a particular class at a point in time singularly or in collaboration with another, is in control of the machinery of government including the economic resources of the society. To this end, those who control the machinery of government like the states in Africa, Nigeria for instance, deploys the state apparatus including Civil and Military bureaucracies to determine the direction which the economy and every other sectors go; whether it is to the benefit of the citizenry or not, which in fact cannot be as economic benefits are awarded to their cohorts depriving certain groups access to the rent from such economic resources.

In view of the above, Igwe (2007, p.417), in relation to the 21st century environment, see the State as “embodying and expressing the common interests of the dominant class within the government, both of whom are able to attain and sustain such pre-eminence by various designs including the ultimate application of authoritative force”. One may ask, how does the state enforce her pre-eminence in the control of resources? This is simply done by the state in collaboration with her foreign capitalists like the World Bank and the International Monetary Funds (Brittonwood systems) and other multinational organizations enacting policies that would facilitates her capitalist operations in the country. The state being the arbiter, according to Reus-Smit and Snidal (2008, p.44), “regardless of what type of regime exists; citizens are bound by the policies enacted by their government”. Reus-Smit and Snidal, further state that rather than policies affecting everyone in similar ways, most policies are redistributive or have differential impacts on groups even in the same country. The support of this position, Muhammad SaniKalgo (2014, p240), notes that “the entire apparatus of the Nigerian state function to ensure that those with access to political power have monopolized access to productive resources and decide in favour of the international capital and big business”.

Furthermore, for capitalist policies to be propagated and sustained, such a state must go liberal in her economic policies in other to integrate the transnational networks of global capitalism. In this regards, Lake (2008), aver hat state structure conditions the possibilities and politics of transnational relations. Liberal state is more easily penetrated by the forces of global civil society, strong state are less hospitable. However, a state in this sense is said to be less hospitable when it is autarchy or has economic independence. Africa and most of the third World economies are far from being autarchy as designed particularly by the metropolis and nurtured by the post-colonial leaders of African States.

Increasingly, if the state is predominantly bourgeois and Libertarian as suggested by Ekanem (2004), its policies would be restricted for the comfort of the ruling elite which is the character of modern states today in Africa. When these Libertarian policies are promoted, the very foundation of the sovereignty of the state becomes threatened as transnational financial institutions like the World Bank and the International Monetary Fund (IMF) rendering certain services in form of aid, both in health, water, food and other sundry welfare activities that affect the day to day existence of the citizenry. To buttress this, Khor (2012, pp. 4 & 5), maintained that:

A major feature of globalization is the growing concentration and monopolization of economic resources and power by transnational corporations and by global financial firms and funds. National Policies that until recently were under the jurisdiction of states and people within a country have increasingly come under the influence of international agencies and processes or of big private corporations and economic/financial players. This has led to the erosion of national sovereignty and narrowed ability of government and people to make choices from opinion in economic, social and cultural policies.

However, by the participation of transnational corporations in rendering services, the state, whether knowingly or unknowingly abdicate its function of providing social services, hence poverty and misery threaten the majority of its citizenry. According to Ekanem (2004), whatever enterprises set up in the name of the state are sold out to economically powerful people both within and outside the country at a price the state itself fixes on them. In this regard, the government that help in fixing the prices does so on behalf of the capitalist ruling class that controls the state as well as the sub structure of the economy.

On the whole, considering that the crux of political economy revolves around the state as a central character that determines the welfare of its citizenry through policies that concern production and distribution of goods and services; the influence of the transnational organizations on the state in Africa is a cause for worry. Thus, the paper attempt to interrogate the erosion of state sovereignty by transnationals' in the 21st century global economic relations which has manifested itself in rendering of aid in educational and Health services which are supposedly the core responsibilities of the states to her citizenry.

Theoretical Perspective

The lucidness of the rentier state theory in espousing the character of the state is in tandem with the present state of Nigeria's Political economy which is largely a mono-product economy. However, the Rentier State Theory (RST) propounded by Hossein Mahdavy in 1970, in a work titled, the pattern and problems of economic development in Rentier States. Moreover, synthesis of the theory holds that a rentier economy is one in which the government derives her revenue from one or two mineral resources. Example, Crude Oil or Petroleum. However, rentierism as seen by Ifesinachi (2001), is an economic condition in Nigeria specifically implies the state of surviving on the basis of collecting and disbursement of rent accruable from oil.

Meanwhile, from the Political Economy point of view, rentier capitalism is a Marxist term currently used to describe the belief in economic practices of monopolization of access to any (physical, financial and intellectual) kind of property, and gaining significant amounts of profit without contribution to society (Wikipedia, 2017). In view of the above averment by Marx, the monopolization of the Nigerian state with the government solely rallying on huge profit generated from the sales of oil which has promoted and instituted corruption in the distribution of the proceeds from the sales of such product.

Arising from the character of a rentier state as espoused by the theory, such a state is a parasitic state whose development is highly dependent on the developed world for the sales of crude oil whose prices are of course determined by the metropolis in this instance. This scenario results in a lack of legitimacy to the state from the citizens as social welfare is determined by buyers of such mono-product. To make the matter worse, managers of local economies such as government officials fail to apply the rent to areas of critical needs in order to address the socio-economic challenges faced by the people due to misappropriation by the government in charge. This corrupt practice is perpetrated more in the areas of over invoicing (inflating figures) and malpractice in the award of contracts for the execution of government policies.

Nigeria, like most rentier economies like Kuwait, Oman and the United Arab Emirates (UAE) for instance, are prone to lack of legitimacy from the citizens as a result of the inability of the states to exploit their extractive capabilities by looking inward to harness other gifts of nature (Marshall, 1920). This gift of nature is found in both human and material resources. The inability of Africa to expand the scope of her extractive capabilities, in other words diversify its economy is a paramount challenge faced by the states in Africa in the 21st century interstate economic relations. Thus, "world leaders are grouping for structures that would replace many functions of states and operate over a wider geographic range than the state. This has developed especially in economic matters" (Shively 2008, p.64). Can African countries determine the price of their crude which is the major foreign exchange in a globalized economy whose direction is determined by the former colonial masters? Here lies the question of state sovereignty in Africa.

The State at the Cross Road of Sovereignty

The ability of the state in Africa to unilaterally determine the economic welfare of her citizens is increasingly nose-diving as a result of globalization which has promoted the mono-product economy in most of the African States. According to Shively (2008, p.120), "states may see themselves diminished, not by a formal reallocation of their powers but by the growth of actors and processes they cannot control as worldwide economic and social functions begin to operate as a single unit in globalization. In this case, whole areas of economic policy in which the state might want to act may prove impossible for it to control".

In corroboration with the above, Khor (2012, p. 5), observed that:

The developed countries, where the major economic players reside and which also control the processes and policies of international economic agencies, are better able to maintain control over their own national policies, as well as determine the

policies and practices of international institutions and the global system. However, it is also true that the large corporation have taken over a large part of decision making even in the developed countries, at the expense of the power of the state or political and social leaders.

Sovereignty which is the common denominator or the umbilical cord that connect states together and “pretend” that there are equal has been eroded by the win of globalization as facilitated by the international financial institutions like the Britton Wood (IMF & World Bank), and other international corporations. In international politics, what equate a developing country with a developed state or country like the U.S. is sovereignty which gives such a state, the legal right to make laws as it concerns its domain without any external interference.

Moreover, how practicable sovereignty is in the 21st century modern states of Africa, appears to be very doubtful considering the reliance of such supposed sovereign states on the developed World. More importantly too, as observed by Khor (2000), a situation where decisions that affect national development is largely taken by transnational corporations at the expense of the of the state or political leaders does not bring about a people oriented development as the interest of the metropolitan must be protected as profit making is the central focus of every capitalist system and a guiding principle for which ever assistant that is rendered by them. Thus, “It is not that we could not find suitable notions of development or way to apply them to our government. The problem lies with the major agents of development; our government, the multinationals, the World Bank and the Imperial powers, each of them propagates idea of development corresponding to its interest and images of the world” (Ake, 1979, p.6).

Furthermore, Khor (2000, p.5), equally observe that; “part of the erosion of National Policy-Making capacity is due to the liberalization of markets and developments in technology”. However, this kind of economic development impact negatively on rentire state like Nigeria where the economy is largely mono-product. In this regards, the volume or quantity of such product as well as the price to be sold is determine by the transnational corporations. Hence, transnational corporation had gain legitimacy from the government of most countries by directly or indirectly influencing the policies of such government due to their large financial contribution on development projects which in most cases, the contribution of the corporations overwhelms that of the country it is aiding. Aid from these organizations cut across Health, Education and Agriculture most importantly.

However, sovereignty in the 21st century has almost been eroded by economic determinants which shows the level at which a state is able to globalize and find itself at equilibrium with the trends of globalization. In this case if it is true that economic relations are promoted by globalization through technological advancement, then Africa is at the receiving end of globalization as it has nothing to globalize. With the kind of globalization promoted by the transnational companies like the World Bank and I.M.F with the promotion of liberalization, African economies will continue to operate at the rudimentary level as liberalization does not

encourage self-reliance of the African Economies. In line with the above, Sote (2015), quoting Odilim Enweghara, argues that the International Monetary Fund forces developing countries to pursue anti-investment, anti-fiscal and anti-monetary policies that would not favour self-reliance.

Challenges of Rentier Economy

- (a) **Negative effect on the Socio-economic development of the country:** as observed by Shively (2010), the state as an institution is to provide public goals. In other words, the essence of the state is for the provision of public welfare in the form of social security (housing and health care) most importantly. However, for social security to be adequately and timely provided for, the citizens, the issue of who owns the resources beneath the geopolitical land scape, which Omaje (2015) refers to as “rentier space” must be theoretically and practically established to ascertain who takes responsibility of the “pains” and “gains” from the extraction of the resources.

Meanwhile, Omeje (2015) defines Rentier space as those activities that are related to the acquisition and control of rentier resources in a state including the disposition, appropriation and utilization of any accruable funds, perquisites, dividends and opportunities. The greatest challenge however associated with rentier economy is the struggle for the rentier space by the national ruling elite and the local stakeholders. For examples, in Nigeria today, the increasing call for resource control by the people of the Niger Delta region in particular stems from inequality in the distribution of the proceed from sales of the crude.

As observed by Almaz (2015), rent is to be use to alleviate Social problems in the society the moment that is not done by the political ruling class, the multinationals come in to bridge the gap by providing social welfare which by so doing gain legitimacy from the locals. It is axiomatic that insecurity in Nigeria is as a result of the misapplication of the proceeds from the rent by those in control of the allocation. However, Domination of rent by a few (the state actors), Inequality in the distribution of rent and Utilization of rent on insecurity now constitute a great deal of the factors responsible for the insecurity in the country which is now a major cause of underdevelopment.

How does Rentierism constitute under development in Nigeria's development trajectory? In the words of Rodney (1972,p.10), see development from a point where a;

Society develop economically as its member's increase jointly their capacity for dealing with the environment”. This capacity for dealing with the environment is dependent on the extent to which they understand the laws of nature (science), on the extent to which they put that understanding into practice by devising tools (technology) and on the manner in which work is organized.

Understanding development as suggested by Rodney, rentier economy by its very nature constitutes a challenge to the development of Africa's economy which is caught in the web of globalization. Infact, as seen by Biereenu-Nnabugwu (2014, p.49), "globalization is the increasing concentration and monopolization of economic resources and power by both transnational corporation and global financial firms and funds. Considering the lack of capacity to diversify as a consequence of globalization which has set the West as the standard for civilization has by this; position encourage the mono-product and consumption nature of Africa's economies. The fact that the mono-product economy favours the ruling class in Nigeria in the sharing of the proceed to detriment of the majority of the population is a pointer to the fact that rentier economy is a drawback to the development of Africa as it continues to reduce Africa the level of a consuming economy.

- b. Compromise in national interest:** National interest which is seen as the core values of a country is said to be compromised when the ruling class project it in a manner that its outcome no longer protects the interest of the majority but the minority capitalist ruling class. It is in this regard, Sote (2015), argued that there appears to be strong domestic cabal that always seek to align government policies with the interest of the west, and to the detriment of the greatest good of the greatest number of Nigerians. This evil collaboration as identify by Sote, between the former colonial masters and the post-colonial elite of the African states can only succeed to a very large extent in a rentier economy environment.

Given that the national interest of the country has been replaced with group interest, as witness particularly in December 2017 in Nigeria, where the economy was literally put to a standstill due to an alleged unresolved issue between the Independent marketers of petroleum products who own fueling stations across the country and the government (the state). To a large extent, the cabal of oil marketers succeeded in running down economic activities in the nation as admitted by President Muhammadu Buhari in his 2018 1st January New Year address to the nation as every other sector depends on petroleum products to function optimally. However, in a diversify economy manipulations by cartels can only have a minimal effect on the growth of the economy as development is not dependent on a particular sector like it is in Nigeria today.

- c. Lack in the quest for indigenous technological advancement:** Considering that a rentier economy is literally consuming economy where finished goods are packaged abroad and shifted to the consuming nations, whose capacity to consume is dependent on the availability and acceptability of the product in the international market. However, the ability for one to consume depends on the individual's purchasing power. Hence, the ability of Nigeria to purchase technology from the west (United States of America and Western Europe) in particular does not encourage the quest for local or indigenous technology.

Meanwhile, Nigeria, like every other rentier economy in Africa, has great scientists with capacities to be self-reliant through diversification of her economy relying on the capacities of her scientists to invent and make discoveries according to their fields of training. But what do we have today in Nigeria, almost all the engineers, medical doctors, agricultural scientists etc. have become and want to become politicians to determine who get what from the rent resources from the sales of crude oil. So the dearth in technological drive amongst Nigerian scientists is largely due to the nature of economic production which has virtually put the political ruling class in a less work, more money position as a result of the “free money” from the mono-product economy with the assurance of work or no work, the money is there for you, provided you are connected to the political class in charge of allocation of resources.

Summary/Conclusion

The present state of Africa's global economic relations is a serious challenge to the socio-political and economic development of African states. These challenges which are seen from the angle of globalization (borderless society) which has brought about the very unequal market relations between the West and the third world countries of Africa with the West detecting the pace of development by setting standard for development not in tandem with the African environment. Thus, from the takeoff point of the paper, the concept of the State was brought into focus as the sole arbiter of human and institutional relations across national boundaries since the Westphalia conference of 1648. To this end, the state as a sovereign entity is discussing with regards to its relations with non-governmental organizations (NGO's) as well as the Britton Wood systems.

However, the study revealed among other things that the stagnation experience in the development of Africa's economy has to do with the Rentier nature of their economics which by its nature of operation has put the state in a dependent or begger-thy-neighbour condition as the mono-product economy of African states has created the unequal economic relations at the point of exchange. Hence the conditionality for engagement at the point of exchange is determined by the developed countries.

The inability of the state in Africa to determine the economic welfare of her citizens is interrogated seeing the state in a cross road of sovereignty. In other words, state sovereignty has become leprous as a consequence of globalization that has promoted the mono-product economy in Africa which heavily depends on the developed world for its consumables and to attend the Millennium Development Goals (MDGs) largely packaged by the West and promoted by the international organizations.

The seeming relinquishing of state sovereignty to transnational organizations such as the Britton Wood organizations as seen in the paper cause us to probe into the challenges of a rentier economy to include the following: (a) lack of capacity by the state to unilaterally carry out welfarist activities for its citizens (b) Compromise in National interest (c) lack of the quest for indigenous technological advancement.

On the whole, the paper sees the 21st century global economic relations of African states, with Africa at the disadvantage position as a result of the type of political culture projected by the post-colonial leaders that further promoted imperialism which see advanced countries as the standard civilization.

Thus, the interest of the paper is on charting a new course for economic diversification which will place less emphasis on crude oil exploration and exploitation. However, the present administration in Nigeria as led by President Muhammadu Buhari appears to be gravitating along the lines of economic diversification with emphasis on Agricultural production. Ironically however, economic diversification has been the melody of past administrations with nothing practical to show as regards the operationalization of the policy of diversification. Co-incidentally, diversification to be practicable and the challenges of rentier economy completely annihilated, and restore the sovereignty of African states, the following prescriptions are recommended:

Recommendations

- i. Development should be home driven: In this regards, policies, with regards to the general development of the country should not be based on Western Philosophies of civilization particularly on our textile and food industries.
- ii. Development of indigenous technology: this will bring about less dependence on foreign goods that alternatives could be sourced locally. This is achievable when local technology is encouraged.
- iii. Diversification of the economy: reliance on a particular product as a means of foreign exchange should be discouraged by developing economies.
- iv. Development plans should have a relationship with the cultural belief and the environment of the people.

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Assessing The Challenges and Prospects of Privatizing The Cross River State Newspaper Corporation, Calabar.

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Abstract

The study aims to examine the challenges and prospects of privatizing the Cross River State Newspaper Corporation, Calabar. Specifically, this research examines the rationale for the privatization of public enterprise in Nigeria and identifies the challenges and prospects of privatizing the Cross River Newspaper Corporation. The study adopted an expo facto research design. The method supports the use of secondary data to assess an existing problem and identify prospects for improvement. Data obtained from the study were mainly from secondary sources; as such content analysis of literature is adopted for the study. From extant literature, the student concludes that several factors affect the effective performance of public enterprises, thus the need to privatize. The study further advocates the need for the government to supervise privatized enterprises to ensure that the markets are not exploited within the market economic system.

Keywords: Privatization, Commercialization, Public enterprises, Cross River State Newspaper Corporation.

Introduction

The establishment of state-owned enterprises under the privatization and nationalization strategy has been used in developing countries in their effort to accelerate the pace of national development. At the end of the Second World War, several Post-War governments nationalized key industries and adopted subsidies and deficit financing of the economy to stimulate the economy and employment. Equally, significant was the fact that governments both in Europe and the United States adopted extensive government-funded social welfare programmes in such key areas as education, health, housing, and social security.

However, with few exceptions, the story of public enterprises is anything but largely an illusion. Their operational performance has largely been inefficient and far below the social and economic objectives for which they were established. At inception, one could see in public enterprises an interesting skeleton; but following years of operation, there is not yet much meat on it. According to Akpan (2002), "the direct involvement of government in enterprise ownership and management to foster economic development only results in a fiasco. The nonaccomplishment of developmental objectives has been viewed as a common generic scenario in all developing countries". In some countries, public enterprises have become an unsustainable burden on the budget and the banking system, absorbing scarce public resources. Investments in public enterprises have hardly produced cost-covering streams of income. For example, the financial performance of nine key outfits (Telecommunications, Postal Services, Airlines, Railways, Transport, Power, Cement, Iron and Steel, and Textiles) in five West African economies such as Ghana, Guinea, Benin Republic, Nigeria, and Senegal have been persistently poor, with annual government transfer and overdrafts to these sectors ranging from 18-14 percent of GDP (Kikeri, 1994).

Overextended and poorly performed public enterprises have also slowed the growth of the private sector in many mixed economies as the government would always block the entry of private firms which attempt to compete with government-owned enterprises by granting them statutory monopolies. Government credits directed to capital-intensive public enterprises often crowd private firms out of the money market. Even where the government eliminated express guarantees from credit taken by public enterprises, creditors tended to assume that there was an implicit government guarantee, a perception that influenced their lending to the disadvantage of the private sector. Similarly, inefficient provision of critical inputs and badly managed public utilities has increased the cost of business to the private sector and the potential for expansion of the economy. Public enterprises compete for the lean economic resources available thereby creating diseconomies and reduction in productive capacity.

The growth of public enterprises in Nigeria came against the background of sudden windfall from the oil sector in the 1970s. This stimulated the tempo of public sector intervention in the economic development process. The development strategy at that time took a different shape. The public sector-led development strategy was adopted in place of the private sector-driven development strategy that was promoted in the First National Development Plan 1962-1968 (Obadan, 2000).

In the context of the Second and Third National Development Plans 1970-74 and 1975-80 respectively, not only did the government occupy the commanding heights of the economy, but it also effectively became the engine of growth -making huge investments in the economic, social and infrastructure sectors (Obadan, 2000). The role of government in direct productive activities became more visible and the purpose for which public enterprises were established changed from stimulating and accelerating national economic development under conditions of capital scarcity and structural defects in private sector organizations to that of deliberate heavy intervention in the development process and engine of growth (Obadan, 2000).

Accordingly, the government established a large public enterprise sector through such economic activities as Banking and Insurance, Manufacturing, Transportation, Oil Exploration, Hotel and Tourism, etc. Services provided by the Nigerian Railway Corporation, Water Boards, Ports Authority, etc.; hitherto lumped within the civil service structure were restructured into autonomous entities to increase their effectiveness. Barren economic fields of strategic importance which were avoided by private Investors due largely to inappropriate technical/managerial expertise, high capital threshold, and low-profit potential were undertaken by the government. Similarly, large monopolistic organizations like the Nigerian National Petroleum Corporation (NNPC), Power Holding Corporation of Nigeria (NEPA), Nigerian Security Printing and Minting Company (NSPMC), and the Defence Industry Corporation (DIC) etc were established to control services deemed too sensitive to be left in the hands of private sector organizations.

Business enterprises like the Nigerian National Supplies Company (NNSC) a trading concern considered a traditional preserve of the private sector were established to protect consumers' interests through price control. The Nigerian Breweries, NNPC, Liquefied Natural Gas projects, etc., were established to enable the state to participate in high-profit potential ventures and to earn money for further development purposes. The ownership and control of the Central Bank of Nigeria (CBN), National Insurance Corporation of Nigeria (NICON), and Ministry of Finance Incorporated were to enable it to pilot the economy towards desired objectives and priorities.

However, the dominance of public enterprises in the Nigerian economy; as in other developing economies, has over the years constituted a significant drag on the overall growth rate. Inefficient public enterprises littered the country like the carcasses of an aborted industrial dawn; and their performance was dismal resulting in huge financial losses, poor customer service delivery, and their inability to meet demands, while at the same time overstretching the nation's economic resources and other social infrastructures. William Walls noted that "there are still around 1500 state-run enterprises in Nigeria... of these, over 500 are under the control of the Federal Government while the rest are in the hands of the 36 state governments". He noted further that "These enterprises have consumed nearly half of the \$300bn Nigeria has earned from its oil industry since 1973. They continue to soak up annual subsidies, import waivers, and direct payments worth up to \$2bn from the cash-strapped state coffers".

According to Prof, Akinyemi, "... (See BBC Focus on African, p. 23) by the mid-70s it has become evident that government ownership of the commanding heights of the economy was not yielding the desired results. The government had become bloated and inefficient. Decisions in industrial and banking circles that needed urgent attention were victims of the slow and ponderous processes of the civil service. (See Daily Sun 14 September 2004) p. 22. As President Olusegun Obasanjo noted at the formal inauguration of the National Council on Privatization (NCR) that state enterprises suffer from fundamental problems of defective capital structure, excessive bureaucratic control and intervention, inappropriate technology, gross incompetence and mismanagement, blatant corruption and crippling complacency which monopoly engenders. The National Institute for Policy and Strategic Studies identified three major factors affecting the performance of public enterprises. These include the political environment, funding conditions of service, and the work environment.

The over-riding influence of government on the operational efficiency of public enterprises in Nigeria is worthy of note, It has been maintained by Mallam El Rufai, former Director General of, the Bureau for Public Enterprise that "the existence of these agencies (Public Enterprises) enables the President of Nigeria and his cabinet to appoint about 4000 directors, members of boards... this patronage power is enormous and constitutes the main attraction for holding political office in Nigeria and one of the causes of our political instability". (See BBC focus on Africa) P.32. This brings to light the ever-present economic concern about the relationship between ownership and efficiency. These, therefore, are the major concerns of this study.

Statement of problem

It has been variously argued that whether a particular public enterprise is doing well; can only be found in the conceptual framework establishing it. Three broad concepts can be used to delineate public enterprises in line with their operational objectives. These are:

1. The public utility type,
2. The commercial enterprise type, and
3. The hybrid type.

This criterion makes it necessary for different evaluative criteria to be used in assessing their performance. Whereas commercial enterprises are incorporated with a profit motive, public utility companies are strictly of a social service nature whose primary objective is to satisfy the public and not to make a profit. The hybrid organization combines the characteristics of commercial and public utility organizations by offering affordable goods and services to the public while at the same time striving to remain self-reliant. The central theme of this research is to assess why despite 'whatever logic may have been adduced for establishing public enterprises in Nigeria, their overall performance does not satisfy the social and economic objectives for their existence. It is also aimed at investigating why public enterprises whether commercial, utility, or hybrid type are characteristically inefficient despite their huge capital investment, periodic subvention, statutory monopoly, and tax and tariff waivers they enjoy.

Objectives of the study

The aim of the study is to examine the impact of privatization on the performance of Cross River State Newspaper Corporation, Calabar. Specifically, this research will:

1. Assess the rationale for privatization of public enterprise in Nigeria.
2. Identify the challenges and prospects of privatizing the Cross River Newspaper Corporation.

Study questions

1. What is the rationale for privatization of public enterprise in Nigeria?
2. What are the challenges and prospects of privatizing the Cross River Newspaper Corporation.

Methodology

The study adopted an expo facto research design. The method supports the use of secondary data to assess an existing problem and identify prospects for improvement. Data obtained from the study were mainly from secondary sources; as such content analysis of literature is adopted for the study.

Literature review

Conceptualizing and rationale for privatizing public enterprises

The survival of any economy be it a developed or underdeveloped country requires the direct involvement of the government (state or federal) in the production of some goods and services. Unlike the situation in some developed countries of the world where public enterprises play a normal role in economic development, the public in Nigeria forms a major part of the national economy, Nigeria, which is a developing country, has greater cooperation of her labour force in agriculture (Ejiofor, 1985).

In our knowledge of development, it is believed that for a country to strive to develop, a greater proportion of the labour force must be engaged in the modern sector. This has necessitated the government to set up some vital companies such as manufacturing, construction, financial institutions; and transportation services among others, to mobilize the idea of industrialization. These companies set up by the government are known as public enterprises or government-owned companies. According to the main report to the Public Services Review Commission 1974 (the Udoji report) (Ibie, 1988). Public enterprises include all corporations, authorities, board councils, and any limited liability companies in which the government has full or majority interest. Within this context, four types of organization are identified, namely – public utilities, financial institutions, commercial and industrial companies, and regulatory or service bodies (Epundu, 1989). In pursuance of this nationalization policy government also used the weapon of nationalization to acquire some privately owned companies, especially foreign-owned companies (Odeju, 1991).

However, many people have adduced the reason for the constant interference in the day-to-day operations of the company, the appointment of unqualified personnel, corrupt management and practice of poor attitude to work, and the power struggle between management and the

board of directors as contributing factors to the failure of public enterprises. The need for management in both private and public organizations cannot be overlooked. Without effect and effective management, the goals and objectives of organizations cannot be achieved (Odeju, 1991).

Development economists, the world over are in agreement with the role of government in the social and economic development process of every nation. "The existence of a state and a government as instruments of social organization is an established fact. What varies from state to state is the size and role of the government and, therefore, the division between it and the Private economic agents in the relative share of the command over resources" Okigbo (1979). Public corporations in their various forms, therefore, allow government to play an instrumental role in national development.

Fubara (1990) described public enterprises as instruments of national policy for economic development. According to Ademolokun (1983), "Public enterprise 'emerged as a result of government acting on the capacity, of an entrepreneur" Governments acquire business interests through a privatisation strategy and nationalization of existing. private entities and the establishment of fresh productive entities or joint venture schemes to learn certain managerial and productive skills from foreign partners. Developing countries relied more on State Owned Enterprises (SOEs) than industrialized economies did in the hope that they would balance or replace a weak or ideologically unacceptable private sector; invest more and also produce a capital surplus to finance investment; and transfer technology to strategic firms in mining, telecommunications transport and heavy industry. Kikeri (1994) said "By the early 1980s SOEs accounted on Average for 17% of GDP in Sub-Saharan Africa and a much modest 3% in Asia (this excludes China, India, and Myanmar). Nellis (1986) "compared with 10% of GDP in mixed economies worldwide" Short (1984). In Eastern Europe and Central Asia, SOEs uniformly accounted for the bulk as high as 90% of all productive activities.

Supporting the government's big role in business, Sullivan, J. Wrote: "It has often been said that the government should get out of the way and let the market function. That idea is a myth. Government is essential in setting up the framework of a market economy, without rules and structure of a binding nature, anarchy results. Under such conditions, business becomes nothing but 'Casino Capitalism' where investments are simply bets (Business Times, April 16 - 22, 2001) p. 13. For Friedman (1971) public enterprises flourished due to the following reasons.

1. They provide a nucleus for the economic expansion of the nation and offer the advantages of large-scale operation, without the disadvantage of private monopoly.
2. Some enterprises that are necessary and vital to the nation may not be attractive to the private sector and are therefore necessarily undertaken by the state. For example, rail transport in the vast and underpopulated regions of Australia and Canada.
3. Where there is a shortage of private venture capital, the state often establishes public enterprises to undertake business that requires heavy capital investment.

Economic and defense policies have also been adduced as reasons for government participation in business. In Britain, whole business sub-sectors have been nationalized by the establishment of public firms. The government has explained that the control of an entire industry by them rather than fragmented private ownership would lead to a rationalization of activities within the industry and a lot more intensive programme of investment (Dainith, 1974).

According to Okigbo (1982) government expenditure (in public enterprise) may constitute a very significant large share of the markets... it is in this sense that an economy can be 'engineered', i.e. guided in its path by the intervention of public authorities, either directly in the markets or by their policies. Strictly on fiscal grounds, Italy has reserved to itself such monopolies as tobacco, salt, and quinine. Municipalities were also granted monopoly rights in some important local fields such as transportation, gas, water, electricity, and milk supply (Treves, 1974). In France, Drago (1974) wrote that "public enterprises may be established as Enterprise Pilotes to be leaders in their industrial setting in terms of efficiency, technology, industrial relations and so on". Kiliick (1987) has identified the factors responsible for the existence and spread of public enterprise in various countries as ideological, political, developmental, employment creation, consumer protection, and the need to improve the distribution of national income.

Enterprises such as the United Kingdom Post Office, British Airports Authority, and Atomic Energy Authority have been managed under public ownership for security reasons. The government of Britain had to acquire for diplomatic reasons the Aero Engine and other relevant functions of Rolls Royce in 1971 which was important to her national defense and collaborative programmes with other countries and to many air forces and civil airlines all over the world (Dainith, 1974). Unlike private enterprises which are incorporated under the Companies and Allied Matters Act, public enterprises are established through statutory enactments. "The adaptability of public enterprises in response to social demands is a widely recognized attribute" (Friedman, 1974). This means that they exist primarily to serve the needs of the populace either through revenue generation to the government or ensuring the ready availability of goods and services.

Public enterprises according to Orojo (1992), are set up by the government for the purpose of its participation in the economic activities of the country. While some of the statutory corporations are essentially for social services... others are largely commercial, operating generally like private corporations. Kodilinye (1973) remarked during the annual conference of the Nigerian Economic Society that "the general impression about public enterprises in Nigeria was that they were not fulfilling the objectives for which they were created". Stressing further; Wallis noted that, "they have long ceased to serve their original purpose; of driving industrial growth, generating employment and providing services cheaply to the public" (see BBC Focus on Africa) p. 33. As captured by Abba Theophilus, "At a point in the 1970s through a good part of the 1980s, River Basin Development Authorities were charged with the task of executing projects that would facilitate integrated rural development. Though there was a measure of success in some parts of the country, if the Rural Basin Development

Authority's story is told today, it is mostly that of their failure. In between political interference and mismanagement, the lofty objectives of the River Basin Development Authorities were thwarted, and the country is worse off for it". (See Sunday Punch, 29 February, 2004) p: 20.

One typical example of public enterprise inefficiency is Nigeria's state-run power company. NEPA Produces between 2400 and 4000 megawatts of electricity for a population of 120 million while Eskom an independent power plant PHCN in South Africa, produces around 45000 megawatts for a population a third of the size of Nigeria. Similarly, under Nitel's monopoly, only 400,000 people had access to a telephone while under the GSM liberalization the potential; according to market research, is that 7 million or more Nigerians would have access to a mobile phone within four years of liberalization. The above highlights provided the framework under which the Nigerian government commissioned various study groups including Onosode (1982) and AI-Hakin (1984), to examine the performances of public enterprises, and advise the government on ways of rationalizing and improving the public enterprises and making them less dependent on government for survival. The various study groups identified the following as the bane of public enterprise growth:

1. Defective capital structure
2. Ill-advised investment that resulted in costly and inefficient utilization of public resources.
3. Inept management, financial indiscipline, corruption, and nepotism.
4. Bureaucratic redtapism
5. Constant political interference in decision-making by government
6. Misuse of monopoly power at the expense of the public.
7. Rigidity and low quality of service.

The groups accordingly identified the following alternative policies on public enterprise management. This includes:

1. Control intensification
2. Commercialization option
3. Turnkey option
4. Privatization option Ekpenyong (2000).

The various reforms instituted by the government to identify alternative policies on parastatal management, in the long run, could not provide the necessary tonic to reverse the operational and functional dependence of these outfits on the government. The aggregate effect of these lapses facilitated the rigorous campaigns for privatization as a rewarding alternative to other known options.

Challenges Facing Public Enterprises

Available evidence shows that the performance of public service in virtually all tiers of government in Nigeria has remained very dismal, hence the present state of underdevelopment. The dismal performance of public enterprises, like the former National Electric Power Authority (NEPA) and the Nigerian Telecommunication (NITEL) is obvious

in this regard. In Nigeria, many public enterprises operate under a business environment that is unique and distinct from that of the private sector which are in the same line of business. The business environment of the public enterprise could be that of a monopoly or it could operate in a competitive environment.

For instance, shortly after the privatization of the telecommunication sector NITEL/ MTEL operated alongside other GSM companies such as MTN, GLO, and ECONET. Also, state-owned banks such as National Bank, Cooperative and Commerce Bank (CCB), etc operated alongside other privately owned banks before they went into liquidation. Some of the challenges facing public enterprises include political interference, poor management, political instability, control by the government poor attitude to work by staff, financial mismanagement, and poor funding.

1. **Political interference:** Emeh (2012) observed that public corporations have several problems that can affect the quality of their goods and services. In fact, most public corporations in Nigeria cannot compete effectively with private companies engaging in the same line of business. Political Interference: Public corporations are government companies and sometimes the government and important government officials make them do things that may not be in the overall interests of the corporation.

For political reasons, they can force the corporation to employ persons who are not qualified for the job or embark on projects that are of no real value to the corporation. Sometimes, government corporations are forced to donate money to the ruling party for elections and other purposes. Such interference in the affairs of the corporation by the government and politicians will necessarily affect the efficiency of the organization. Political interference in the affairs of public enterprises has ruined many public enterprises in Nigeria (Anyadike, 2013).

1. **Political Instability:** Instability in the political system occurs when the government of a state changes too frequently and unexpectedly. Every new government wants to appoint its own representatives to the boards of government corporations. These constant changes in the policymaking body of the corporation lead to inconsistent policies. Constant changes can also lead to delays in the completion of projects or unnecessary changes in projects already embarked upon. Some projects in which huge amounts of money have been spent are abandoned because the new board of directors does not approve of them.
2. **Poor Management:** This problem is closely related to the two problems mentioned above. Members of the board who make policies for the corporation are political appointees who may not have any exposure to the corporation's area of operations. Again, the government can make its corporations employ management staff that is not properly qualified. These two factors can result in poor management.
3. **Government Controls:** It is necessary for the government to exercise some control over its corporations but sometimes these controls are so oppressive that the corporations are rendered inactive. In order to compete effectively with private

companies engaged in the same business, a government corporation should be allowed to operate under similar conditions. For instance, if the government, for political reasons, imposes price controls on its corporations and cannot control the prices of other companies engaged in the same business, then the government company cannot return as much profit as the private companies.

- 4. Over-Protection by Government:** Some government corporations are like over-indulged children who cannot do anything for themselves. Most of them depend on the government for everything including the payment of staff salaries and the maintenance or replacement of equipment even though they were established to provide services to the public and to make profits. In private companies, the workers know that they have to make profits, or the company will close down, and they will become unemployed. For this reason, the workers work hard to improve their goods and services. In public corporations, the workers do not seem to care especially as they have secure tenure of office, regardless of the financial positions of the corporation. In fact, the services of some public corporations are so bad that the public would have nothing to do with them if it had any choice. Thus, the practice whereby the government gives grants to its companies on a regular basis makes the workers careless about the quality of work they offer to the corporation.
- 5. Poor attitude to Work:** Many workers in the public sector sees their work as government work. Government work, they unfortunately believe, requires neither seriousness nor commitment. The result is that workers do not do their work at all or do it haphazardly, and the corporations consequently cannot effectively discharge the duties for which they were set up. According to Nwachukwu (2007), Nigerian employees characteristically have a very poor attitude to work. He asserts that the average employee is “not on seat” fifty percent of the time. Most employees see white-collar jobs as government work in which the employee receives his monthly salary regardless of his or her input in the organization. Such an attitude will certainly be a drawback to the attainment of organizational goals.
- 6. Financial Mismanagement:** Anyadike (2013) argues that some public enterprises whose establishments are hinged on regulatory philosophy have also not lived up to standard due to endemic corruption in these enterprises as officials collect bribes and truncate their primary reasons for establishment. Some government corporations are notorious for their mismanagement of funds. Money is sometimes embezzled outright. Officials also connive with contractors who are paid in full for work that is either not done or is improperly carried out. There have been cases where old and obsolete equipment and machinery have been bought at the price of new ones. This money could have been used for necessary development projects by the company or the government. In Nigeria, a combination of all these problems is manifested in the very poor services given by public corporations such as irregular and erratic power and water supply, late or non-delivery of mail, faulty telephone services, and poor railroad and air transport services. Furthermore, the inability of government corporations to

discharge their duties effectively has contributed a great deal to the slow rate of social and economic development in the country.

- 7. Poor funding:** It has been observed that inadequate funding of PEs by the government makes their operation difficult, if not impossible. As a result, they also determined the tariff structure, which would have been an avenue to raise more funds to improve their performance. Most Public Enterprises in Nigeria were set up with a low equity capital base; thus, making it difficult even to get financial assistance from banks. Poor capitalization was an impediment to borrowing, thereby contributing to negative performance.

In summary, the challenges facing public enterprises were buttressed by Agabi and Orokpo (2014) when they asserted that the performance of Nigerian enterprises was compromised in many instances leading to inefficient utilization of resources by public enterprises coupled with heavy dependence on the national treasury for financial operations and their activities characterized by mismanagement of funds and operations, endemic corruption, misuse of monopoly power and bureaucratic suffocation from supervisory ministries and its inability to enhance the social and economic well-being of the people, which no doubt placed government under tremendous pressure to initiate various economic reforms, with privatization as one of such reform programmes as a panacea to public enterprises quagmire.

Cross River Newspaper Corporation (CRNC): factors affecting performance

The Cross River Newspaper Corporation (CRNC) wholly owned by the Cross River State Government is known to have climbed the crest of history as one of the leading tabloids in Nigeria in the 1970s and early 1980s. It is known to have in its alumni some of the best brains in contemporary journalism in the country. Formerly known as the Southeastern State Newspaper Corporation, the corporation was established by edict No. 1 of 1970 as published in the South-Eastern State Official Gazette No. II, Vol. 3 of 12th March 1970 and amended as Edict No. 9 of 1973 and published in the supplement of Southeastern State of Nigeria Gazette No. 41, Vol. 6 dated 27th September 1973.

Publishers of the Nigerian Chronicle and Sunday Chronicle, the corporation commenced business and published its maiden issue of the Nigerian Chronicle on the 11th of January 1971 as a weekly newspaper for 177 weeks before expanding into a daily newspaper. A total sum of N786,629.55 was expended on the acquisition of land, buildings, plant machinery, equipment, furniture, and fittings for the full take-off of the corporation as of September 1971. In 1978, the commercial stationery and printing arm of the corporation was established to cater to the printing needs of the public. This unfocused expansion quite expectedly turned out to be an albatross. Thereafter, to date, the corporation has never known any sustainable operational peace due to factors which include a ban on the importation of newsprint by the government, internal problems such as official corruption, ethnicity, and politicization of appointments of management positions due to perceived viability of the corporation because of commercialization, inadequate funding, obsolete equipment and undue interference in its operation by the government.

Conclusion and Prospects

The study examined the challenges and prospects of public enterprises in Nigeria, with a focus on the Cross River Newspaper Corporation. From the analysis of the literature, it is shown that the establishment of public enterprises by governments of developing economies the world over has been identified as a strategic approach to accelerated economic and national development. The main prop was the fostering and harnessing of economic potentials, balancing and control of strategic and social interests of the country, full employment as well as generation of revenue for the development of infrastructure. Except for some episodic successes recorded at inception, the structural legacy of public enterprises and their corresponding impact on the Nigerian economy have been burdensome.

This research was therefore inspired by the need to critically evaluate the factors leading to the dismal performance of public enterprises using the Cross River Newspaper Corporation as a case study. It has identified major challenges affecting the sector. Privatization is identified as the major option for improving the management and performance of the corporation.

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