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Prof. Goddey Wilson,
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Analysis of Geographic Road Transportation Development and Planning Problems in Nigeria: The Way Forward

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Abstract

The paper examined spatial road transportation development and planning problems in Nigeria with a view to ensuring efficiency and sustainability in the system. Both primary and secondary data were used to ascertain road development and planning problems of transportation in Nigeria. The theories of spatial interaction and transportation development, Christaller's Central place, traffic flow and the positive, negative and permissive schools of thought were appraised for future development of the sub-sector. The study noted that its problems are many and varies spatially with land-use economic activities in different geographical units across the country. In fact, every area has its own peculiar road transportation problems been discussed under four phases. This revealed the nature and extent of the roads and associated problems in each phase that have persisted till date. These problems encompassed the nature of route network structure, topographic configuration, engineering inefficiency, poor city planning methods, driver's attitude on roads and government neglect to road maintenance work in the country. The study thus recommends among others adequate construction of modern roads across the country, rehabilitation/dualization of old ones with drainage system and street lights; demolition of all illegal structures including unapproved motor parks and markets along the roadside, conformity of land-use patterns with modern road transport system, enforcement of six months mandatory training in approved driving schools as precondition for awarding driving licences, enforcement of traffic circulation schemes including conflicting movement, adoption of road maintenance culture/policy, installation of security devices including CCT-Cameras at all road junctions/strategic check points and adequate employment of security operatives on all roads.

Keywords: Road-Transportation, Development-Planning, Problems, Causes and Solutions, Analysis.

Introduction

Transportation, according to Ulman in Akpoghomeh (2012) is the measure of the relationships between areas and is therefore an essential part of geography. It can also be defined as the movement, relocation and distribution process of persons, goods and services, information and ideas using different transportations modes across space. Hence, Ikporukpo (2002) opined that transportation is all about accessibility to goods and services provided in an area for adequate and effective utilization. For instance, the people who live in some

distant locations demand transport services in order to move quickly and safely to meet-up their targets or schedule appointments. Infact, there is virtually no economic activity carried out in space without the use of transportation. In other words, transportation and communication do not only act as the binding force that sustains every economic activity, but the driving force of all business enterprises on the earth's surface. A good example of this claim is the case of an explorer of natural resources that needs transport just as every

other raw material-input in his/her production process. In essence, transport helps him/her to get to the exploration site and also move the exploited materials to other locations where they are needed on time. The overriding economic implication of this transaction is that the production of any commodity is not complete until it gets to the consumers (Akpoghomeh, 2012).

Road transport which is the movement of persons, goods and services by motorized mode of transportation has emerged and remained all-important. This is due to its relative advantages over the rest modes of transport. Nevertheless, road transport is the most comprehensive, spatially connected, flexible and accessible (Akpoghomeh, 1995). Besides, it can use off-road space thereby providing origin-to-destination or door-to-door services. This peculiar advantage has earned it the position of collecting and distributing traffic carried by other transport modes e.g. transshipment. Therefore, considering the high rate of complexity, uncertainties and its associated risks involved and experienced by motorists and commuters on daily basis; it requires the application of human ingenuity and artificial technology to overcome any difficulty arising from the transport mode, landscape configuration and human behavior on roads as well as the inefficiency in handling the facilities. The systematic application of these modern methods is envisaged to track, control, manage and achieve a free traffic flow devoid of traffic congestion, reckless driving and frequent road accidents in Nigeria. (Emenike, 2002). The situation is further compounded by bad roads characterized by deep-potholes, extensive gullies and craters filled with water that combined to form rugged terrain in the presence of deficient infrastructural facilities e.g. traffic signs control lights and a network of feeder roads which ought to reduce traffic congestion (Poronakie et al, 2024). In most cities in the country, the existence of poor road network system is

attributed to the fact that these routes are developmental lines linking urban areas which have a high number of commercial, industrial, educational, social and administrative activities in the country. Consequently, such urban centres are noted for environmental pollution as common phenomena. Again there is also the problem of high-rise buildings constructed without adequate provision for parking places, leading to congestion and pollution in most cities (Okpala, 1977).

The relations and connections are often reflected in the character of road transport modes, facilities and traffic flow, which involves basic geographic concepts like spatial interaction and areal association (Akpoghomeh, 2012, Ulman, 1956). Thus, overcoming distances between spatial locations, problems generated by poor driver's attitudes and the characteristic nature of these roads, leading to persistent traffic congestion in urban areas existed prior to spatial differentiation that cannot develop without movement (Emenike & Ibe, 2010). Therefore, applying the concept of circulation to explain these inherent complexities, difficulties, risks of uncertainties including those posed by weather vagaries (e.g. poor visibility, thunderstorm and flooding) involved in the spatial movement of people and goods; provides the basis for understanding of areal differentiation concept and a yardstick for measuring similarities and determining difference among spatial units in human settlements. These group of geographers perceived movement as an indicator of the degree of spatial connections on the earth's surface as well as the understanding of all interchange patterns.

This idea is prevalent today, although in a more refined way as manifested in the geometric and absolute spatial concepts propounded by Berry (1964) in terms of factor-analysis to relate Spatial structures and commodity flow which Haggett (1972), attempted to design an integrated

regional system around movement, networks, transport modes, settlement hierarchies and corresponding services. This is not to say that geographic transportation should be seen as merely a network of conduits through which inanimate objects stochastically flow or simply a matrix of origins and destinations representing particular points of developmental input and output. Based on the above, Ikporukpo (1981) suggested a comprehensive study of transport services alongside with the character of transportation facilities as a whole and in detail, at any given location and time. Throughout history, transportation is generally determined by its interactions with physical and social forces which operated interchangeably over the landscape. In other words, understanding a transportation system means to simply analyse these interrelationships between physical and social forces which have led to the prevailing pattern of transportation systems in an area. However, only few geographers heeded to this viewpoint today. Instead, more often than not, transport geography was treated like conduit (e.g. edges or routes and spatial units (e.g. edges or vertices) as if the reality of our daily activities globally were tied up in a socio-political vacuum.

In essence, geography was not alone in this intellectual vacuum. Rather it was mainly concerned with spatial observation, location and description of earth surface phenomena without any attempt to scientifically explain them in relation to forces responsible for their formation (Umeuduji, 2017). By then, the discipline was more interested in collecting information (data) about the emerging new geographic features discovered by Darwin (1959) theory of organic evolution (Ododo, 2013, Onokerhoraye, 1994).

Specifically, geography describes through observation what is actually visible and to the transport geographers it includes

transport modes, layouts and trade flows. Infact, where an attempt was made to explain the occurrence of spatial phenomena and their characterized interrelationships; it tended to rely heavily on physical environmental determinism or simply economic rationalization of geographic reality. There was little or no regard for change uncertainties on the socio-economic fabric of society.

The identified contemporary challenges of road transport which prompted this study are many diverse and complex in nature. Emenike and Ibe (2010) have listed some of these challenges facing transportation services in Nigeria to include poor urban planning and management, poorly located physical features and transport facilities (e.g illegal motor parks, markets etc), engineering problems and operating factors and lack of parking spaces. Others which are more frequent and severe that relate to the motorists' wholesome behaviours on our roads include excessive speeding, frequent and unsafe lane changing, failure to signal, tailgating, failure to yield the right of way, lane blocking, disregard to traffic control, use of provocative gestures, verbal abuse and insult to corrective instructions, aggressive use of horns and headlights, driving against traffic, driving on off-road space, wrong parking, formation of multiple lanes which narrow into road junctions to intensify congestion, use of unworthy-road vehicles, use of smaller vehicles in place of trucks in carrying bulky loads while most of the motorists are without driving license. This group of motorists is best described as offensive or aggressive drivers.

According to the United States Department of Transportation in Emenike and Ibe (2010), an aggressive driver is a person who operates a motor vehicle in a selfish, bold and pushy manner without regard for the rights or safety of other road-users. Infact, the poor attitude and psychology displaced by an average motorist on

Nigerian roads has been noted as part of the major causes of frequent traffic congestion and road accidents in recent time. They operate without any regard to traffic regulations, road-rage and constant infringements of high way codes have manifested in the over-loading of vehicles and frequent roads accidents.

Today, most of the Nigerian urban centres are fast becoming so traffic congested that sooner or later, assuming the trend continues unchecked, a time will come when available traffic routes shall be blocked completely and movement made impossible as could be observed on the East-West Road along Eleme junction through Trailer park linking Onne Port complex in Eleme Local Government Area of Rivers State (Onakomaiva, 1979). This scenario is also apparent on the same road through Rumuokoro particularly during the oil-mill market days in the Port Harcourt Metropolis. The situation has threatened the economic and social life of the people such that mobility in the cities is not only restricted but impeded (Emenike, 2002).

Traffic congestion seems to be a mixed blessing to the affected areas because it has both positive and negative impacts. While some spatial analysts admitted that it has several negative effects on the people's economic activities as illustrated above, some of them see it to be an indication of development with agglomeration of economic activities resulting in congestion in affected areas. In other words, traffic congestion is an indication of flourishing business enterprises in Urban areas.

Furthermore, most commercial drivers have been severally accused of taking alcohol and other dangerous drugs before embarking on trips which led to reckless driving and abnormal behavior while on stirring along highways. Again, given the impatience nature of most motorists, they often rush towards vehicle ahead of them without regard to the traffic law that

permits a safe distance to be allowed between vehicles just to cut into the little space in between vehicles. Thus, in an attempt to reduce travel time, minimize the high cost of fuel price and maximize accruing financial benefits from the number of trips covered per day, the commercial drivers have often been guilty of this traffic law. The use of all-road space during the period of acute traffic hold-ups and poor attitude they have towards sustainable vehicle maintenance culture, also contribute greatly to both traffic congestion and frequent fatal road accidents on Nigerian roads (FRSC, 2012). To worsened the situation more, there seems to be no concerted efforts been made by the government through law enforcement agencies (e.g police, traffic wardens, road safety corps etc at mounting thorough checks on the menace of driving, drinking and sometimes making and receiving phone calls while driving without seat-belts. Instead of enforcing this law to save lives and properties, they engaged in collection of illegal monies from the motorists thereby allowing the menace to persist with illegal collection of money from traffic defaulters seen to be a culture in the service of law enforcement agents in Nigeria.

From all indications, it is obvious that driving a motor vehicle involves almost all the human sensory organs of touch, hearing, smell and sight which are inevitable in the application of basic driving skills. These are perception, attention, judgment, decision-making and physical reaction to emergencies because they require the entire human ingenuity and capability to coordinate these all-embracing skills for effective, efficient and safety driving. Alcohol itself has severe effects on individual's health and ability to coordinate driving and so, has telling influence on driving skills (Akpoghomeh and Emenike, 2003). They maintained that at a body concentration of over 70% alcohol intake, a driver often suffers from impaired dark adaptation, tunnel vision, poor judgment

and reckless driving; leading to traffic congestion, frequent fatal road accidents and road block. Acknowledging the negative impacts of traffic congestion, Emenike and Ibe (2010) stated that traffic congestion to the traveler means lost time, missed opportunities, frustration and waste of personal resources, while to the employer of labour, it implies lost workers' productivity, delivery delays and increased production costs.

Therefore, considering the complex nature of road transport problems been identified above, this study examines geographic road transportation development and planning problems in Nigeria with a view to ensuring efficiency and sustainability in the transport sector of the economy.

Conceptual/Theoretical Framework

The theory of spatial interaction and transportation development is illustrated in what follows.

The main tenets of this theory which was propounded by Ulman (1956), emphasized that the earth's surface is characterized by a multiplicity of variables and relationships in the distribution of spatial phenomena. In other words, the earth's surface comprises varying attributes. For this reason, while some areas or regions are well endowed with surplus resources, others are deficient in these resources. The interplay makes certain regions/areas to interact with each other. In essence, spatial interaction arises from the need to reduce spatial or regional inequalities among people and areas on the earth's surface.

Consequently, Ulman in Akpoghomeh (2012) mapped the tendency for material flows to move from areas of surplus to areas of deficiency so as to ease the demand and supply of goods and services among people in the society.

He identified the bases for interaction by laying out three principles or factor

typology underlying spatial interaction. They are complementarity, intervening opportunity and transferability (distance). These are explained below.

i. **Complementarity:** It has been postulated that circulation or interaction results from areal differentiation will not produce the envisaged interchange. For interaction to exist between two areas, there must be demand in one and a supply in the other. This may be true but more differentiation will not produce the envisages interchange. For interaction to exist between two areas, there must be demand in one area and a supply in another. This is what we call complementarity and it is a requirement before interaction or interchange takes place. Complementarity is thus the first factor in an interacting system because it gives use to the establishment of transport route. It can also be seen as the cultural and economic sense of a demand in location "x" that location "y" can supply. The main idea here is that surplus and deficient regions trade with each other. In other words, complementarity exists between surplus and deficient regions and hence, the need for transportation services becomes absolutely necessary between two regions/area. Thus, complementarity is a function of natural, economic, cultural and areal differentiation.

ii. **Intervening opportunity:** Complementarity will generate interchange or interaction between two regions/areas only if no intervening complementary source of supply is available. In other words, no matter how complementary two places might be, there may be no interaction between them if there is an

alternative complementary region/area. The implication of the explanation given above exists between two regions/areas because one is a surplus region while the other is a deficit region. On the other hand, If there exists a second surplus region/area than the complementarity, it is no longer perfect. When this happens, the deficit region/area may choose to trade with the new surplus region either because of proximity or reduced cost of goods and services. Once this situation arises, the new surplus region automatically become an intervening opportunity between the former trading partners. Hence, intervening opportunity inhibits interaction between the two region/areas because the demand can be more easily met by a third regions/area.

- iii. **Transferability or distance:** A third factor been required in an interacting system is distance measured in terms of time and cost. It refers to the ability of goods and services from surplus regions/areas to reach the final consumer – in the deficit regions. This factor succinctly states that if the distance market and supply were too great and too costly to overcome, interaction would not take place in spite of perfect complementarity and lack of intervening opportunity. Thus, alternative goods and services will be substituted where possible. However, it also depends on the level of development of the transportation system existing between the regions. Consequently, it may be right to say that intervening opportunity results in a substitution of areas while distance or transferability factor results in a substitution of products. In other words, transferability or distance involves substituting one demand

(region) for another because of distance between the two regions which reduces the chance of interaction. The above three factor typology applies mainly to interaction based on physical movement, particularly of persons and goods across space. It does not apply to spread ideas or most other types of communication, except as they accompany the flow of goods or people.

By the end of 1950, apart the shifting of initiative to America and the quantification of spatial features, other important changes which occurred include the introduction of transport location theory and spatial analysis, regional science and different statistical techniques e.g linear programming. Garrison was among the famous scholars associated with the latter development. He drew the attention of geographers to the newly developing interdisciplinary location analysis field and later provided a stimulus to new studies of flow data that were rooted in economic landscape. Garrison and other geographers opened up another new areas to geographers and this is the impact of highway change. These latter studies were some of the first to recognize the wider impacts of transportation. However, the socio-political environment of the decision-making approach which led to the planning of the new highways and their impact on that socio-political miliers were assumed constant.

Much of this work was linked to the general location theory of the present day spatial analysis e.g the Christaller's (1933) theory and its modification to intracity and intercity linkages carried out in the same year. The use of the gravity model was another innovation in this direction. It was a fundamental part of Ulman's (1956) earlier approach to transportation which gained popular acceptance in the 1950s in the area of planning and regional science,

and become the core of urban transportation studies (Omuta and Onokorhoraye, 1995). This model was over applied and subsequently criticized and reviewed.

The over reliance on the gravity model revealed an inherent defect in geography where a simplistic model is assumed to provide equal reality and is truly explanatory. This model is no longer popular in terms of applications but its basic concept is still presently used in several situations. The use of these new techniques for transport geography was to be intensified in 1960s when they became the sign of a new approach in geographic quantitative revolution. It should be recalled that 1960s marked a period of consolidation and the use of distinctive North American approach. Very significant in these regards was the Transportation Centre at North-Western University whose work spanned over two decades. Among the approaches pioneered by the centre are;

- a. Network analysis using graphy theory
- b. The determination of the spatial structures of demand for transportation.
- c. The application of probability concepts to route development and partly to travel behavior
- d. The application of a broad systems framework to transportation studies.

Transport and Developments Theory

The possible impacts of transportation in an area include development distributional and spill-over effects respectively (Akpoghomeh, 2012). In the first instance, transportation facility produces real benefits and thus results in the creation of wealth (Poronakie, 20220. For example, the Appalachian Highway Programme in the United States of America benefited locations outside the region despite its assistance to some depressed areas (Hale and Walters, 1974). Again Botham (1980) noted the effect of the British road building

programme in the redistribution of wealth. This programme has promoted centralization in the Midlands with the peripheral areas except South Wales loosing out.

In the second case, the provision of transportation arises from the need to exploit the natural resources in a region. Thus, investment in transportation contributes directly to productivity and also increases the value of goods and services including land by attracting other resources to a given location. The distributional effects arise from the exploitation of a region's relationship with others and/or the transportation routes connecting them.

The spill-over effects are those benefits and costs to people or places other than those they were intended for. The benefits include beautiful scenery, recreational space and beautiful/attractive structures while the dis-benefits include accidents, noise and pollution. The relationship between transport and development is a complex one as various schools of thought on this issue have emerged. They are the positive, negative and permissive or neutral schools of thought.

- i. **The positive school:** The main thrust of this school is to relate changes in sectorial and regional economies to improvements in transportation. There exists a causal relationship between transportation and development. Transportation is a fundamental component of capital formation, which is directly related to development. Therefore, the relationship between transportation and development is a direct one. Consequently, one can also identify a clear relationship between the growth of national product (GNP) and that of the nature of the transportation network service operational in a region or an area.
- ii. **The negative school:** The major argument of this school of thought is that the opportunity cost of

investment in transportation exceeds that for alternative investments. Investment in transportation is less productive and investment errors are likely to be more prevalent. It is often difficult to prove an investment in transportation wrong before it takes off. Infact, it is much easier to prove that such is an outright failure after the investment. Even when errors or failures in transportation are discovered, such errors are not easily corrected because of the fixed and enduring nature of transport facilities/infrastructures on ground.

- iii. **The permissive school:** This school of thought maintains a neutral posture. It sees transportation as one major component of capital formation and hence, it is not a causal agent in the process of development. Although, this school supports the idea that investment in transport services provides an opportunity for development; it further argue that such an opportunity can only be translated into real development if there exists adequate human and material resources to effectively concretize this opportunity. On the whole, at the national and interregional levels, investments in transportation may have both positive and negative consequences. Thus, Intra-regionally, such investments would always have positive impacts.

Development of transport network in tropical regions of the world.

Transportation and communication systems are created or improved when there is a demand which the new systems will satisfy. There are models on the sequence of transport route development. The Taaffe model of the sequence of transport route development in developing countries is considered very relevant here. This model is based on empirical work conducted in Nigeria, Ghana, Brazil, Malaya and East-African countries. Four phases of transport

network development were identified namely phase one, two, three and four respectively. Summarized the challenges that bedevil transportation industry.

The Theory of Traffic Flow

This theory is seemingly a mathematical study of the movement of vehicles over road network. It emanated from the field measurement of various traffic flow characteristics. The need to explain traffic flow parameters is to understand traffic behavior of motorists. The usefulness of this theory cuts across boundaries better the as it provides workable techniques for the control regulation and management of traffic. The development of this theory took inspiration from various branches of knowledge e.g as applied mathematics, the hydrological flow of water, operational research etc Again, the theory of traffic flow was derived basically from water-flow movement outside the gravitational forces.

There exists various approaches which measure the relationship between theory and hydrodynamics analogy (Sparks, 1972). The regular flow of water without obstruction enhances speed-flow and concentration while several interferences have remained the cause of flood and other natural disasters. Road traffic inevitably caused congestion where it unavoidably encounters obstruction. Thus, in this regard, traffic flow theory intends to uncover the relationship between speed-flow and concentration interms of effective road-traffic management. As it relates to this study, it means that there should be massive distribution of vehicles on all major roads with a study of headways and gaps between them which involved the use of informed-aid of traffic road signs and symbols. This theory admits that instead of arbitrary location, there should be regulatory consideration in areas where there is an existing relationship between these three measurable road traffic variables e.g speed, flow and concentration. Regulatory symbols should equally

correspond with the capacity of road-speed, traffic flow and concentration seen here as the functions of adequate road-signs and symbols which guide reckless driving on roads. Speed as used here refers to the rate of traffic movement expressed in metric units in kilometer per hour (KPH) (Ogunsanya and Waziri, 1991).

It is thus very necessary to know the speed limits of vehicles all in relation to the traffic of different areas and distances. The speed limit of vehicles within the built-up areas differ from those along highways and streets. According to Nigeria Highway Code (1989) cited in FRSC (1997), different vehicles have stipulated speed limits over varied areas aimed at reducing the rate of accident on the roads. Running speed is the average speed maintained by a vehicle over a given-course while in motion (FRSC, 1997). This is obtained by dividing the length of the course by the time the vehicle is in motion which excludes that part of the journey-time when the vehicle suffers some delays caused by traffic congestion, rugged road conditions and at police check-points. Therefore, a journey-speed describes the overall travel speed of a vehicle between two points. In other words, it is the distance between two points divided by the total time taken by a vehicle to complete the journey including all delays incurred on-route.

Education and Traffic Management

Traffic education is quite essential in capacity building for safety and security of life and property along the roads (Ogwude, 2017). It is made to improve driving skills, knowledge and create more awareness among the road-users. However, traffic training is not meant for drivers alone but encompasses all road traffic users/stakeholders. The pedestrians on the street can equally amount to traffic nuisance once their public conduct contravenes road ethics (Emenike, 2002, Cranckell, 1989). Hence, education and traffic management are all sustainable

partnerships for the advancement of human society. An uninformed society would be unguided over peculiar traffic phenomenon. It was also argued that the slow pace of unqualified and untrained professionals on traffic sector poses a great challenge to roads-users on Nigerian roads (Emenike, 2002). According to her, a survey conducted in Apapa in 2004 revealed that 55% of private car owners were untrained in government-approved driving schools, 26% of Chauffairs are unqualified while most commercial drivers graduated through motor-conductor apprenticeship to drivers over-night without any formal training and certification. These were considered a major attributes to highway traffic risk on Nigerian roads due to untrained manpower (Onakomaiya, 1991).

Studies have also shown that competent instructors produce good road users. It is also obvious that drivers' education is a complicated activity where the goals are wider than the knowledge of road traffic rules, skills and regulations (Onakoonaiya, 1975). Hence, it is incumbent upon an instructor in a given driving school to be well acquainted with current traffic knowledge and driving skills as an embodiment of information technology and well insulated human psychology. Considering the fact that traffic education is of immense benefits to the public sector, it suggests the inclusion of traffic education in the school curriculum where this is made mandatory and formal basic education for the children to acquire basic highway codes as part of their mental route-maps with which they grow. However, this is relatively different from the more practical experience offered in the approved during schools and so does not qualify a child to handle the stirring wheel devoid of certification. According to FRSC (2011) the road safety marshalls have not been given the required orientation in the scheme of things. Looking at the enormity of carnages and its economic impact in developing countries like Nigeria; the

ignorance and poor nature of driving skills by motorists is taken to be more devastating than HIV/AIDS. The rate and level of public awareness given to this economic sector shows total negligence in our civil responsibility on road safety. More enlightenment and publicity just like voting at election, payment of taxes and other statutory civil duties be given to traffic education and management.

Regrettably, the mode of issuance and the acquisition of a driver's license in Nigeria regates conventional road traffic policies and procedures. In advanced countries, licenses are given based on character, learning and acquisition of driving skills and highway codes as applicable to conditions for the award of certificates and degrees by recognized government institutions of learning. This shows the level of regard for human lives and properties while the reverse is the case in Nigeria where driving licenses can even be obtained in proxy. In other words, it reveals how local, weak and incompetence our institutions including undue preminence to mediocrities in our society. Consequently, Akpoghomeh (1996) argued that traffic signs and symbols should be culturalized to convey its significance to the recipient society rather than the conventional status. In this wise, it advocated the use of basic human skills, skeleton and other pictorial artifacts that signify impending dangers as to convey road conditions to the road users' overtime and space. Again, the use of different animations on traffic lights at different road junctions has been quite helpful with improvised local features. Some of the contemporary traffic control devices have audio-visual features with local dialects. Contrary to the above, Nigeria is more disadvantaged compared to the huge market it rendered to automobile industries globally (Filani, 2000). As part of their social responsibility, multinationals often organized trade-fair for their new brand products to attract patronage on platforms to centricize and educate people

on the advantages in terms of fuel economy, superior technological know-how etc. Other aspects of transportation engineering have minimal attention to traffic e.g congestion, accidents and undue delays in the course of traveling particularly on roads constructed without adequate geometric features. In essence, traffic education starts from civil work and ends with designs of different road symbols. In Nigeria, road constructions are done without traffic adequate engineers. This goes to revealing how our roads are been characterized by poor works, lack of sign-posts, no parking facilities and littered with deep-potholes, extensive gullies/craters filled with water best described as death-traps for motorists and commuters (Ogwude, 2017, The Transporter, 2011).

Major Findings of this paper

1. The roads are inadequate to maintain the people's economic activities.
2. Nigerian roads are generally rugged with deep potholes and extended gullies due to lack of maintenance culture.
3. Driving licenses are not only given without adequate training but also given in proxy.
4. There is no provision for separate lanes used by long and bulky vehicles e.g trucks, tankers etc. which encourage high rate of dilapidation of the roads.
5. Almost all the roads particularly those in urban areas are characterized by illegal structures such that commercial/trading activities have not only encroached but have also taken over most parts of the roads.
6. Different land-use types are allowed to operate around and within the urban centres, leading to no parking spaces of vehicles.
7. Virtually all the illegal dumpsites, motor parks, markets etc have constituted environmental nuisance on the already narrow and dilapidated

roads due to the abolition of regular national monthly sanitation exercise in the country.

8. Alcohol and other drugs are sold near or around the motor parks without restriction.
9. Traffic congestion and road accidents are common phenomena on all Nigerian roads due to reckless driving, inadequate traffic light, road traffic wardens/marshals, lack of highway codes and poor communication network services among security operatives.
10. There is inadequate security personnels and lack of modern security equipment e.g CCT-Cameras, trackers etc been installed at strategic points on our roads.
11. There exists poor transport and economic policies in the country e.g the case of sudden fuel subsidy removal which have made Nigerians to experience severe economic hardships on daily basis.

Conclusion

The study has tried to examine some problems facing road transportation development and planning in Nigeria. They include poor city planning method, inadequate engineering design and use of poor construction materials, poor operational factors e.g drivers' attitude on roads, no maintenance culture in terms of government negligence, road encroachment by traders leading to no parking space, traffic congestion and frequent road accidents to mention but few. These problems are so devastating that most major roads in the country have been abandoned e.g part of the East-West Road running across five states in Nigeria. This road is so busy and important that it links oil and gas infrastructural facilities and resources which have sustained Nigerian economy over the years till date.

Recommendations

1. The government should construct more modern roads and dualize old ones with modern drainage system.
2. Provision of separate lanes for long and bulky vehicles e.g trucks, tankers etc.
3. Demolition of all illegal structures e.g illegal buildings, illegal motor-parks, illegal markets and the ban of all trading activities along the roads which constitute nuisance to free traffic flow, leading to traffic congestion and road accident within and around urban/rural areas.
4. Enforcement of traffic circulation schemes including bans on conflicting movements, one-way systems and traffic re-routing schemes.
5. Adoption of the policy of road maintenance culture in Nigeria including rehabilitation works on regular bases through the Federal and state Ministries of Works.
6. Land-use development types should be made to conform with modern transportation network system.
7. Re-introduction of six months intensive training in recognized driving schools as a precondition for awarding driving licenses to motorists including other physical fitness tests in the country.
8. Abolition of the sale of alcoholic drinks and other drugs within and around motor parks with stiff penalties for defaulters.
9. Employment of adequate security personnels, road marshals, road traffic wardens equipped with modern gadgets at strategic check-points on Nigerian roads.
10. Installation of traffic highway codes, signals and symbols, lights, CCT-Cameras at strategic check points manned by both professional security men and modern transportation technologists.

11. Re-introduction of the regular national monthly sanitation exercise

in Nigeria.

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Workplace Whistleblowing Strategies and Growth of Road Construction Companies in Port Harcourt

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Abstract

This study examined the relationship between workplace whistleblowing strategies and growth of road construction companies in Port Harcourt. The objectives of the study were to examine relationship between dimensions of workplace whistleblowing strategies such as establishing a speak-up culture, top management support and preventing retaliation; and measures of growth such as number of workers, number of branches and market share. 3 research questions and 3 hypotheses were used to guide the study. The study adopted a descriptive survey design. The Population of the study consisted of 28 managers of 5 selected road construction companies in Port Harcourt. The entire population was used as sample size for the study. A questionnaire designed in modified likert scale format with four response options was adopted as instrument for the collection of primary data. A total of 20 (71%) copies of questionnaire were successfully retrieved. Mean and Standard Deviation were used to analyze research questions, while Spearman Rank Correlation Coefficient (r) was used in the test of hypotheses. Findings revealed that there is a significant relationship between workplace whistleblowing strategies and growth of road construction companies in Port Harcourt. The study concluded that workplace whistleblowing strategies enhance growth of road construction companies in Port Harcourt. The study recommended amongst others that orientation and morning drill should be given to workers of road construction companies in Port Harcourt on the need to report immoral or corrupt practices in the workplace so as to enable them towards blowing the whistle as it will reduce crime and increase worker's number; Employees who report immoral and corrupt practices should be rewarded, so as to reinforce such actions, and while punished ones serve as deterrent to others, thus promoting effective operations and increase in their number of branches.

Introduction

Every organization, be it small or large wishes to grow its areas of business operations. Growth is an important concern by management of organizations. The stagnancy of an organization's operations and performance, pose a potential threat to its existence. Thus, it is demanding of management of organizations to ensure they put in modalities that would help their organizations grow and as well be at a competitive edge in its industry (Act, 2020; Inc. Encyclopedia, 2020). Among others, growth of firms is measured in terms of

number of workers, number of branches and market share.

Number of workers denotes persons who work for an employer and who have a contract of employment and receive compensation in the form of wages, salaries, fees, gratuities, piecework pay or remuneration in kind (Clever, 2016). Number of branches depicts the aggregate of units or branches the organization has across the state or society. Market share represents the percentage of an industry, or a market's total sales that is earned by a particular company over a specified time

period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors (Adam, 2019). However, it is important to note that in this present dispensation growth of firms could be enhanced when there is minimum rate of immoral, unethical and corrupt practices in the workplace. Therefore, workplace whistleblowing strategies are essential in the life of every firm inclusive of road construction companies in Port Harcourt.

Along with the development of the increasingly complex world economy, evolving economic crime practices in various forms. Such practices in ordinary economic terms are referred to as cheating or fraud. This practice of fraud is often in the form of abuse of interest or conflict of interest, corruption, bribery, illegal gratuities, etc. Transparency International has canvassed for whistle blowing programmes and strategies to be adopted by management of firms, state and country at large (Rajeevan, 2019; Haryanto et al., 2018). In Nigeria, some institutions such as Economic and Financial Crimes Commission (EFCC), Independent Corrupt Practices and Other Related Offences Commission (ICPC), etc. have continued to promote good governance practices among others through whistleblowing strategies. Ethical behavior in the company can be created by the whistleblowing strategies adopted by management. Internal control plays an important role in the organization to minimize the occurrence of fraud and effective internal control (Whistleblowing Strategies) will close the chances of unethical behavior (Fauwzi as cited in Imanget al., 2017).

Statement of the Problem

According to Rajeevan (2019), number of international organisations that were considered as the titans of the industry

declared insolvency due to unethical and fraudulent activities. More so, in the local organization in Nigeria workers in order gain significant materialistic gains adopted unethical and fraudulent activities that hamper firm's growth such as decrease in its workforce, closure of branches owned by their firms and stunted market share. All these unabated malpractices have prompted morally inclined managers to adopt whistleblowing strategies that mitigate immoral, unethical and corrupt practices in the workplace. Poor growth of companies such as road construction companies in Port Harcourt among others could stem from management inability to adopt whistleblowing strategies in the workplace. Poor establishment of a speak-up culture, low top management support and inability to prevent retaliation in the course of reducing immoral and corrupt practices permeate stunted growth in organizations. Therefore, the researcher was geared to examine the relationship between workplace whistleblowing strategies and growth of road construction firms in Port Harcourt.

Objectives of the Study

The purpose of the study was to examine the relationship between workplace whistleblowing strategies and growth of road construction companies in Port Harcourt. Specific objectives of the study are to:

1. To determine the extent to which establishing a speak-up culture relates with number of workers in road construction companies in Port Harcourt.
2. To ascertain the extent to which top management support relates with number of branches in road construction companies in Port Harcourt.
3. To examine the extent to which preventing retaliation relates with market share of road construction companies in Port Harcourt.

Research Questions

The following research questions were adopted to guide the study:

1. To what extent does establishing a speak-up culture relate with number of workers in road construction companies in Port Harcourt?
2. To what extent does top management support relate with number of branches in road construction companies in Port Harcourt?
3. To what extent does preventing retaliation relates with market share of road construction companies in Port Harcourt?

Research Hypotheses

The following hypotheses were formulated for the study:

HO₁: There is no significant relationship between establishing a speak-up culture and number of workers in road construction companies in Port Harcourt.

HO₂: There is no significant relationship between top management support and number of branches in road construction companies in Port Harcourt.

HO₃: There is no significant relationship between preventing retaliation and market share of road construction companies in Port Harcourt.

Review of Related Literature

Conceptual Review

Concept of Workplace Whistleblowing Strategies

The concept of whistleblowing originated from sporting event where the referee blows the whistle to stop an illegal or foul play (Qusqas & Kleiner as cited in Rajeevan, 2019). Near and Miceli et al., (2008) defined whistleblowing as disclosure by organisation members (former or current) of illegal, immoral or illegitimate practices by the members of the organisation that may be able to effect action. Whistleblowing is also an action which is taken by an employee or the former employee to disclose unethical or illegal behavior. The employee can report

such behavior to higher management in same organization which is known as internal whistleblowing or similar act can be reported to public/external authority (external whistleblowing). The individual who reports such wrongdoing are called as whistleblowers. The whistleblowing is an action which exposes misconduct or malpractices which is happening within an organization. As whistleblowing exposes the wrongdoing act, so it carries a huge risk for the individual who is involved in act of exposing such malpractices. So to mitigate that risk, there is a need to implement a policy for whistle blowing which protects the right of such individuals (Makhija & Kulshrestha, 2018).

In the light of the above, workplace whistleblowing strategies refer to ways or techniques adopted by management of workplaces to help disclose illegal, immoral or illegitimate practices by their members. These strategies help to fish out bad eggs, punish them and as well protect the reporter. It is important to note that whistleblowing channels are now commonplace in corporate environments. Anti-bribery and anti-corruption laws and regulations, coupled with social movements against workplace discrimination and harassment, have been driving forces behind change. Encouraging people to speak up makes good business sense. Extensive research has demonstrated a clear relationship between internal reporting system usage (whistleblower hotlines) and positive business performance (Complylog, 2021; Lin et al., 2023). The case for implementing a whistleblowing channel is therefore clear.

Dimensions of Workplace

Whistleblowing Strategies Establishing a Speak-up Culture

A "speak up culture" is a workplace environment where employees feel comfortable speaking their minds, sharing their ideas, and raising concerns without fear of negative consequences. In other

words, it's a place where all employees feel safe to speak up when they have something to say; no matter what it is (West, 2023). Establishing a speak-up culture denotes management providing a conducive environment for malfeasance in the workplace to be communicated without fear or favour. A speak-up culture (or a 'whistleblowing culture') has to be the first step towards transparency. Letting staff know that they can approach line managers and other business leaders to discuss all concerns or troubles is key to encouraging the free flow of information (Complylog, 2021). Not only should employees feel like they can talk to management about concerns, they should also be positively encouraged to immediately flag anything of concern that they come across during their working day. Immediate reporting is the best way to stop indiscretions becoming major issues. This should be seen as a positive move in the workplace and be celebrated as such. Every business owner knows that leading a company starts at the top. If you want to cultivate a culture that values ethics and recognizes the importance of whistleblowing, you need to model this behavior in your company. Make sure employees can voice their concerns. Make sure senior leaders understand that ethics is a priority and make sure they agree (Agbogun et al., 2021).

Top Management Support

Top management support (TMS) refers to the extent to which top management perceives the importance of whistleblowing and is involved in related activities (Hemlata, 2020). Top management support (TMS) denotes when a senior management, the CEO and other senior managers devote time to plans, review, results follow up, and facilitate management problems related to whistleblowing in the workplace (Alameri, 2022). The cost and potential of the project will determine what time should be spent. Top management support plays a significant role in promoting whistleblowing (Ahmed et al., 2016). The

success or failure of whistleblowing in organizations depends on the intensity of support from the top management. The appropriate messages of whistleblowing are not conveyed from top level management to the project managers and one of the most important reasons for failure of reporting inconsistencies in the public sector organizations is lack of leadership skills (Sial et al., 2013). One cannot achieve a speak-up culture if management does not support it. The culture must spread throughout the entire organisation at every level, from CEO to intern, to be seen as plausible and effective (Complylog, 2021). If management does not buy into the policy and openly support ethical behaviour, there are minimal chances of employees feeling confident enough to report.

Preventing Retaliation

Preventing retaliation refers to when management ensures individuals who give them vital information on inconsistencies of happenings in the workplace are not harmed or done otherwise within or outside, the organization. If management wants to receive high-quality risk intelligence from their employees, they will need to put measures in place that protect the disclosers from retaliation. This is vital for the success of their speak-up programme (Agbogun et al., 2021). If an employee knows a fellow colleague has been treated less favourably after raising a concern, it is likely to prevent other colleagues from coming forward. Retaliation against those who speak up is illegal in many countries (including the UK), and is to be outlawed across the EU under the new Whistleblower Protection Directive. The Directive also introduces safeguards to prevent whistleblowers (as well as those assisting whistleblowers such as colleagues, relatives etc) from facing demotions, suspensions, bullying or any other form of reprisals (Haryanto et al., 2018).

However, fear of retaliation; is one of the most important reasons why some whistleblowers do not come forward to make reports. The new EU whistleblower protection laws tackle this by prohibiting any kind of retaliation against a whistleblower by the organisation or individuals (Complylog, 2023). A whistleblower can seek legal remedy for any retaliation, including receiving compensation for legal costs, medical treatment and pain and suffering caused by the retaliation. It's important to take all of the above into account when you devise a policy for preventing retaliation against reporting persons.

Concept of Growth

The concept of organizational growth means different things to different organizations. However, we are going to take a critical look at some definitions by some authors and scholars in order to have an insight on a clearer meaning of organizational growth as used in this study. Adams (2019) defined organizational growth as business enterprise that is expanding in one or more ways. This means that when an enterprise increases either in its internal or external business activities, it is growing. Organizational growth means enlargement, increase and expansion of an enterprise operations and performance (Ogholaja, 2010). The implication of the above definition could be seen in two phases. Firstly, when an organization is enlarging, increasing or expanding in its areas of business in an integrative, concentric or conglomerate manner, it is said to have experience growth. Secondly, when an organization is increasing in its market, finance, competency, innovation size, it is said to have experience growth.

Organizationally, growth is something for which most companies, large or small, strive. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every

year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no other company expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up (Inc. Encyclopedia, 2020).

Measures of Growth Number of Workers

Number of workers is defined as those persons who work for an employer and who have a contract of employment and receive compensation in the form of wages, salaries, fees, gratuities, piecework pay or remuneration in kind (Clever, 2016). The relationship of employer to employee exists when there is an agreement, which may be formal or informal, between an enterprise and a person, normally entered into voluntarily by both parties, whereby the person works for the enterprise in return for remuneration in cash or in kind. Number of Employees enters the total number of employees in the employment category employed to provide services under the contract during the report period, including part time employees and employees of subcontractors (Law Insider, 2023). It is important to note that the number of workers can be used to ascertain if the organization is growing or not. Decrease in the number of workers is a sign of stunted growth or growth declination in the workplace.

It is important to note that the link between manpower and company projects is fairly simple, and the firm's growth could be seen in the increase of number of workers. However, Musa (2023) stated that number of workers is proportional to productivity. The more people are available to work, the faster projects can be completed or the more projects a company can take on.

Conversely, a lack of adequate manpower prevents businesses from completing tasks. The lack of productivity translates into a reduction in revenue and profit, which in some cases means the business can't stay operational.

Number of Branches

This refers to the aggregate, of units or branches the organization has across the state or society. The increment of a firm's branches depicts its geographical growth in the business (Hitesh, 2020). Number of branches is synonymous to market expansion. Schmenner (2012) stated that a company can search new users among three groups: those who might use it but do not (market penetration strategy), those who have never used it (new-market segment strategy), or those who live elsewhere (geographical expansion strategy). Market expansion entails strategies that are aimed at winning larger market share, even at the expense of short term earnings. The large number and wide variety of market expansion strategy decisions required to strategize and deliver a service are made at several levels in the organization, from the strategic level to the operational and service encounter levels. The most widely pursued corporate market expansion strategies are those designed to achieve growth in sales, assets and profits. Organizations that do business *in expanding industries must grow to survive. Continuing growth means increasing sales and a chance to take advantage of the experience curve to reduce the cost of product sold (Storbacka in Tangus & Omar, 2017). Business organizations are pressing hard to reach for growth and seek out for additional options to generate more profit (Kristianti & Yovin, 2016).

Market Share

Market share represents the percentage of an industry, or a market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales

over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors (Adam, 2019). Market share also means an organization's percentage change in market size in a given period of time. Usually, the market growth happens when a company is in its expansion phase. Companies try to increase the value of the product and promote features and sometimes offer attractive pricing to get more sales. If the product is accepted in the market at a particular price point, then there is a positive growth of the market, If the customers take this price point or if they accept the product, then the market demand increases and if they do not accept the product, then the market demand decreases and so does the market growth. Market growth is directly proportional to market demand (Hitesh, 2020). The customer base decreases as the price of the product increases. High-value products have a niche customer base as the price of the product reduces the number of customers increases. Thus it can be said that the number of customers is inversely proportional to the cost of the product or service. Lower the price, more are the customers and vice versa (Haneef, 2015; Herman & Carleton, 2020; Hitesh, 2020).

Relationship between Workplace Whistleblowing Strategies and Growth Establishing a Speak-Up Culture and Number of Workers

When employees feel comfortable speaking their minds, sharing their ideas, and raising concerns without fear of negative consequences, immoral and corrupt practices are reduced, thus making all workers to sit up and keep up to their tasks and responsibilities, thereby increasing the growth of the firm, even in number of works (West, 2023; Sainath et al., 2017). Letting staff know that they can approach line managers and other business leaders to discuss all concerns or troubles is key to encouraging the free flow of information is

a way to reduce corrupt practices and increase the growth (number of workers) of firms (Complylog, 2021; Agbogun et al., 2021). When employees feel like they can talk to management about concerns, they are encouraging immoral and corrupt practices in the workplace which will likely affect their growth.

Immediate reporting is the best way to stop indiscretions becoming major issues. This should be seen as a positive move in the workplace and be celebrated as such. Thus, when employees voice their concerns on immoral practices, punishments are given to offenders which in turn increase the growth of firms, even in the number of workers (Agbogun et al., 2021; Herman & Carleton, 2020).

Top Management Support and Number of Branches

When top management perceives the importance of whistleblowing and is involved in related activities, whistleblowing is encouraged which of course guide behaviours and as well improve operations and growth of firms, even in the opening of new branches for the firm (Hemlata, 2020; Hitesh, 2020). Putting plans, review, results follow up, and facilitate management problems related to whistleblowing in the workplace is a gear to facilitate positive behaviour in the workplace and increment of the business growth (Ahmed & Mohamad, 2016; Alameri, 2022).

The success or failure of whistleblowing in organizations depends on the intensity of support from the top management. The appropriate messages of whistleblowing are not conveyed from top level management to the project managers and one of the most important reasons for failure of reporting inconsistencies in the public sector organizations is lack of leadership skills (Sial et al., 2013). Therefore when whistleblowing is supported by top management in the workplace, immoral

and corrupt practices are reduced which gears up the operations and growth (increase in the number of branches) of the firm (Complylog, 2021).

Preventing Retaliation and Market Share

It is important to prevent retaliation through ensuring that individuals who give management or government vital information on inconsistencies of happenings in the workplace are not harmed.

This is mostly done when these individuals are not disclosed by the organization or government bodies designated with the powers to punish erring workers or individuals. Agbogun et al. (2021) stated that when individuals are prevented from retaliating on the ground for reporting immoral and corrupt practices, firms become effective in their operations which will increase their growth metrics even in market share. However, Complylog (2023) averred that fear of retaliation is one of the most important reasons why some whistleblowers do not come forward to make reports. The new EU whistleblower protection laws tackle this by prohibiting any kind of retaliation against a whistleblower by the organisation or individuals. The above implies that when individuals who report malpractices in the workplaces are not hunted and dealt with operations in the workplace will be effectual as the growth (market share) of the firm will increase (Makhija & Kulshrestha, 2018; Tmanget al., 2017; Rajeevan, 2019).

Theoretical Review

Accountability Theory

As explained by Vance et al. (2015), accountability theory explains how the perceived need to justify one's behaviors to another party causes one to consider and feel accountable for that process by which decisions and judgments have been reached. In turn, this perceived need to account for a decision-making process and

outcome increases the likelihood that one will think deeply and systematically about one's procedural behaviors.

Importantly, as explained carefully by Vance et al. (2013), a useful way to understand accountability is to distinguish between its two most prevalent uses: as a virtue and as ; mechanism. As a virtue, accountability is seen as a quality in which a person displays £ willingness to accept responsibility, a desirable trait in public officials, government agencies, oi firms; hence, in this use, accountability is a positive feature of an entity. As a mechanism accountability is seen as a process in which a person has a potential obligation to explain his o her actions to another party who has the right to pass judgment on the actions as well as to subject the person to potential consequences for his or her actions. Accountability theory focuses of the process of accountability.

Implication of Accountability Theory to the Study

The above depicts that every stakeholder in the workplace should be accountable to its happenings. When stakeholders' are obliged to report unethical, immoral and corrupt practices in the workplace, there is every tendency that operations, performance and growth of the workplace would be enhanced. The above informs management of workplaces such as road transportation companies in Port Harcourt to adopt whistleblowing strategies that would correct immoral, unethical and corrupt practices among its workers and other stakeholders as it will their growth in business.

Empirical Review

Lin et al. (2021) examined the impact of increasing whistleblowing bounties on whistleblowers' strategy and regulatory efficiency in detecting fraud. Our analysis shows that the regulator extracts information about the incidence of fraud

from whistleblowers actions, and the quality of such information depends on the size of whistleblowing bounties. With a larger bounty, upon receiving a whistleblowing report from 96 respondents on the quality of the regulator's information about fraud deteriorates, whereas upon observing no whistleblowing, the information quality about no fraud improves. Although the informational improvement upon no whistleblowing has not been widely discussed, we demonstrate that it is a key determinant of the optimal whistleblowing program. Our results indicate that, considering the informational value of whistleblowing and no whistleblowing, the regulator should set the bounty to encourage more whistleblowing when the prior belief of fraud is strong and when the insider i better informed. Our analysis generates both policy and empirical implications for designini and studying whistleblowing programs.

Haryanto et al. (2013) examined the relationship between whistleblowing system and organization's performance. This research was done by using surveys and interviews in state- owned enterprises (SOEs),' two government agencies, and two multinational companies in Indonesia, which has a whistleblowing system. 167 respondents were used for the study. Findings revealed that whistleblowing system enhances organization's performance.

Rajeeven (2019) assessed the appropriateness of the selected factors that contribute to building a better whistleblowing environment and culture within an organisation and to provide guidelines on how to build a better whistleblowing environment within an organisation. 592 questionnaires were circulated to 148 accounting firms licensed to carry out statutory audits of Public Limited Companies (PLCs) and expecting responses from 4 stakeholders from each

entity. Out of the 592 questionnaires only 63 questionnaires were usable. Representing a 25% overall response rate. Finding reveals that It is recommended to encourage a proactive environment encouraging whistleblowing culture among employees of the organisation. However, there is disagreement among the respondents for some of the selected components. Pamungkas et al. (2017) examined the effects of the whistleblowing system on financial statements fraud: ethical behavior as the mediators. The method used in conducting this research is descriptive research using survey method. The population in this study is students of the Faculty of Economics at Pekalongan University. Determination of the sample in this study using purposive sampling technique thus made use of 56 students. By using multiple linear regression analysis tools, the study found that whistleblowing system positive influence on prevention of financial reporting fraud is acceptable; also whistleblowing system positive influence on trends financial fraud through ethical behavior is unacceptable.

Methodology

Research Design

The cross sectional survey research design was adopted in this study. It was deemed fit as the explanatory survey involves correlation study because of its purposed usage in identifying to relationship between important elements (referred to as independent variables) and the problem (referred to as dependent variable). To actualize this appropriate correlational statistical tool w; adopted.

Research Population

Population refers to all conceivable elements, traits, events, and people subjects relating to particular phenomenon of interest to the researcher. The population of the study consisted of twenty eight (28) managers of the five selected road construction companies in Port Harcourt. The census method of population was adopted for of the study considering the low number of the population.

This includes:

S/N	Road Construction Companies	No. of Managers
1	Ben-Prince Engineering Construction Ltd. Plot 30 East West Road, Port Harcourt.	4
2	Edmag Technical Company Ltd. 39 OluObasanjo Road, ObioAkpor Port Harcourt,	7
3	Francis Jane Integrated Concept Ltd. 7B Kaduna/Emekuku Street, Port Harcourt.	6
4	Imhotep Engineering Nigeria Ltd. No 122 Rumuola Road, Port Harcourt	5
5	Macro Drill And Construction Ltd. Trans Amadi Industrial Layout, Port Harcourt.	6
	Total	28

Source:<https://www.finelib.com/cities/Dort-harcourt/business/-construction/road-construction> Researcher-Personnel Enquiry, 2024.

Research Sample/Sampling Technique

The sample size was 28. Based on the sample, the administration of instrument for each of the selected oil and gas firms was purposive using a census method of sampling. In terms of respondents, all

functional managers were used for the study.

Instrumentation and Measurement

This study made use of both primary and secondary data. The internet, print journal

articles and textbooks was employed as secondary source of data while structured questionnaire was used as the main instrument for the collection of primary data. The instrument was titled “Workplace Whistleblowing Strategies and Growth Questionnaire Index” (WWSGQI). A four (4) point Likert scale was used to design the questionnaire with four response options as follows: VGE = Very Great Extent (4), GE = Great Extent (3), ME = Moderate Extent (2), LE = Low Extent (1).

Validity of Instrument

To determine the content and face validity of the questionnaire (ETOPQI), the instrument was submitted to experts in test and measurement. Their comments, observations and responses were used to effect corrections on the final copies of the questionnaire that was administered to the respondents.

Reliability of Instrument

This refers to a way of ensuring that the instrument (questionnaire) used for measuring experimental variables gives the same results every time. Thus, the test-retest method was used.

Also, test-retest results were used to ascertain Pearson Moment Correlation Coefficient (r) to test for reliability of the instrument. A reliability coefficient of 0.84 was elicited which depicted an acceptable

level of reliability on the instrument for the collection of data.

Administration of Instrument

A total of twenty eight (28) copies of questionnaires were administered to the employees of seven selected road construction companies Port Harcourt. However, the retrieval of copies of questionnaire distributed to the sample entailed a two weeks interval.

Method of Data Analysis

This subsection describes how data from the field was arranged and analyzed for decision making. Descriptive statistics (mean and Standard deviation) were used to analyse the research questions while Spearman Rank Correlation Coefficient (r) was used for the test of hypotheses.

Decision Rule: The test of hypotheses was conducted at 0.05 level of significance. Decision Rule: If the calculated r value was greater than the critical r value, the null was rejected, if otherwise, where the calculated r value was less than the r critical value, the null hypothesis was accepted.

Test of Hypotheses

H_{01} : There is no significant relationship between establishing a speak-up culture and number of workers in road construction companies in Port Harcourt.

Table 1: Relationship between establishing a speak-up culture and number of workers.

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. R Value	Level of Sign.
1.	9	3	2	6.5	-4.5	20.25			
2.	2	4	6.5	2.5	4	16			
3.	1	1	10.5	9.5	1	1			
4.	0	0	12.5	11.5	1	1			
5.	6	4	3.5	2.5	1	1			
6.	5	2	4	6.5	-2.5	6.25			
7.	2	0	6.5	11.5	-5	25			
8.	0	1	12.5	9.5	3	9	0.9852	0.429	0.05
9.	10	3	1	6.5	-5.5	30.25			
10.	2	3	10.5	2.5	8	64			
11.	2	0	6.5	11.5	-5	25			
12.	0	0	12.5	11.5	1	1			
13.	7	4	3.5	1	2.5	6.25			
14.	2	4	6.5	2.5	4	16			
15.	3	0	5	11.5	-6.5	42.25			
16.	0	0	12.5	11.5	1	1			
	$\Sigma X=46$	$\Sigma Y=29$	$\Sigma 125$	$\Sigma 125.5$	$\Sigma 55.5$	$\Sigma D2=277$			

Source: Field Survey, 2024

Since the calculated r value 0.9852 is greater than the critical r value 0.429, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant relationship between top management support and number of

branches in road construction companies in Port Harcourt.

Ho₂: There is no significant relationship between top management support and number of branches in road construction companies in Port Harcourt.

Table 2: Relationship between top management support and number of branches in road construction companies in Port Harcourt.

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. R Value	Level of Sign.
1.	9	3	2	6.5	-4.5	20.25			
2.	2	4	6.5	2.5	4	16			
3.	1	1	10.5	9.5	1	1			
4.	0	0	12.5	11.5	1	1			
5.	6	4	3.5	2.5	1	1			
6.	5	2	4	6.5	-2.5	6.25			
7.	2	0	6.5	11.5	-5	25			
8.	0	1	12.5	9.5	3	9	0.9222	0.429	0.05
9.	10	3	1	6.5	-5.5	30.25			
10.	2	3	10.5	2.5	8	64			
11.	2	0	6.5	11.5	-5	25			
12.	0	0	12.5	11.5	1	1			
13.	7	4	3.5	1	2.5	6.25			
14.	2	4	6.5	2.5	4	16			
15.	3	0	5	11.5	-6.5	42.25			
16.	0	0	12.5	11.5	1	1			
	$\Sigma X=46$	$\Sigma Y=29$	$\Sigma 125$	$\Sigma 125.5$	$\Sigma 55.5$	$\Sigma D2=277$			

Source: Field Survey, 2024

Since the calculated r value 0.9222 is greater than the critical r value 0.429, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant relationship between top management support and number of

branches in road construction companies in Port Harcourt.

H₀₃: There is no significant relationship between preventing retaliation and market share of road construction companies in Port Harcourt.

Table 3: Relationship between preventing retaliation and market share

S/N	X	Y	R1	R2	D	D2	Cal. r Value	Crit. R Value	Level of Sign.
	9	4	1	4.5	-3.5	12.25			
2	2	3	8.5	4.5	4	16			
3	3	0	5.5	9.5	-4	16			
4	0	0	13.5	9.5	4	16			
5	7	4	2.5	1	1.5	2.25			
6	5	2	5.5	8	2.5	6.25			
7	2	0	8.5	9.5	-1	1			
8	0	0	13.5	9.5	4	16	0.9613	0.429	0.05
9	7	3	4	4.5	-0.5	0.25			
10	2	4	8.5	2.5	6	36			
11	4	0	5.5	9.5	4	16			
12	0	0	13.5	9.5	4	16			
13	9	4	2.5	2.5	0	0			
14	2	3	8.5	4.5	4	16			
15	2	0	8.5	9.5	-1	1			
16	0	0	13.5	9.5	4	16			
	$\Sigma X=46$	$\Sigma Y=29$	$\Sigma R=142$	$\Sigma R=108$	$\Sigma=48$	$\Sigma d^2=187$			

Source: Field Survey, 2024

Since the calculated r value 0.9613 is greater than the critical r value 0.429, the null hypothesis is rejected while the alternate was accepted. This implies that there is a significant relationship between preventing retaliation and market share of road construction companies in Port Harcourt.

Summary of Findings

Based on the analyses of data, the following findings were made:

1. There is a significant relationship between establishing a speak-up culture and number of workers in road construction companies in Port Harcourt.
2. There is a significant relationship between top management support and number of branches in road construction companies in Port Harcourt.
3. There is a significant relationship between preventing retaliation and

market share of road construction companies in Port Harcourt.

Conclusions

The study concluded that there is a significant relationship between workplace whistleblowing strategies and growth of road construction companies in Port Harcourt.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Orientation and morning drill should be given to workers of road construction companies in Port Harcourt on the need to report immoral or corrupt practices in the workplace so as to them towards blowing the whistle as it will reduce crime and increase worker's number.
2. Employees who report immoral and corrupt practices should be

rewarded so as to reinforce such actions, and while punished ones serve as deterrent to others, thus promoting effective operations and increase in their number of branches

3. Employees who report immoral and corrupt practices should not be disclosed to anyone so as to prevent retaliation from erring persons while promoting the market share of road construction companies in Port Harcourt.

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Employee Retention Practices and Organizational Adaptability of Road Construction Firms in Rivers State, Nigeria

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Abstract

The work investigated the relationship between employee retention practices and organizational adaptability of road construction firms in Rivers State. The objective of the study was to examine how dimensions of employee retention practices, such as competitive compensation, career advancement opportunities, and positive work environment relate with measures of organizational adaptability of road construction firms in Rivers State in terms of technology adoption, market diversification, and project management. The population of the study comprised of thirty-seven (37) road construction firms in Rivers State. The researcher conveniently selected 15 road construction firms out of the 37 of them. After content and face validation by the project supervisor and two other experts in Management department, primary data obtained using a structured questionnaire. Test-retest method was used to determine the reliability of the instrument at 0.77. However, the researcher was able to retrieve 51 copies of the distributed questionnaire. Mean and standard deviation were used to analyze the research questions. while the test of hypotheses was done using Spearman Rank Order correlation via SPSS Version 22.0. The study proved that: there is a positive relationship between competitive compensation and technology adoption of road construction firms in Rivers State; there is a positive relationship between career advancement opportunities and market diversification of road construction firms in Rivers State; there is a strong positive relationship between positive work environment and agile project management of road construction firms in Rivers State. The study concluded that the adoption of various practices to retain employees, helps organizations to adapt, especially in terms of technology adoption, market diversification, and agile project management. Among others, the study recommended that road construction firms in Rivers State should adopt performance-based compensation models that directly reward employees for successfully engaging with and adopting new technologies, thereby accelerating the overall technological advancement of the firm.

Introduction

In Rivers State, road construction firms make up the numerous counts of organizations that are contributing to the booming business environment in the State. And organizational adaptability is a critical determinant of success for business organizations, including road construction firms. In the dynamic and competitive construction industry, firms must continuously evolve to meet changing market demands, regulatory requirements, and technological advancements. However,

achieving organizational adaptability poses significant challenges for many road construction firms in Rivers State. These firms often struggle to adopt new technologies, diversify into new markets, and implement agile project management practices effectively. According to recent studies by Akintola and Okafor (2021), and Okeke and Nwosu (2022), the lack of adaptability hinders firms' ability to innovate, respond to customer needs, and

maintain a competitive edge in the industry.

The ability of road construction firms to adapt is closely intertwined with their employee retention strategies, which encompass competitive compensation, career advancement opportunities, and a positive work environment.

Competitive compensation is essential for attracting and retaining top talent, ensuring that firms have the necessary expertise to drive technological advancements and market diversification efforts. Similarly, career advancement opportunities provide employees with the incentive to invest in their skills and knowledge, contributing to the firm's ability to innovate and adapt. A positive work environment, characterized by trust, collaboration, and open communication, fosters employee engagement and creativity, which are critical for implementing agile project management practices (Eze & Adewale, 2021).

However, road construction firms in Rivers State often seem to face challenges in implementing effective employee retention strategies. Limited financial resources, rigid organizational structures, and a lack of awareness about the importance of employee retention hinder firms' efforts to create competitive compensation packages, offer career advancement opportunities, and cultivate positive work environments. Consequently, these firms struggle to retain skilled employees, leading to high turnover rates and a loss of valuable expertise. As a result, the firms' ability to adapt to changing market conditions and technological advancements is compromised, threatening their long-term viability and competitiveness (Oladimeji & Adebayo, 2023).

Despite the significance of employee retention strategies for organizational adaptability, there seems to be a paucity of research examining these dynamics in the context of road construction firms in Rivers State. Existing studies often focus on either

employee retention strategies or organizational adaptability in isolation, overlooking the complex interrelationship between the two (Ebeguki *et al.*, 2022; Awolaja, 2023; Umoh & Effiong, 2023; Wayan *et al.*, 2023). Therefore, there is a pressing need for empirical research that investigates how competitive compensation, career advancement opportunities, and positive work environments enhance technology adoption, market diversification, and agile project management in road construction firms. By addressing this gap in the literature, this study aims to provide valuable insights into the factors driving organizational adaptability in the construction industry and offer practical recommendations for enhancing firm performance and competitiveness in Rivers State, Nigeria.

Statement of the Problem

The lack of organizational adaptability is a significant issue facing some road construction firms in Rivers State, impeding their ability to thrive in a rapidly evolving industry. Many firms struggle to adopt new technologies, diversify into emerging markets, and implement agile project management practices effectively. This inability to adapt may have stemmed from inadequate employee retention strategies, such as insufficient competitive compensation, limited career advancement opportunities, and a lack of a positive work environment. According to Omeoga (2023), without key retention strategies, firms face high employee turnover rates, which leads to the loss of valuable skills and knowledge essential for driving innovation and responding to market changes. Consequently, these firms are unable to maintain a competitive edge or achieve sustainable growth. This situation requires a serious research attention.

Being another issue that inspired this study, there is a seeming gap in literature

bothering the relationship between employee retention practices and organizational adaptability of road construction firms in Rivers State. More emphatically, online and offline searches are yet to reveal any study that is hinged on the relationship between employee retention practices and organizational adaptability of road construction firms in Rivers State, where employee retention practices are dimensionalized into competitive compensation, career advancement environment, and positive work environment, and organizational adaptability is measured using technology adoption, market diversification, and agile project management (Ebeguki *et al.*, 2022; Awolaja, 2023; Linus *et al.*, 2019; Wayan *et al.*, 2023). This implies that this area of research is demanding for attention, which this study is focused on.

Objective of the Study

The objective of the study was to investigate the relationship between employee retention practices and organizational adaptability of road construction firms in Rivers State. Specifically, the study sought to:

- i. determine the relationship between competitive compensation and technology adoption of road construction firms in Rivers State.
- ii. ascertain the relationship between career advancement opportunities and market diversification of road construction firms in Rivers State.
- iii. examine the relationship between positive work environment and agile project management of road construction firms in Rivers State.

Research Questions

Based on the objectives of the study, the following research questions were posed.

- i. What is the relationship between competitive compensation and technology adoption of road construction firms in Rivers State?

- ii. What is the relationship between career advancement opportunities and market diversification of road construction firms in Rivers State?
- iii. What is the relationship between positive work environment and agile project management of road construction firms in Rivers State?

Research Hypotheses

Based on the research questions, the following hypotheses were tested:

H₀₁: There is no significant relationship between competitive compensation and technology adoption of road construction firms in Rivers State.

H₀₂: There is no significant relationship between career advancement opportunities and market diversification of road construction firms in Rivers State.

H₀₃: There is no significant relationship between positive work environment and agile project management of road construction firms in Rivers State.

Review of Related Literature

Conceptual Review

Concept of Employee Retention Practices

Employees in any organisation are the most valuable assets; likewise, today's competitive organisations' pressing issue is employees' retention (Singh, 2019; Ma *et al.*, 2018). As new technologies are discovered, and to guide such a challenging and frantic environment where change is almost alleged daily, it will take actual skill and knowledge. Therefore, products and services are ensured through frequent outputs because of top employees' retention (Kossivi *et al.*, 2016). Also, retention @ becomes crucial for every organization. Padhi *et al.* (2020) found that employee retention tends to increase organisational performance. Current employees are also encouraged by retention to hold on to their job in the organisation.

For effectiveness and efficiency of employees in their different job duties, they

have been in the service for a long time. Again, they know very well how it is to get a job done. People-Management Magazine (2006) posited that retention also saves several costs such as hiring, replacement, training, efficiency, and productivity. There are several benefits in terms of employee retention but many disadvantages regarding employees' turnovers. So, it is worthy to note that a silent but significant profit killer is turnover. So, a mental pathway must be clearly established through high performance, achievements and rewards obtainable.

Employee retention strategies are a set of measures and practices designed to reduce employee turnover and ensure that key employees remain with an organization over the long term (Horn *et al*, 2020). These strategies typically involve creating a positive work environment, offering competitive compensation and benefits, providing opportunities for career growth and development, fostering effective leadership and management, and recognizing and engaging employees to enhance job satisfaction and loyalty (Horn *et al*, 2020). Mabaso *et al*, (2021) stated that it could have a significant economic effect when essential employees leave an organisation, especially knowledge. It is, therefore, important for an organisation to create an environment that will encourage them to stay (Ekhsan, 2019). External and internal environmental factors of organisations affect employees' turnover. External factors that influence employees' turnover are better working conditions for exceptionally skilled labour and increased demand in the industry, cultural and social factors of the organisation's environment. Whereas organisational structure, policies and reward packages are internal factors that affect employees' turnover (Mabaso *et al*, 2021).

Dimensions of Employee Retention Strategies

Competitive Compensation

Competitive compensation, as defined by Goswami and Jha (2022), refers to the salary and benefits package offered by an organization that is on par with or exceeds the standard levels provided by similar organizations within the same industry and geographic area. This approach ensures that the company can attract and retain talented employees by meeting or surpassing their financial expectations and needs (Goswami & Jha, 2022). Compensation plays significant role in attracting and retaining good employees, especially those employees who gives outstanding performance or unique skill which is indispensable to the organization because company invest heavy amount on their training and orientation. Overall satisfaction results from a mix of rewards rather than any single reward. Both rewards must be timely and tied to effective performance.

The employee must perceive the reward offered as attractive. Lawler (1971) further observes that, to maintain employee satisfaction with pay, corporations have developed systems that are intended to maintain pay equity with comparable internal persons or groups. The consequences of inequity in employee pay ** regarding the external labor markets are potentially very severe for a corporation, which would be unable to attract and keep the talent required. They conclude that, high total compensation does not however, ensure that the best employees are retained. To keep them, a company must also pay its better performers more than it ® pays poorer performers and the difference must be significant in the judgments of the employee. According to Lawler (1990), company adopt the strategy of low wages if the work is simple and requires little training and companies competing in high labor markets, adopt the high wages strategy.

Some researchers (Dario, 2014; Samson *et al*, 2015; Ednah & Geoffrey, 2017) argue that competitive compensation package is the only strong commitment and also build strong commitment on the workers side. However, the contribution of compensation towards retention, help in retention of employee irrespective of** their skill and contribution to the company and it likely affect both turnovers desirable and undesirable. The total amount of compensation offered by other companies also affects the turnover.

Organizations which offer high compensation packages as compared to others would have a large number of candidates applying for induction and have lower turnover rate. Moreover, the high compensation package, the organizations would create culture of excellence (Lawler, 1990).

Compensation is considered the most important factor for attracting and retaining the talent. Fair wages are the key element of the implied and contractual bond between employers and employees, the underlying supposition being that monetary can persuade behavior (Parker & Wright, 2001). Organizations often offer high pay packages i.e. stock options, special pay, retention pay, gain share pay, performance base pay and bonus etc. for attraction and retention of talented employees of the market.

Career Advancement Opportunities

Career advancement opportunities are a critical component of employee retention strategies, as they address employees' desires for professional growth and long-term career development within the organization. Career advancement opportunities refer to the various pathways, programs, and support mechanisms that organizations provide to help employees grow professionally and progress in their careers (Nguyen, 2023). These opportunities can include promotions, skill

* development training, mentorship programs, and structured career planning that enable employees to enhance their skills, take on more significant responsibilities, and achieve higher positions within the organization. Providing clear paths for advancement can significantly boost employee satisfaction and loyalty. According ' to a study by De Vos and Meganck (2022), employees who perceive ample opportunities for career progression within their organization are less likely to seek employment elsewhere. This sense of progression not only enhances motivation but also aligns employees' personal growth with the company's objectives, fostering a “ mutually beneficial relationship.

Organizations can implement various initiatives to promote career advancement, such as offering training and development programs, mentoring schemes, and regular performance evaluations with constructive feedback. These initiatives help employees acquire new skills, gain valuable insights from experienced colleagues, and understand their career trajectory within the company. As highlighted by Lee and Noe (2021), effective career development programs are associated with higher levels of employee engagement and commitment. These programs demonstrate the organization's investment in their employees' futures, which can translate to increased retention rates as employees feel valued and see a clear future within the company.

Positive Work Environment

A positive work environment refers to a workplace setting where employees feel valued, supported, and engaged, characterized by mutual respect, inclusivity, and opportunities for personal and professional growth (Zhang & Liu, 2023). This environment promotes job satisfaction, productivity, and overall well-being, creating a culture where employees are motivated to contribute to the

organization's success. A positive work environment is a crucial dimension of employee retention strategies, as it directly impacts employees' job satisfaction, productivity, and overall well-being. A work environment characterized by mutual respect, inclusivity, and support fosters a sense of belonging and loyalty among employees. According to a study by Kim and Park (2022), employees who perceive their work environment as positive are more likely to remain committed to their organization. This sense of positivity can be cultivated through various initiatives such as promoting work-life balance, providing adequate resources and tools, and encouraging open communication and collaboration.

Moreover, a positive work environment contributes to employees' mental and physical health, which in turn enhances retention. Workplaces that prioritize employee well-being by offering wellness programs, ergonomic workspaces, and mental health support see lower turnover rates. As highlighted by Zhang and Liu (2023), organizations that invest in creating a healthy and supportive work environment can reduce stress levels, prevent burnout, and boost morale. This investment not only benefits employees but also enhances overall organizational performance, as healthy, happy employees are more productive and engaged in their work.

Furthermore, the role of leadership in fostering a positive work environment cannot be overstated. Leaders who demonstrate empathy, fairness, and transparency can significantly influence the workplace atmosphere. According to recent research by Turner and Johnson (2023), effective leadership practices, such as recognizing employee achievements, providing constructive feedback, and facilitating professional growth, are key to maintaining a positive work environment. When employees feel valued and supported by their leaders, their attachment to the

organization strengthens, leading to higher retention rates. Therefore, creating and sustaining a positive work environment is essential for organizations aiming to retain their top talent and achieve long-term success.

Concept of Organizational Adaptability

Organizational adaptability refers to an organization's ability to respond effectively to changes in its internal and external environments (Teece *et al.*, 2018). This capability is crucial for survival and success in today's dynamic business landscape, where technological advancements, market fluctuations, and evolving consumer preferences continuously reshape the competitive terrain. Organizations that exhibit high adaptability can swiftly adjust their strategies, processes, and structures to capitalize on new opportunities or mitigate emerging threats. According to Teece *et al.* (2018), adaptable organizations possess dynamic capabilities that enable them to sense changes, seize opportunities, and transform their operations to maintain a competitive edge.

A key component of organizational adaptability is a culture that fosters innovation and learning. Organizations must create an environment where experimentation is encouraged, and employees are empowered to develop and implement new ideas. As highlighted by Weick and Sutcliffe (2019), a learning-oriented culture allows organizations to continuously refine their processes and adapt to changes more effectively. This includes promoting continuous professional development, facilitating knowledge sharing, and maintaining a flexible organizational structure that can quickly pivot in response to new information or changes in the market.

Leadership also plays a critical role in driving organizational adaptability. Adaptive - leaders are proactive, forward-

thinking, and skilled at navigating uncertainty. They inspire and mobilize their teams to embrace change and seek out innovative solutions. A study by Yukl and Mahsud (2019) emphasizes the importance of leadership agility, where leaders must balance stability with change, manage » paradoxes, and align organizational resources with shifting strategic priorities. Effective leaders foster a culture of resilience and agility, ensuring that their organizations are prepared to adapt to unforeseen challenges and capitalize on emerging trends.

Moreover, technology and data analytics significantly enhance an organization's adaptability. The integration of advanced technologies such as artificial intelligence, big data, and machine learning enables organizations to make data-driven decisions and predict future trends. According to Bamel *et al.* (2020), leveraging technology for real-time data analysis and scenario planning helps organizations to anticipate changes and respond proactively. This technological capability allows organizations to stay ahead of the curve, make informed strategic decisions, and implement changes swiftly and efficiently. For more emphasis, organizational adaptability is measured using technology adoption, market diversification, and agile project management.

Measures of Organizational Adaptability Technology Adoption

Technology adoption, as seen by Rogers (2022), is the process through which individuals or organizations embrace and integrate new technologies into their operations or daily routines. It encompasses the evaluation, selection, and implementation of technological solutions to address specific needs or challenges. ^ Technology adoption is influenced by various factors such as perceived usefulness, ease of use, compatibility with existing systems, and support from

stakeholders. Organizations that effectively adopt technology can gain competitive advantages, improve efficiency, and enhance their ability to innovate and adapt to changing environments (Ahuja & Thatcher, 2022).

Technology adoption is a crucial measure of organizational adaptability, particularly in the road construction industry, which increasingly relies on advanced technologies to improve efficiency, quality, and sustainability. Adopting new technologies allows road construction firms to stay competitive by enhancing their project management capabilities, optimizing resource utilization, and ensuring timely project completion. According to Olawale and Sun (2021), the integration of technologies such as Building Information Modeling (BIM), drones, and automated machinery has revolutionized road construction processes, enabling firms to manage complex projects with greater precision and control. This technological capability reflects an organization's readiness to embrace innovation and adapt to the evolving demands of the construction sector.

Moreover, technology adoption in road construction firms is closely linked to improved project outcomes and operational efficiency. Advanced technologies enable better planning, real-time monitoring, and data-driven decision-making, which are essential for adapting to unforeseen challenges and changes in project scope. As highlighted by Ibrahim *et al.* (2022), the use of Geographic Information Systems (GIS) and remote sensing technologies in road construction enhances the accuracy of site assessments and environmental impact analyses, leading to more informed and adaptive project planning. These technologies also facilitate better communication and collaboration among project stakeholders, reducing delays and cost overruns, and thereby demonstrating

the firm's adaptability to changing project requirements and environmental conditions.

Market Diversification

One other measure that indicates the adaptability of an organization (especially road construction firms) is market diversification. An organization can choose to diversify for different reasons. Market diversification refers to the strategic expansion of a firm's operations into new market segments, industries, or geographic regions (Khan *et al.*, 2021). This approach aims to reduce reliance on a single market or customer base and spread risk across multiple sectors, thereby enhancing the firm's resilience to economic fluctuations and regulatory changes while capitalizing on new growth opportunities. Diversification can take various forms, including product diversification, where a firm introduces new products or services to existing markets, or geographic diversification, where it enters new geographic regions or countries.

Market diversification serves as a significant measure of organizational adaptability in road construction firms, allowing them to mitigate risks associated with economic fluctuations and regulatory changes while capitalizing on new growth opportunities. Diversifying into multiple market segments, such as residential, commercial, and infrastructure development, enables road construction firms to spread their revenue streams and reduce dependence on any single market. According to research by Khan *et al.* (2021), diversified firms are better equipped to withstand market downturns in specific sectors and maintain stability, demonstrating their adaptability to changing market conditions.

Moreover, market diversification enhances the resilience of road construction firms by expanding their geographic footprint and customer base. Firms that venture into new regions or countries can leverage their

expertise and resources to capitalize on emerging market trends and infrastructure projects. As highlighted by Oyelola *et al.* (2022), expanding into international markets offers road construction firms access to a wider range of opportunities and helps diversify their project portfolios, thereby reducing exposure to regional economic risks and political instability. This strategic approach to market diversification reflects the firm's adaptability and willingness to explore new avenues for growth and expansion.

Agile Project Management

Yet another measure of organizational adaptability is adopted in this study; it is agile project management. Agile project management is defined by Highsmith (2021) as a dynamic and iterative approach to managing projects that emphasizes 'flexibility, collaboration, and continuous improvement. This methodology enables teams to break down projects into small, manageable tasks and deliver them incrementally, allowing for faster feedback and adaptation to changing requirements. Agile project management prioritizes customer satisfaction, promotes 'cross-functional teamwork, and encourages frequent communication and collaboration among project stakeholders. By embracing agile principles such as adaptability, transparency, and responsiveness, organizations can enhance their ability to deliver value to clients while effectively managing project uncertainties «. and complexities.

Agile project management represents a crucial measure of organizational adaptability in road construction firms, allowing them to respond swiftly and effectively to changing project requirements, stakeholder needs, and external factors. Agile methodologies, such as Scrum and Kanban, emphasize iterative development, continuous feedback, and adaptive planning, enabling teams to deliver projects in incremental stages while

remaining flexible to adjustments. By embracing agile practices, road construction firms can enhance their ability to manage uncertainties and complexities inherent in construction projects. Research by Aibinu and Oke (2021) highlights the benefits of agile project management in the construction industry, including improved project transparency, reduced delays, and enhanced collaboration among project stakeholders.

Furthermore, agile project management promotes a customer-centric approach, where the focus is on delivering value to clients through frequent deliverables and feedback loops. Road construction firms that adopt agile methodologies prioritize customer satisfaction and engagement, ensuring that project outcomes align with client expectations.

Theoretical Framework

This study is anchored on Equity Theory of Employee Retention. The equity theory of employee retention posits that employees are motivated to maintain a sense of fairness and equity in the workplace, which significantly influences their decision to stay with an organization. According to Adams (1963), individuals compare their inputs (such as effort, skills, and time) to the outcomes or rewards they receive (such as salary, recognition, and promotions) and evaluate whether the ratio is perceived as fair when compared to others in similar positions. When employees perceive an inequity, either in the form of under-reward or over-reward, they may experience dissatisfaction and become motivated to restore balance by adjusting their level of effort or seeking alternative employment opportunities. This theory underscores the importance of perceived fairness in fostering employee retention, * as employees are more likely to remain loyal to organizations where they feel they are being treated fairly in relation to their contributions and the rewards they receive (Colquitt et al., 2001; Greenberg, 1990).

Equity theory is based on the following three main components or assumptions:

1. people perceive rewards as fair or equitable according to their own beliefs or expectations for their efforts;
2. people compare their reward with the reward of other employees according to their perception of their contribution, and
3. when people realize that their contributions or efforts are not equitable compared to those of other people, they act to contribute more or to improve their performance.

Equity theory holds significant implications for both employee retention practices and the organizational adaptability of road construction firms. In the context of employee retention, road construction firms must ensure that their reward systems and practices are perceived as fair by employees to mitigate dissatisfaction and » turnover intentions. By aligning rewards with employees' contributions and maintaining transparency in decision-making processes related to promotions, salary adjustments, and recognition, firms can foster a sense of equity and fairness among their workforce, thereby enhancing retention rates. Moreover, equity theory underscores the importance of organizational adaptability, as firms must be responsive to changes in market conditions, project requirements, and stakeholder... expectations to maintain perceived fairness in their reward systems. By adopting agile project management methodologies, implementing flexible work arrangements, and providing avenues for employee input and feedback, road construction firms can demonstrate their commitment to fairness and adaptability, thereby strengthening employee retention and organizational resilience.

Empirical Review

Ebeguki *et al.* (2022) investigated the relationship between employee retention strategies and organisational performance of Eifage construction metallique. A well-

structured self-administered questionnaire on a five-point Likert rating scale was administered to 180 respondents, of whom 158 were retrieved and evaluated as the primary data collection strategy. The data were evaluated with the help of social science statistical software (SPSS). A two-tailed Chi-square (χ^2) analytical methodology (error=0.05 per cent) was utilised to investigate the precise relationship between employee retention strategy and performance. The degree of association between the dependent and independent variables in this study was also determined using Cramer's V analytical approach. According to the findings, employee retention strategies and organisational performance are inextricably linked. As a result of the findings, it is proposed that firms implement performance-based employee retention strategies.

Awolaja (2023) examined the relationship between employee retention strategies and organizational performance of academic staff in selected private universities in Osun State, Nigeria. The strategies for retaining highly qualified staff in the universities in relation performance were reviewed. The study used a survey * research design. The questionnaire was administered to three hundred and eighty-seven (387) respondents while only three hundred and fifteen (315) were completed and returned. For data classification, descriptive statistics of tables and percentages were used as well as inferential statistics of ordinary least square (OLS) in hypothesis testing. The results revealed that opportunities for advancement, competitive compensation plan and good work-life balance positively affect the performance of academic staff in the selected private universities. The study recommends that the management of private universities should invest heavily in « the areas of opportunities for advancement, competitive compensation plan and good work-life balance for their

employees in other to reduce labour turnover.

Linus *et al.* (2019) examined the relationship between employee retention and organizational performance of selected private universities in Ogun State, Nigeria. The strategies for retention of highly skilled employee in organizations as they relate to performance were reviewed. In solving this challenge, this stud employed survey research design. Questionnaires were administered to three hundred and twenty-two (322) respondents, out of which three hundred and thirteen (313) were correctly completed. Descriptive statistics of tables and percentages were used for data classification and inferential statistics of linear regression for testing of hypotheses. The findings revealed that increase in training and development will result to increase in organizational performance [$\chi^2 = 0.42$, $p < 0.05$]; again, employee reward leads to increased organizational performance ($\chi^2 = 0.56$, $p < 0.05$). The study confirms that employee retention strategies of training and development and employee reward are a must for organizations who wishes to improve or attain their desired state of performance. The study therefore recommends that management of University should invest heavily in training and development for their employees. They should also motivate their employee through reward (intrinsic and extrinsic) and as a matter of policy indicate their support for staff career growth.

Wayan *et al.* (2023) determined the effect of compensation and work environment on employee retention. This study used a quantitative approach with 85 respondents who were employees of ABC Company in Bali. The research questionnaire consisted of 28 closed statement items using a Likert scale based on the non-probability sampling method with total sampling technique. The data has met the requirements of validity and reliability, then analyzed using the SPSS analysis method. The results of this research show

that compensation and work environment positively and significantly affect employee retention. It was concluded that compensation has a positive and significant effect on employee retention, and the work environment has a positive and significant effect on employee retention. It was recommended that ABC Company in Bali should provide comfortable physical working conditions so that employees can be more comfortable in completing their work responsibilities.

Omeoga (2023) explored strategies business leaders use to retain their experienced employees. The participants were four business leaders of four SMEs in Nigeria who successfully implemented strategies that helped retain their experienced employees. Data were collected using semistructured interviews and a review of organization policy documents. Through thematic analysis, four themes were identified: (a) training and development, (b) management and leadership style, (c) organizational culture, and (d) financial and non-financial benefits. A key recommendation is for business leaders to invest in talent management and

capacity-building courses to keep employees informed about new technologies in their areas of expertise. The implication for positive social change includes the potential to reduce unemployment and increase tax revenue for community development.

Methodology

Research Design

The study adopted the cross-sectional survey research design. The cross-sectional survey was also exploratory in nature. This research design was deemed suitable and most appropriate for the study because of two reasons: (i) the study was conducted in the accessible road construction companies at the same time; (ii) it involved the test of hypotheses which is exploratory in nature.

Research Population

The population of the study comprised of accessible thirty-seven (37) road construction firms in Rivers State. This information was obtained from the Corporate Affairs Commission, Rivers State (2024). The table overleaf houses the list of the 37 road construction firms as accessible in Rivers State.

Table 1: Study Population

S/N Road Construction Firms

1. Monier Construction Company. 18/19 Abonnema Wharf Road, Onne, Port Harcourt, Rivers.
2. Lubrik Construction Company. Plot 75B Ordnance Rd, Industrial Layout, Port Harcourt
3. RCC Company, Slaughter Road, Woji, Trans Amadi, Port Harcourt, Rivers State.
- iv. Mercury Engineering and Construction Company. 308, PH/Aba Express Way, Port Harcourt, Rivers State.
- v. Reynolds Construction Company. Slaughter Road, Woji, Trans Amadi, Port Harcourt, River State.
- vi. Germains Construction. 10A Khana St, D-line 500261, Port Harcourt.
- vii. Arrow Construction Company Limited. Plot 13, Trans-Amadi Rd, Nkpogu, Port Harcourt.
- viii. Julius Berger Nigeria Limited. Eastern Bye-Pass, Port Harcourt, Rivers.
- ix. Prime Projects Construction Company. 6A/20A Elekahi Housing Estate, Circular Road, Elekahia, Port Harcourt.
- x. Hanac Construction and Supply Company. St. Johns Water Lines, 111 Aba Rd, Elechi, Port Harcourt, River State.

- xi. Gibraltar Construction Nigeria Limited. 73 Nkpogu Road, Nkpogu, Port Harcourt, River State.
- xii. Ferotex Construction Company Limited. Km 17, Port Harcourt/Aba, 500261, Port Harcourt.
- xiii. BarleyField Nigeria Limited. 6 Wamuwa Street, Off Obiwali Road, Rumuigbo, Port Harcourt, Rivers State.
- xiv. Ceepron Construction Company Limited. 10, Unity Street, Trans Amadi Industrial Layout, Port Harcourt, Rivers State.
- xv. LaFarge ReadyMix Port Harcourt. 309 Danjuma Drive, Trans Amadi, Port Harcourt, River State.
- xvi. Prodeco New Yard. Onne Road, Oghunabali, Port Harcourt, River State.
- xvii. Asphalt Unity Construction Limited. 33, Abuloma Road, Port Harcourt, Rivers State.
- xviii. Deutch Engineering and Construction Company. No 250 Trans- Amadi Road Trans-Amadi, Port Harcourt, Rivers State.
- xix. New Idea Construction Company Limited. 33 Ada George Road, Rumueme, Mile 4, Port Harcourt. Rivers State.
20. Reason Engineering and Construction Ltd. Km 14 Aba/ph Expressway, Port Harcourt, Rivers State.
21. Setraco Nigeria Ltd. 14, Tombia Street, GRA Port Harcourt, Rivers State.
22. Southern Basin Construction Ltd. 41/42 Eastern Bypass EPENAL Yard, Port Harcourt, Rivers State Nigeria.
23. Leo9 asphalt and construction Nigeria limited. No. 10 Temple Amadi Avenue Off Sani Abacha Road GRA III Port Harcourt, Rivers State., Port Harcourt, Rivers State.
24. Speckdec Constructions Co. Ltd. Block 8, 212 Ikwerre Rd, off UST roundabout, Mgbuosimiri, Port Harcourt 500272, Rivers, Port Harcourt, Rivers State.
25. Geoplus Civil Engineering Resources. 1 Unique Avenue, Off Trans-kalabari Road, Port Harcourt, Rivers State.
26. Ironinnaija Ltd. 441 Ikwerre Road, Port Harcourt, Rivers State, Nigeria.
27. Metojen Construction Company Nigeria Ltd. No 10 Rumuodaolu- Rumuola Raod, Port Harcourt, Rivers State Nigeria.
28. Flees Global Services Limited. 13A Oroazi Location Road, GRA Phase 111 Port Harcourt, Rivers State, Nigeria.
29. Nel-Holdman Nigeria Limited. 26 Aba Road, Port Harcourt, Rivers State.
30. Ar7 Solutions. 12 Wobasi Street, Ikwerre Road, Mile 4, Port Harcourt, Rivers State.
31. Ben-Prince Engineering Construction Ltd. Plot 30 East West Road, Port Harcourt, Rivers State Nigeria.
32. Edmag Technical Company Ltd. 39 Olu Obasanjo Road, Obio Akpor Port Harcourt, Rivers Nigeria
33. Francis Jane Integrated Concept Ltd. 7B Kaduna/Emekuku Street, Port Harcourt, Rivers State Nigeria.
34. JAFAC Construction Company Ltd. Km. 18 Airport Road, Igwuruta, Port Harcourt, Rivers State.
35. Macro Drill and Construction Ltd. Trans Amadi Industrial Layout, Port Harcourt, Rivers State, Nigeria.
36. Mife Construction Company. Port Harcourt/Aba Express road, Oyigbo, Rivers State Nigeria.
37. Nugi Limited. Km 7 Eneka-Igwuruta Road, Igwuruta Port Harcourt, Rivers State, Nigeria.

Source: Corporate Affairs Commission, Rivers State (2024)

Instrumentation and Measurement

Structured questionnaire was used as the main instrument for the collection of ' primary data. The instrument was titled "Employee Retention Practices and Organizational Adaptability Index (ERPOAI). The design of the questionnaire was a four (4) point rating scale format with the following response options: Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1).

Validity of Instrument

To establish the validity of the instrument, copies of the questionnaire were submitted to experts in test and measurement. Their comments and adjustments were used to validate the final copy of the instrument that was administered.

Reliability of Instrument

Test-retest method was used to ascertain the reliability of the instrument. This involved distributing the questionnaire twice to 45 top managers in the selected Road Construction Firms in Rivers State. The two sets of scores obtained were correlated using Pearson Product Moment Correlation Coefficient (r) which yielded a correlation coefficient of 0.77. This indicates an acceptable level of reliability.

Administration of Instrument

A total of sixty (60) copies of the questionnaire were distributed to the target sample elements. However, the researcher was able to retrieve 51 copies of the distributed questionnaire.

Method of Data Analysis

Mean and standard deviation were used to analyze the research questions while the test of hypotheses was done using Spearman rank order correlation in SPSS Version 22.0. Spearman Rank Order

Correlation Coefficient was computed with the formula below:

$$R = \frac{6\Sigma d^2}{n(n^2-1)}$$

Where;

n = number of pairs of data

d = different between the ranking in each set of data.

Σ = Summation

If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate " hypothesis. Alternatively, if the significance level is above the cut-off value, the null hypothesis was accepted.

In testing the hypotheses one to three, the following rules will be upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicate levels of significance (* or **) as calculated using SPSS were accepted and thus our alternate hypotheses was accepted and when no significance was indicated in the coefficient (r) value, we reject the null hypotheses. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study. Both the significance values and the coefficient values were used. For the coefficient values, the following interpretation scheme were applied is stated below, (a) No Relationship = 0, (b) Low/Weak Relationship = 0.1-0.2, (c) Moderate or Relatively Strong Relationship = 0.3-0.5, (d) High/Strong Relationship = 0.6-0.7, (e) Very High/Very Strong Relationship = 0.8-0.9, (f) Perfect Relationship = 1.

Test of Hypotheses

H₀₁: There is no significant relationship between competitive compensation and technology adoption of road construction firms in Rivers State.

Table 1: Relationship between Competitive Compensation and Technology Adoption

		Competitive Compensation	Technology Adoption
Competitive Compensation Spearman's rho	Correlation	1.000	0.602**
	Coefficient	Sig.51	.000
	(2- tailed)	0.602**	51
	N		1.000
Technology Adoption	Correlation		
	Coefficient	Sig..000	51
	(2- tailed)	51	
	N		

** . Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2024

Table 1 above shows r value of 0.602 at a significance level of 0.00, which is less than the chosen alpha level of 0.05 for the hypothesis relating to competitive compensation and technology adoption. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Hoi) which states that there is no significant relationship between competitive compensation and technology adoption of road construction firms in

Rivers State, was rejected. This implies that there is a significance positive relationship between competitive compensation and technology adoption of road construction firms in Rivers State.

H0₂: There is no significant relationship between career advancement opportunities and market diversification of road construction firms in Rivers State.

Table 2: Relationships between Career Advancement Opportunities and Market Diversification

		Career Advancement Opportunities	Market Diversification
Career Advancement Opportunities	Correlation	1.000	0.638**
	Coefficient		
	Sig. (2- tailed)	.000	.000
Spearman's rho	N	51	51
	Correlation	0.638**	1.000
Market Diversification	Coefficient		
	Sig. (2- tailed)	.000	.000
	N	51	51

** . Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2024

Table 2 above shows r value of 0.638 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to career advancement

opportunities and market diversification. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H0₂) which states that there is no

significant relationship between career advancement opportunities and market diversification of road construction firms in Rivers State, was rejected. This implies that there is a significant positive relationship between career advancement

opportunities and market diversification of road construction firms in Rivers State.

H0₃: There is no significant relationship between positive work environment and agile project management of road construction firms in Rivers State

Table 3: Relationships between Positive Work Environment and Agile Project Management

Positive Work Agile Project			
	Correlation Coefficient	1.000	0.725**
	Positive Work. Environment. V	.000	.000
Spearman's rho	tailed: N	51	51
	Agile Project Correlation Coefficient	0.725**	1.000
	Management Sig. (2- tailed)	.000	.000
	N	51	51

** . Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2024

Table 3 above shows r value of 0.725 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating to positive work environment and agile project management. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H0₃) which states that there is no significant relationship between positive work environment and agile project management of road construction firms in Rivers State, was rejected. This implies that there is a significant positive relationship between positive work environment and agile project management of road construction firms in Rivers State.

Summary of Findings

Based on the analysis of data, the following findings were made:

1. There is a strong positive relationship between competitive compensation and technology adoption of road construction firms in Rivers State.

2. There is a strong positive relationship between career advancement opportunities and market diversification of road construction firms in Rivers State.
3. There is a strong positive relationship between positive work environment and agile project management of road construction firms in Rivers State.

Conclusion

The study has empirically revealed that there is a significant positive relationship between employee retention strategies and organizational adaptability of road construction firms in Rivers State. By offering competitive compensation, clear career advancement opportunities, and fostering a positive work environment, these firms can attract and retain a motivated workforce essential for driving innovation and efficiency. This well-supported workforce, in turn, enhances the firm's adaptability through effective technology adoption, market

diversification, and agile project management practices. This integration not only boosts employee satisfaction and performance but also ensures that the firms remain resilient and competitive in the dynamic construction industry, positioning them for sustained growth and success. Therefore, this study concludes that the adoption of various practices to retain employees, helps organizations to adapt, especially in terms of technology adoption, market diversification, and agile project management.

Recommendations

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

1. Road construction firms in Rivers State should adopt performance-based compensation models that directly reward employees for successfully engaging with and adopting new technologies, thereby accelerating the overall

technological advancement of the firm.

2. Firms should develop and communicate clear career advancement pathways that are directly connected to market diversification strategies, thereby fostering a skilled and motivated workforce dedicated to driving the firm's diversification and growth.
3. Road construction firms in Rivers State should prioritize creating a work environment that promotes collaboration, inclusiveness, and open communication, hence enhancing the effectiveness of agile project management practices.
4. Firms should invest in continuous training and development programs that focus on agile methodologies and leadership skills, thereby ensuring that their teams are well-prepared to handle the dynamic and collaborative nature of agile projects.

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Recreational Activities and Development of Pupils' Social Skills in Public Primary Schools in Abua/Odua Local Government Area, Rivers State

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Abstract

The research study was carried out to investigate the relationship that exists between recreational activities and the development of social skills in pupils. The study was necessitated to improve pupils' social skills in Public Primary Schools in Abua/Odua Local Government Area of Rivers State, Nigeria. 3 purpose of study were formulated, 3 research questions guided the study and 3 hypotheses were tested at .05 significant level. Correlational research design was adopted for the study. The population of the study was 878 5 pupils found in 50 public primary schools in Abua/Odua Local Government Area in Rivers State. The sample size of 350 was used. The instruments used for data collection were Recreational Activities and Pupils' Social Skills Development Questionnaire (RAPSSDQ) and social skills development scale of the pupils (SSDSP). The RAPSSDQ and SSDSP were validated by 2 experts in Early Childhood/Primary Education and one other expert in the Department of Guidance and Counseling. The reliability coefficient of the instruments was determined by using Cronbach Alpha which gave reliability coefficient value of 0.87 and 0.69 for RAPSSDQ and SSDSP respectively. The data collected were analysed using Pearson Product Moment Correlation (PPMC) to answer the research questions and to test the hypotheses at 0.05 level of significance. The result obtained revealed high positive significant relationship between recreational activities and pupils' development of Social skills. It was recommended that Musical/dance activities should be regularly inculcated in the daily activities of pupils in primary schools for the development of cooperation skill. Adequate periods should be allotted to game activities and the activities be directed and regularly guided for effective development of friendliness skill. Play activities should be judiciously encouraged and regulated for the development of respect in pupils.

Keywords: Recreation activities, friendliness, respect, behaviour pattern

Introduction

Pupils' behaviours are modified when their social habits are developed and shaped to suit the society's acceptable value pattern or norms. Pupils' social lives or behaviours patterns such as social relationships and positive emotions are both acquired and improved/developed. The development of social skills in pupils is necessary for effective communication among the group members and in the larger society. Developed social skills further enhance the

management of close relationships and the accurate expression of views and ideas as the individuals relate with one another. Similarly, pupils' well developed social skills facilitate communication, enhance success in school and constitute a way of preventing unhealthy behaviours (Groves & McNiish 2011; Dobbins, 2022; Hinton & Buchanan 2015). Furthermore, developed social skills enhance good social behaviours, positive emotions that are

requirement for successful, productive healthy living and cordial relationships among group members.

Social Skills

Socially, children progress through preschool till they are matured to be accepted by the same age peers and share activities with them. When pupils fail to acquire social skills that would enable them relate effectively with their peers, they are viewed as socially incompetent (Ozsoy, 2018). In the same vein, developing children can engage in comparative play with their peers (Geiger & Wolf, 2017). Pupils may humorously imitate activities that reflect the realities of adult life. This implies that where people associate and are friendly whether adults or children, there communication skills will be effective. Pupils who interact with others tend to internalize what is uttered and adjust their social lives as the interactions progresses.

The interactions that take place among individuals as they get involve in recreational activities lead the individual to learn acceptable manners/behaviours or desired social skills. Zhang & Zheng (2017) defined social skills as the ways people control their words and actions to get along better with others. Whenever we work or play, we put together words, tone, body position, facial expressions, and actions to let each other know what we want or how we are feeling. Social skills are the ways we put those words, body clues, and actions together. When we all use good social skill, it helps us work and play together in a more peaceful, considerate way. When one smile to show welcoming, when one filters words or hold back nasty comments, when one looks at someone's body position to figure out how they are feeling, when one pause and wait for his turn, these are ways of using social skills. Each time one stops and thinks about how what he is doing or saying will affect someone else, he is using social skills (Zhang & Zheng, 2017).

Social skills are core affective skills a learner gets when working along with others, as they treat each other with courtesy, respect, honesty, kindness, empathy and in cooperation with one another (Gulay & Akman 2009). To understand why social skills are important for pupils, think about what life would be like without them. What if pupils did not wait for their turn? What if pupils grabbed things from each other's hands? What if pupils lied to get what they wanted? What if pupils blurted whatever words that popped into their heads? Without social skills, pupils would often be really confused or even angry. Using social skills make groups live and work together in peace and kindness (Weiss 2011).

Social skills are also important for future success. Some experts argue that teaching children good social skills is as important as teaching mathematics and reading because the skills are essential part of getting along in the world (Kostelnik, et. al 2015; Erwin, et.al.2012). Social skills help people to cooperate and get things done, connect with each other and have deeper relationships. Social skills are vital in enabling an individual to have and maintain positive interactions with others. Social skills are crucial in making and sustaining friendships.

According to Bean and Formeris (2017), improving social skills requires practice, self-awareness, and willingness to learn and adapt. Engaging in social activities, seeking feedback from others, and actively observing and learning from social interactions can all contribute to enhancing ones social skills. By continuously using these skills, individuals improve in their personal and professional relationships, enhance their overall well-being, and navigate social situations with confidence (Hesketh, Lakshman, VanSluijs 2017; Kirschner & Tomasello, 2010).

Interestingly, social skills/behaviour patterns include two dimensions, the positive and the negative (Buren, Dege, Schwarzer 2019; Gulay & Akman, 2009). Positive social skills/behaviour patterns are characterized by acts of exhibiting acceptable social norms, good habits, genuine relationships and interest in others. On the other hand, negative social skills/negative behaviour patterns are characterized by acts of exhibiting unacceptable social norms, bad habits, disrespects, disrupting the smooth ambience of a group or acts of violence, selfish acts, rude behaviours and acts leading to isolation. Factors of developed positive social skills/positive behaviour patterns are respectful, humility, obedient, friendliness, cooperating skills that may lead to teamwork, acceptable norms/habits and empathy, while factors of negative social skills/ poorly developed social behaviour patterns are unacceptable habits, inappropriate life styles, disrespectful, arrogant behaviours, disobedient, quick temperedness and disruptiveness (Buren, Dege & Schwarzer 2019; Gulay & Akman, 2009; Begum, Abernethy, Clemens & Harper 2012).

Corroborating the above assertion, Cooperating skills constitute positive social behaviour patterns/developed social skills that are characterized by the exchange and mutuality of thoughts, emotions and acts, being connected to the interaction among members of a group in order to achieve specific target. Empathy, which is also a positive behaviour acquired through a well developed social interactions is the ability to participate in someone else's psychological experiences, comprehend and identify with others and respond with discretion and sensitivity as they interact among themselves (Adox-Okujagu, 2015; Hinton & Buchanan 2015; Holmes & Kohm 2017).

Recreational Activities

Recreation is usually pleasurable and has psycho-social (emotion) redeeming qualities. Schranz et al (2014) opined that recreational activities are activities that people engaged during free periods. People engage in recreational activities either for refreshment or relaxation and it is always done without compulsion. Recreational activities are often done for enjoyment, amusement or pleasure and are considered to be fun. Adox-Okujagu (2015) emphasized that recreational activities are outlets for the expression of excess energy, channeling it into socially acceptable activities that fulfill individual as well as societal needs. Recreational activities provide satisfaction and pleasure for the participants. A traditional view holds it that work is supported by recreation and that recreation is a useful tool to "recharge the battery" so that work performance is improved (Adox-Okujagu 2015).

Importantly, involvement in recreation activities has many health benefits; involvement in recreational physical activity like music/dance, games/funs reduces obesity, the risk of osteoporosis, and of cancer (Dichev & Dicheva, 2017). Adox-Okujagu, (2015) stressed that exercise done during recreation are done in such a way that burnout/stressed individuals return to normal/active condition. Adox-Okujagu further stated that recreational activities can help in reducing the tension placed on muscles, body fatigue and useful recovery after a strenuous days work. Thus, recreational activities promote good physical, emotional, mental and social well being of the individual and aid the development of good citizenship through socially acceptable behaviours like, respect, friendliness and cooperation.

Corroborating the above assertion, introducing recreational activities in children early enough would expose them to experiences that would contribute to the

development of their social skills. Pupils' earliest social encounter begins in infancy and grows to complex as their status develops. Gould and Carson, (2008) opined that recreational activities must result in constructive and socially acceptable behaviours like respect, cooperation, friendship and empathy. On the other hand, lack of recreational activities leads to social ills, such as delinquency and truancy (Gould & Carson, 2008; Guthold, Stevens, Riley & Bull. 2020). Rodriguez-Artalejo (2017) further stated that recreation keeps pupils off the streets and produces good citizens. Similarly, engagement in recreational activities aid pupils to develop socially and acceptable personality (Geiger & Wolf, 2017). Therefore, it is a matter of concern that recreational opportunities should be made possible and available for children in primary school.

Primary school children participation in recreational activities may be an important contribution to the quality of lives of the pupils (Bundy, Luckett, Tranter, Naughton, Wyver, & Ragen 2009; Holmes & Kohm 2017). In addition, participating in recreational activities may also be connected to higher levels of social behaviour (Adox-Okujagu 2015; Kim & Park, 2019). For instance, dance activities which are part of recreational activities are used as a means to improve the physical condition of the participants and as well contribute to social skills development since sociability is present throughout the whole process. Dance activities demand the active expression of the entire group; involve intense collective behaviour of the participants despite individual social position (Raikes & Edwards 2009; Dobbins 2022). In dance activities, group requires communication, cooperation, team spirit, respect for one another, coordination and identification of roles by the participants. Through dancing, participants develop cooperating skills and other social skills like respect for one another, loyalty, humility, obedient, and other aspects of

acceptable norms in the group (Buren, Dege & Schwarzer 2019; Dichev & Dicheva 2017).

Interestingly, it is believed that all works and no play makes Jack a dull boy. Hence, one needs some rest, relaxation and recreation when all or most energies and efforts have been exhausted. Thus, refreshment, physical fitness and mental alertness are regained for a better performance when pupils play during their recess periods; hence play is a recreational activity that pupils may engage in during recess. Adox-Okujagu (2015) identified the following as values of recreation: elimination of bullying, improvement of good social interaction, motor fitness-coordination, balance and agility, improved concentration and self-discipline, improved cognitive development via improved awareness, reasoning and observational skills and positive feelings about one other, development of independence, autonomy, affinity to and love of nature, along with positive environmental ethics.

Again, participation in recreational activities provides pupils the opportunities to develop the abilities to tackle emotional, social, and other challenges that the pupils may face in their lives through fun while in their relaxations. Furthermore, recreational activities stimulate the development of specific skills and resources, as well as provide safe and supportive opportunities for pupils to process and learn to manage their experiences. Thus, recreation abilities enable participant pupils to develop the ability to manage anxiety and stress, and develop their social skills such as respect, cooperation, teamwork, friendliness, and several others.

Statement of the Problem

The behaviours of most pupils in recent time makes one wonders if they were well groomed. Most time some persons in the society accuse the family/home of negligence, some accuse the teachers of

lack of commitment to their duties and the school of total breakdown of the institution, while the remaining others accuse the society of the entire system failure.

However, the behaviour of pupil(s) cannot be separated from the experiences acquired during their developmental stages. Some psychological researchers have found out that persons whose developmental stages were more of stressful experiences grow up to be socially maladjusted, while those whose upbringing were stress free or reduced stress tend to be socially acceptable. To reduce stress and negative behaviours, psychological researchers have suggested recreations. Thus, this research study intend to find out if there is relationship between pupils' participation in recreational activities-via musical activities, game activities and play activities, and pupils' social skills development with respect to cooperation, friendliness and respect.

Purpose of the Study

The purpose of this study is to investigate the relationship between recreational activities and pupils' social skills development in public primary schools in Abua/Odual Local Government Area, Rivers State. Specifically, the study:

1. Examine the relationship between musical activities and the development of cooperation skills in pupils in public primary schools in Abua/Odual Local Government Area.
2. Determine the relationship between game activities and the development of friendliness in pupils in public primary schools in Abua/Odual Local Government Area.
3. Find out the relationship between play activities and the development of respect in pupils in public primary schools in Abua/Odual Local Government Area.

Research Questions.

1. How do musical activities relate with the development of cooperation skills in pupils

in public primary schools in Abua/Odual Local Government Area?

2. What is the relationship between game activities and the development of friendliness in pupils in public primary schools in Abua/Odual Local Government Area?

3. What is the relationship between play activities and the development of respect in pupils in public primary schools in Abua/Odual Local Government Area?

Research Hypothesis

1. Musical activities do not significantly relate with the development of cooperation skills in pupils in public primary schools in Abua/Odual Local Government Area.

2. There is no significant relationship between game activities and the development of friendliness in pupils in public primary schools in Abua/Odual Local Government Area.

3. There is no significant relationship between play activities and the development of respect in pupils in public primary schools in Abua/Odual Local Government Area.

Significance of the Study

Teachers would create needed awareness on effective utilization of recreational activities for the development of social skills in pupils, hence, they would be guided on the proper choice of recreational activities for the pupils for a better development of the desired social skills. They would also regulate both the periods and the management of the activities to ensure that pupils learn in order to improve in their social skills such as cooperation, friendliness and respect for others. On the other hand, the pupils would develop social skills that would enable them relate well with both their peers and other individuals. Furthermore, needed awareness would be created by the school administrators to give adequate attention to recreation/ relaxation activities for proper development of social skills in pupils and further reform the primary school programmes to make

recreation/relaxation periods for the pupils very effective.

The society and other stakeholders of education would be aware of the contributions of recreational/relaxation activities to the development of pupils' social skills and support in any way. All these would be achieved if the study and its finding is presented in a conference and taken to libraries where the beneficiaries would assess it. Thus, would fill the gap in knowledge and provide possible solutions to some of the practical and theoretical problems that exist within the context of the findings, thereby, providing information for future researchers in related areas, thus using the findings as a reference point.

Scope of the Study

The study focused on the relationship between recreational activities and pupils' social skills development in public primary schools in Abua/Odual Local Government Area, River State. The study was delimited to relationship between recreational activities (musical, game, and play) and the development of social skills (cooperation, friendliness, respect). The study used primary five (5) pupils in the co-educational public primary schools in the study area. The choice of the primary 5 students was based on the assumption that they are not involved in external examination and therefore would not be distracted.

Musical activities and the development of cooperative skills

According to Wang and Jensen (2019), musical activities are fun and effective way to teach children to cooperate and help each other. Kirschner and Tomasello (2010) suggested that interactive music-making activities could help children adopt pro-social behaviours (behaviours that could benefit other people and the society). Musical experiences can prompt children to be more helpful, increases contact,

coordination, involve contact and cooperation with others. It provides a net of physical and psychological safety that helps individuals to survive.

Performing music involves coordinating individuals' efforts, harmonizing movement with other persons which lead to positive, warm feelings when music is performed together. Playing band or singing in a choir certainly involves cooperation, whether in preparation for the performance or during the performance. Arguably, cooperation increases trust between individuals and increases one's chances of future cooperation. Music is pleasurable, and play significant roles in person's wellbeing and in strengthening social bonds (Dichev & Dicheva 2017; Kim & Park 2019). Playing or listening to music brings its own social buzz, making the individuals feel connected to those around them (Kim & park (2019). In musical ensemble, individuals rely on each other for support and encouragement. Musicians learn to empathize with each other's strengths and weaknesses, offering assistance when needed and celebrating each other's successes. This fosters a sense of teamwork and camaraderie, enhancing cooperation skills. The process of rehearsing and performing music requires a high level of cooperation. Musicians must attend rehearsals regularly, be prepared, and contribute their best efforts. They learn to take responsibility for their individual part while being mindful of the collective performance. This cultivates a strong work ethic and a sense of commitment to the group's success. All the music-dance processes help to ease off stress and help the individual to bounce back to active work.

Game activities and the development of friendliness

Games/fun activities are key capabilities that help children to develop social skills especially friendship among the pupils in the school; they form the foundation of

long-term success in school and in the community (Wang and Jensen, 2019). During game activities, pupils invite peers to participate in the games or engage in the activities with them. Games as recreational activities increase pupils' involvement, motivation, interest in one another as they relax their tensed emotion (Dichev and Dicheva, 2017). On the other hand, one of the essences of friendliness is to learn each other and to generate optimal development in relation to communication acceleration. Thus, game enhances and promotes friendliness among pupils (Ozsoy, 2018).

Play Activities and the Development of Respect

When armed with the right tools and resources, teaching children about respect can be fun and effective. Respect is defined as considering someone to be worthy of high regard or esteem (Kirschner & Tomasello, 2010; Ozsoy 2018). On the other end of the spectrum, feeling respected means that one can be oneself around others, and feel accepted and welcomed despite the differences. However, when people are interacting with one another, it is important to always be mindful of words, actions, and tones used to ensure they feel respected. Thus, recreational play activities aid in improving respect for one another. Play encourages children of school age to take turns as a result increase the skills of respect for others. Dobbins (2022) asserts that respect does not happen in isolation but rather through socialization as they play together. Recreational play activities like jumping, skipping, running and Sliding help to develop respect among pupils which helps in calming children's emotion.

Theoretical Review

Friedrich Froebel's Play Theory (1837)

Friedrich Froebel (1782-1852) was a German educationalist, credited with opening the very first kindergarten in Bad Blankenburg in 1837, Froebel believed that early education should consider the child's physical, intellectual, social, emotional and

spiritual development. Many of his ideas on the importance of recreational activities and social skills through learning and nature continue to influence other play theories in childhood education. Froebel asserts that, "play is the highest expression of human development in childhood for it alone is the free expression of what is in the child's soul". The key features of Froebel's play theory stress the importance of recreational activities and the development of the child in all areas: socially, academically, emotionally, physically and spiritually. The main components of this are the areas of motor expression, social participation, free self-expression and creativity which help to ease tension in children. According to Froebel, recreational Activities encourage the child to discover how things work, through purposeful activities which are active, hands-on and of interest to the individual child.

Although free play is at the heart of Froebel's play theory, the learning environment is carefully designed with the appropriate resources that would ease of tension and in a relax mood. Furthermore, Froebel placed great value on music, since it boost the child's cooperative skills and movement in child development.

Moritz Lazarus' Relaxation Theory (1883)

Lazarus a German educationalist propounded the theory of recreation/relaxation in 1883. The theory refers to all the activities that people choose to do to refresh their bodies and minds and make their leisure time more interesting and enjoyable. According to the theory, the origins of play lie in the need for mental and physical recuperation from the stresses and strains imposed on the individual in other kinds of activity. The theory describe play as an activity deriving from an energy deficit, and states that the purpose of play is to restore energy expended in work. Some examples of recreational activities are walking, swimming, meditation, reading,

playing games, music and dancing. Participating in recreation and leisure is a healthy alternative for positive behaviour, which leads to opportunities for learning and living a balanced, productive life. Recreation and leisure can be used to promote social inclusion, especially when the activities are channel into socially acceptable societal needs.

Method

Correlational research design was adopted for the study. The population of the study was 878 respondents, found in 50 public primary schools in Abua/Odual Local Government Area, Rivers State (UBE, Port Harcourt). The sample size was 350 respondents. This was drawn from 50 primary schools in Abua/Odual Local Government Area, Rivers State. Simple random sampling by balloting was employed to sample 350 pupils used for the study. The researcher- made instruments tagged Recreational Activities and Pupils’ Social Skills Development Questionnaire (RAPSSDQ) was used to collect data on

pupils’ recreational activities, while the Pupils’ social development scale (PSDS) was used to measure the rate at which the pupils’ social skills development. To determine the reliability of the two instruments, 20 copies of each of the instruments were pretested on pupils who were not part of the study. Data obtained were analysed using Cronbach Alpha statistical tool. The coefficient value of 0.87 and 0.69 were established for RAPSSDQ and PSDS respectively. Based on the result obtained, the instrument was deemed reliable and fit for use.

Classroom teachers helped the researcher to administer 350 copies of the instruments. 345 copies were returned and used for data analysis. Pearson Moment Correlation Coefficient was used for data analysis.

Research Question 1 How do musical activities relate with the development of cooperation skills in pupils in public primary schools in Abua/Odual Local Government Area?

Table 1

Summary of Pearson Product Moment Correlation (PPMC) Test for relationship between musical activities and cooperation skills

Variables	N	R	Remark
musical activities	345	0.703	
cooperation skills			High Positive Relationship

Table 1 shows the summary of the Pearson Product Moment Correlation (PPMC) test for relationship primary school pupils’ musical activities and cooperation skills. The result shows that the calculated r-value is 0.703, indicating a very high positive relationship between pupils’ musical activities and cooperation skills. This shows that primary school pupils’ musical

activities have a very high positive relationship with cooperation skills.

Research Question 2

2. What is the relationship between game activities and the development of friendliness in pupils in public primary schools in Abua/Odual Local Government Area?

Table 2

Summary of Pearson Product Moment Correlation (PPMC) Test for relationship between pupils' game activities and friendliness

Variables	N	R	Remark
Game activities Friendliness	345	0.791	High Positive Relationship

Table 2 shows the summary of the PPMC test for relationship between pupils' game activities and friendliness. The result of analysis shows that the calculated correlation index is 0.791, indicating a very high positive relationship between pupils' game activities and friendliness. Hence, there is a very high positive relationship

between primary school pupils' game activities and friendliness.

Research Question 3. What is the relationship between play activities and the development of respect in pupils in public primary schools in Abua/Odual Local Government Area?

Table 3

Summary of PPMC Test for relationship between play activities and respect

Variables	N	R	Remark
Play activities Respect	345	0.740	High Positive Relationship

Table 3 summarizes the PPMC test for the relationship between play activities and respect. The result of analysis shows a calculated r-value of 0.740. This indicates that play activities has a very high positive relationship with respect. This shows that there is a very high positive relationship between play activities and the development of respect.

Null Hypotheses

The following null hypotheses are tested at .05 level of significance

Ho₁: Musical activities do not significantly relate with the development of cooperation skills.

Table 4

Summary of PPMC Significant Relationship Test for Musical Activities and Cooperation Skills

Variables	N	R	p-value	Remark
Musical Activities Cooperation Skills	343	0.637	0.00	Sig

*Reject Ho, significant @ 343 degree of freedom and alpha levels

Table 4 shows the summary of the PPMC significant test. The result shows an r-cal value of 0.637, indicating a significant positive relationship between musical activities and the development of cooperation in pupils. At 343 degree of

freedom and .05 alpha levels, the p-value is 0.00. Since rcal is greater than p-value, the null hypothesis is rejected. Thus, there is a significant positive relationship between musical activities and the development of cooperation skill.

H₀₂: There is no significant relationship between game activities and the development of friendliness.

Table 5

Summary of PPMC Significant Relationship Test for pupils' game activities and friendliness

Source of Variation	N	R	p-value	Remark
Game Activities	343	0.838	0.00	Sig

*Reject H₀, significant @ 343 degree of freedom and .05 alpha levels

Table 5 shows the summary of the PPMC significant test. The result shows an r-cal value of 0.838, indicating a very high positive relationship between game activities and friendliness. At 343 degree of freedom and .05 alpha levels, the critical r-value is 0.838. Since rcal is greater than p-

value, the null hypothesis is rejected. Thus, there is a significant positive relationship between game activities and the development of friendliness skills.

H₀₃: There is no significant relationship between play activities and the development of respect.

Table 6

Summary of PPMC Significant Relationship Test for Play Activities and Respect

Variables	N	R	p-value	Remark
Pay Activities	343	0.736	0.00	Sig

*Reject H₀, significant @ 343 degree of freedom and .05 alpha levels

Table 6 shows the summary of the PPMC significant test. The result shows an r-cal value of 0.736, indicating a very high positive relationship between play activities and the development of respect in pupils. At 343 degree of freedom and .05 alpha levels, the critical r-value (rcrit) i 0.736. Since rcal is greater than p-value, the null hypothesis is rejected. Thus, there is a significant positive relationship between play activities of primary school pupils and the development of respect in pupils.

the development of cooperation in pupils. This finding corroborated Kim and Park (2019) that music activities are fun and effective way to teach children to cooperate and help each other. Again, Kirschner and Tomasello (2010) were of the opinion that interactive music-making activities could help young children adopt pro-social behaviours (behaviours that could benefit other people and the society). It was further stated that musical experiences could prompt children to increases contact, coordination, and cooperation with others. Music activities foster sense of teamwork and camaraderie, hence, the process of rehearsing and performing music requires a high level of cooperation.

Discussion

Findings from the related research question showed that the correlation index is 0.703, indicating high positive relationship between musical activities and the development of cooperation. The corresponding hypothesis tested showed that there is a significant positive relationship between musical activities and

The finding further showed a very high positive relationship between game activities and the development of friendliness in pupils. The related

hypothesis test indicated a significant positive relationship between game activities and the development of friendliness. Wang and Jensen, (2019) agreed that games/fun activities are key capabilities that help children to develop social skills especially friendship among the pupils in the school; they form the foundation of long-term success in school and in the community. Wang and Jensen further asserted that dramatic play used during recreational activities goes a long way to build up the individual social skills and spark friendships and that games as recreational activities increase pupils' involvement, motivation, interest and relax the individual tensed emotion. In support, Dichev and Dicheva (2017) agreed that games create challenging, constructively competitive atmosphere that facilitates interactions among pupils in a friendly and fun environment thereby relaxing their muscles. Ozsoy, (2018) opined that game enhances and promotes friendliness among pupils.

Finding further revealed that there was high positive relationship between play activities and the development of respect. The corresponding hypotheses further confirm that there was significant positive relationship between play activities and the development of respect in pupils. The finding is in line with Erwin, Abel, Beighle, Noland, Worley and Riggs (2012) who stress that when people are interacting with one another, they are always mindful of words, actions, and tones used to ensure they feel respected. Thus, recreational play activities aid in improving respect for one another. Play encourages children of school

age to take turns as a result increase the skills of respect for another. Gulay and Akman (2009) and Vygotsky (2015) assert that respect does not happen in isolation but rather through socialization as they play together.

Conclusion

Based on the findings, it was concluded that musical activities, game activities and play activities are positively and significantly related with the development of pupils' cooperation, friendliness and respect. Thus, with the increasing burdens facing primary school teachers (curriculum demands, professional development, pupils engagement and other workloads), it is important to ensure that there are quality outdoor recreational opportunities provided for primary school pupils.

Recommendations

Based on the findings, the following recommendations were made that education stakeholders should ensure that:

- Musical/dance activities should be inculcated in the daily activities of pupils in primary schools for the development of cooperation skill.
- Adequate periods should be allotted to game activities and the activities should be directed and regularly guided for effective development of friendliness in primary schools pupils.
- Play activities should be judiciously encouraged and regulated for the development respect in pupils.

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Impact of Community Education on Tourism for Sustainable Community Development in Ilorin Metropolis, Kwara State

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Abstract

This paper examined the impact of community education on tourism for sustainable community development in Ilorin Metropolis, Kwara State. The descriptive research design was adopted for the study. The population of this study comprised all the inhabitant community members in Ilorin Metropolis of Kwara State. Sample size of the study consisted 150 respondents. Multi-stage random sampling technique was used to select the respondents. In the first stage, stratified random sampling technique was employed to sample 50 respondents from each of the three local governments while simple random sampling technique was employed in the second stage to sample the community members from the community-based organizations in each three local governments. Five research questions and two hypotheses were raised and formulated respectively to guide the study. The instruments 'titled' Impact of Community Education on Tourism Questionnaire" (ICETQ) and "Sustainable Community Development Questionnaire" (SCDQ) which was used to collect data from the community members. Frequency and percentage were used to answer the research questions while t-test was also used to test the research hypotheses formulated at 0.05 level of significance. The findings of the study revealed that the level of sustainable community development was found to be moderate; higher percentage of the respondents agrees that tourism has impact on socio-cultural community development; higher percentage of respondents are of positive by way of Strongly agreeing and agreeing that tourism has impact on economic community development; there is no significant difference between male and female ratings on the impact of tourism on sustainable community development; there is no significant difference between rural and urban areas on the impact of tourism on sustainable community development in Ilorin metropolis. Based on the findings of the study, it was recommended that interaction should be encouraged among community members; more efforts should be put into maintaining clean and polluted-free surroundings; the government should strive to improve the standard of living of the community members through provision of employment opportunities; and there should be inclusion of tourism activities in places without much tourist-attractive centres among others.

Keywords: Community, education, community education, Tourism, Sustainable and Development

Introduction

Kwara State has its capital at Ilorin, as on of the thirty six (36) States that make up

Nigeria as a country. This means that a community is perceived in terms of

geographical location and common interests which bind the people together as a unit. In view of this fact, one will consider a member of community based on the satisfaction derived in terms of shared beliefs, bond of fellowship, territorial integrity, culture and values, common administrative style governing the rules and regulations either as an urban or rural communities. Therefore, a community is an upshot of a family. This is because the earliest human communities were small family group, kindred, villages and clans that come together with the possibility of collecting and cultivating food to feed the population, with tendency to settle and work together and evolve a community based on agriculture for better communal living.

The level of development of any given society is a function of the type of education available in such society which implies that the level of the community development is reflected in the level of educational development. Community development depicts an atmosphere where people are united with those of governmental authorities to improve the economic, social and cultural conditions of communities as communities are integrated into the life of the nation thereby enabling them to contribute fully to national progress (Biggs, 2021). In describing community development; it will be an understatement to regard community development as the developments in the areas of employment opportunities and the provision of other necessary infrastructures needed by the society as these and others facilities are basically secondary development. The primary development of any community is having matured minded individuals that will be able to manage all the resources provided for all the expenditure incurred on that secondary development to be efficiently and effectively utilized. This assertion is in line with that of Oghenekohwo (2014) who sees

community development as a process that leads not only to more jobs, income and infrastructure but also communities that are better able to manage change in whatever dimension. Community development is a process conducted by community members, because they can better mobilize existing resources and skills, reframe problems, work cooperatively and use assets in new ways (Aspen Institute, 2020). The above positions about community development can only be achieved through the provision of required community education.

Education

Summarily, education has been broadly classified into three main categories namely; formal education, informal education and non-formal education with certain indicators which include the period covered, mode of operation and time among others as the basis for their classification.

In order to be more precise and for the purpose of this study, community education refers to non-formal education. Non-formal education is the kind of education which is received in a less restricted formal setting in order to give opportunities to other categories of students such as the slow learners, the less privileged and the aged in order for them to catch up with their counterparts. These kinds of education include women education, nomadic education, adult education, extra-mural classes such as IJMB coaching etc. It is provided to supplement the formal education and to provide for the categories that are not opportune to get educated when others of their age group are being educated. In order to be more directional, the concept of community education is discussed briefly in the next paragraph.

Education according to Oji & Ajoku (2024) see education as a process by which generations passes knowledge, wisdom, values and norms, as a process of cultural

transformation from present to future. Meaning that education is for preservation of knowledge and wisdom of handing it over to future generations. Oyemerekeya (2020) in Victor-Ishikaku (2025) added that education is a process, product, system and academic discipline.

Community Education

Community education according to Abiona (2015) mentioned community education as an educational process which is based on the community needs, particularities and aspirations of the community and which relies on the involvement of community members in terms of planning, implementation of programs for community. This means that community education enables community members to identify their problems needs and aspirations by raising their consciousness and initiative to identify and foster resources of the community, which will bring about self-reliance and self determination through community problems that will be solved. Generally, the field of community education provides knowledge and skills not only for self-sufficiency, but creates room for civil society interdependencies that enhance participatory learning culture that will embrace; practice of respect, mutual aid, inclusiveness, lifelong learning skill development, entrepreneurship, leadership and self-appreciation.

Community education known as community-based education or community learning and development, is an education designed to promote learning and social development work with individuals and groups in their communities using a range of formal and informal methods.

Ezumah (2004) sees community education as a process aimed at raising consciousness, spreading understanding, and providing the necessary skills, including the human and material resources for the social, economic,

political and cultural development. In addition, Findsen (2006) defined community education as an organized learning activity that groups or individuals undertake for their personal, community, cultural or economic development. It touches all other areas of learning but its primary focus is the adult as learners and the community as the context. Community education is the type of education needed in order to provide the adult with the required knowledge and to engender them with self-confidence and self-respect for the betterment of the community. A developed community can be identified through various indicators one of which is active tourism activities.

Tourism

Tourism is the activities of people traveling to and staying in places outside their usual environment for leisure, business or other purposes for not more than one consecutive year. It is referred to as the process of spending time away from home in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services. Goeldner and Ritchie (2013) stated that tourism is a collection of mutual connections between tourists and different parties including suppliers, governments, local communities etc.

Tourism powered by adequate community education has greater impact on community development and this impact according to Fresnoza (2008) who stated that these impacts are exactly on the host population and the environment of destination. Apparently, domestic students are exposed to different cultures by the presence of foreign students through tourism which enables them to bring about certain positive changes to their environment when they come back home. The communication of domestic and international students would deepen the understanding of each other's culture and improve beneficial networks of

exchanges of information, notions, and assistance in the future (Andrade, 2020).

Sustainable Development

Sustainable development is a concept that has gained ground in terms of human activities in the universe. In line with this, Ojokheta (2021) in Oji & Orlu (2024) state that United Nation (UN) has approved a new projection called “2030” Agenda for sustainable development: “Transforming the World”. He recalled in particular, Goal 4.7 of sustainable Development focuses on ensuring that all learners gain knowledge and abilities necessary to advance sustainable development including the defense of human rights, gender equality, development of peaceful and non-violent culture, global citizenship, appreciation of culture diversity, and the use of culture to advance sustainable development.

The truth is that some of the ingredients of the above discussion is centered on the peculiarities of our communities existence. This goes a long way to say that a ‘sustainable Community’ that will lead to development must consider the present and future human activities for harmonious relationship amongst the stratas of sustainable community development.

Sustainable Community Development

Sustainable development is a concept that has gained ground in terms of human activities in the universe. In line with this, Ojokheta (2021) in Oji & Orlu (2024) state that United Nation (UN) has approved a new projection called “2030” Agenda for sustainable development: “Transforming the World”. He recalled in particular, Goal 4.7 of sustainable Development focuses on ensuring that all learners gain knowledge and abilities necessary to advance sustainable development including the defense of human rights, gender equality, development of peaceful and non-violent culture, global citizenship, appreciation of

culture diversity, and the use of culture to advance sustainable development.

However, it has been established that community education has an impact on tourism and hence enhances sustainable community development. It is based on this background that the study examined the impact of community education for sustainable development in Ilorin Metropolis.

Statement of the Problem

Studies have been carried on community development by different scholars; however, most of the studies. Research was also carried out a study on community-based tourism and sustainable development of rural regions in Kenya; perceptions of the citizenry. From the array of literature above, it has been established that no study has been carried out on impact of community education on tourism for sustainable community development in Ilorin metropolis and this is the gap the study intends to fill. Hence the study examines the impact of community education on tourism for sustainable community development in Ilorin metropolis.

Purpose of the Study

The main purpose of this study is to examine the impact of community education on tourism for sustainable community development in Ilorin metropolis.

Specifically, the study intends to: examine the impact of community education on tourism in Ilorin metropolis; find out the level of sustainable community development in Ilorin metropolis; examine the impact of tourism on socio-cultural community development in Ilorin metropolis; ascertain the impact of tourism on environmental community development in Ilorin metropolis; find out the impact of

tourism on economical community development in Ilorin metropolis.

Scope of the Study

This study discussed the impact of community education on tourism for sustainable development in Ilorin Metropolis, of Kwara State. Kwara State was created in May 1967, as one of the first of 12 states to replace the nations four regions, Formally the state was known as West Central State, but the name was changed to Kwara, a local name for the Niger River.

Research Questions

The following research questions are raised to guide the conduct of the study.

1. What is impact of community education on tourism in Ilorin metropolis?
2. What is the level of sustainable community development in Ilorin metropolis?
3. Does tourism has impact on socio-cultural community development in Ilorin metropolis?

4. To what degree is the impact of tourism on environmental community development in Ilorin metropolis?
5. What is the impact of tourism on economic community development in Ilorin metropolis?

Research Hypotheses

The following research hypotheses are raised to guide the study.

- H₀₁:** There is no significant difference between male and female ratings on the impact of tourism on sustainable community development in Ilorin metropolis.
- H₀₂:** There is no significant difference between rural and urban areas on the impact of tourism on sustainable community development in Ilorin metropolis.

Discussion of Results

This chapter focuses on results from data analysis carried out in this study
Demographic Data

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	93	62.0
Female	57	38.0
Total	150	100.0

Table 2: Distribution of Respondents by Age

Age (years)	Frequency	Percentage (%)
18-24	10	6.7
26-32	57	38.0
33-40	52	34.7
40 and above	31	20.7
Total	150	100.0

Table 3: Distribution of Respondents by Location

Location	Frequency	Percentage (%)
Urban	108	72.0
Rural	42	28.0
Total	150	100.0

Table 4: Distribution of Respondents by Occupation

Occupation	Frequency	Percentage (%)
Civil servant	30	20.0
Teacher	10	6.7
Business	15	10.0
Driver	31	20.7
Artisan	57	38.0
Others	7	4.7

Research Question one

What is the level of community education on tourism in Ilorin metropolis?

Table 5: Distribution of Respondents' Opinion on Level of Community Education on Tourism in Ilorin Metropolis

Items	SA F(%)	A F(%)	D F(%)	SD F(%)
Enlightening community members on job opportunities;	58(38.7)	81(54.0)	2(1.3)	9(6.0)
Encouraging social interaction among community members;	74(49.3)	76(50.7)	0(0)	0(0)
Enhancing strong national unity;	60(40.0)	79(52.7)	3(2.0)	8(5.3)
Increasing knowledge of community members on national economy;	66(44.0)	65(43.3)	19(12.7)	0(0)
Improving standard of living of community members;	56(37.3)	69(46.0)	21(14.0)	4(2.7)

Results from table 5 shows that 49.3% and 50.7% of the respondents agree that encouraging social interaction among community members and enhancing strong national unity respectively have impact on tourism. Also, 54% of the respondents agree that enlightening community

members on job opportunities have impact on tourism

Research Question two

What is the level of sustainable community development in Ilorin metropolis?

Table 6: Summary of Respondents' Opinion on Level of Sustainable Community Development in Ilorin Metropolis

Level of SCD	Frequency	Percentage (%)
Low	31	20.7
Medium	102	68.0
High	17	11.3
Total	150	100.0

Results from table 6 shows 102 respondents out of 150 respondents are of the opinion that there is moderate level of sustainable community development

Research Question three

What is the level of socio-cultural community development in tourism in Ilorin metropolis?

Table 7: Distribution of Respondents' Opinion on the level of socio-cultural community development in tourism in Ilorin metropolis

Items	SA F(%)	A F(%)	D F(%)	SD F(%)
increases knowledge about the culture of the area;	49(32.7)	96(64.0)	4(2.7)	1(0.7)
helps the visitors and host to value and appreciate the sameness in cultures and not the differences for social peace and wellness	46(30.7)	100(66.7)	3(2.0)	1(0.7)
helps to improve communication and promote better understanding of different cultures between the community members and guest (visitors);	70(46.7)	78(52.0)	2(1.3)	0(0)
Helps to preserve/keep places and things of the olding days;	54(36.0)	87(58.0)	9(6.0)	0(0)
helps to promote the sharing of cultures between community members and the visitors;	69(46.0)	76(50.7)	5(3.3)	0(0)

Research Question 4

What is the degree of environmental community development on tourism in Ilorin metropolis?

Table 8: Summary of Respondents' Opinion on Degree of Environmental Community Development on Tourism in Ilorin Metropolis

Degree of ECD	Frequency	Percentage (%)
Low	2	1.3
Medium	94	62.7
High	54	36.0
Total	150	100.0

Results from table 7 showed that larger percentage of the respondents (62.7%) is of the opinion that there is moderate (above average) impact of tourism on environmental community development.

Research Question five

What is the level of economic community development on tourism in Ilorin metropolis?

Table 9: Distribution of Respondents' Opinion on Level Of Economic Community Development on Tourism in Ilorin Metropolis

Items	SA F(%)	A F(%)	D F(%)	SD F(%)
helps to maintain a clean and polluted free surroundings	80(53.3)	68(45.3)	1(0.7)	1(0.7)
helps in the preservation of important natural areas and wild life;	63(42.0)	65(43.3)	21(14.0)	1(0.7)
helps in the preservation of areas that have been in history as it will look attractive to visitors (guests);	62(41.3)	83(55.3)	3(2.0)	2(1.3)
helps to promote the culture of the environment of place of visit;	57(38.0)	77(51.3)	15(10.0)	1(0.7)
helps to include tourism activities in places without much tourist-attractive centre;	72(48.0)	74(49.3)	1(0.7)	3(2.0)

Research Hypothesis one

H₀₁: There is no significant difference between male and female ratings on

the impact of tourism on sustainable community development in Ilorin metropolis.

Table 10: t-test summary of the difference between male and female ratings on the impact of tourism on sustainable community development in Ilorin metropolis.

Gender	N	Mean	Std. Deviation	Df	Cal. T	P-value
Male	93	67.0215	4.67412			
Female	57	66.8947	4.71579	148	.161	.929

Results from table 8 shows that p-value .929 is greater than .05 ($p > .05$), hence, the H₀ is not rejected, there is therefore no significant difference between male and female ratings on the impact of tourism on sustainable community development in Ilorin metropolis.

Research Hypothesis two

H₀₁: There is no significant difference between rural and urban areas on the impact of tourism on sustainable community development in Ilorin metropolis.

Table 11: t-test Summary of the Difference between Urban and Rural Ratings on the Impact of Tourism on Sustainable Community Development in Ilorin Metropolis.

Location	N	Mean	Std. Deviation	Df	Cal. T	P-value
Urban	108	67.3095	4.24545			
Rural	42	66.8426	4.84365	148	.548	.153

Results from table 9 shows that p-value .153 is greater than .05 ($p > .05$), hence, the H_0 is not rejected, there is therefore no significant difference between rural and urban areas on the impact of tourism on sustainable community development in Ilorin metropolis.

Discussion of Findings

Findings from the study revealed level of community education on tourism in Ilorin metropolis. The result showed that 49.3% and 50.7% of the respondents agree that encouraging social interaction among community members and enhancing strong national unity respectively have impact on tourism. Also, 54% of the respondents agree that enlightening community members on job opportunities have impact on tourism. This indicates that if community education is strengthened in these areas, it will promote the rate of tourism in the area by way of host community members participation. This result is in line with the findings of Juma and Khademi-Vidra (2019) which revealed that findings of the study implied that high community empowerment enables the community to establish successful sustainable tourism development through local people's support for tourism.

The findings also shows the level of sustainable community development in Ilorin Metropolis, Kwara State. The result shows 102 respondents out of 150 respondents are of the opinion that there is moderate level of sustainable community development. This implies that sustainable community development in terms of economic, environmental and socio-cultural were found to be neither high or low.

The impact of tourism on socio-cultural community development in Ilorin Metropolis, Kwara State. The finding revealed that Higher percentage of the respondents agrees that tourism has impact on socio-cultural community development

in Ilorin Metropolis. This implies that with regulated and organized tourism, there will be positive socio-cultural community development. The findings of this study agrees with Jonathan (2014)'s study which revealed that community and social development project (CSDP) intervention impact significantly on community and social development of the rural dwellers.

The result revealed the impact of tourism on environmental community development in Ilorin Metropolis, Kwara State. It was revealed that larger percentage of the respondents (62.7%) is of the opinion that there is moderate (above average) impact of tourism on environmental community development. This means that there exist a positive influence of tourism in environmental community development. It may not be high, but certain element of it exists. The impact of tourism on economical community development in Ilorin Metropolis, Kwara State. The findings revealed that there is higher percentage of respondents who agree that tourism has influence on economical community development. This implies that tourism in positively improve economical community development. The finding of this study is in line with that of Gunay (2015) that revealed that tourism impacted on social, cultural, economic and environmental aspects of the local community.

The result also shows there was no significant difference between male and female ratings on the impact of tourism on sustainable community development in Ilorin metropolis with value p value 0.929 greater than .05 error level. This implies that the response of male and female on the impact of tourism on sustainable community development doesn't differ.

The result shows that there was no significant difference between rural and urban areas on the impact of tourism on

sustainable community development in Ilorin metropolis. This means that the response of response from rural and urban areas doesn't differ on the response to the items in the impact of tourism on sustainable community development in Ilorin Metropolis, Kwara State.

Tourism is one of the tool for cultural promotion and over the years it has also served as one of the source of income generation in different part of the world. The promotion of this area in our locality therefore becomes necessary and important. One of the means of promoting this area is through effective and adequate community education. With tourism, there is possibility of improving sustainable community development. It is based on this that the study examined the impact of community education on tourism for sustainable community development in Ilorin metropolis, Kwara State. Based on the findings of this study, it was concluded that community education has impact on

tourism promotion and consequently, the findings of the study revealed that tourism has great impact of sustainable community development in Ilorin metropolis, Kwara State.

Recommendations

Based on the findings of this study, it was recommended that:

1. Social interaction should be encouraged among community members.
2. More efforts should be put into maintaining clean and polluted-free surroundings.
3. The government should strive to improve the standard of living of the community members through provision of employment opportunities.
4. There should be inclusion of tourism activities in places without much tourist-attractive centres

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Conflict Management and Sustainable Peace in North East Nigeria

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Abstract

This study explored the place and role of Conflict Prevention on sustainable peace in North East Nigeria. It was stated that as humanitarian situations in the North Eastern geographical region deteriorates due to displacement and damages to infrastructure, while the conflict rages, it produced an adverse effect on the productive sector of the economy, like the agricultural production which is tied to food security, and by extension it affected the nutritional requirement of the population. The study employed the use of two (2) theoretical underpinnings, Frustration-aggression theories such as John Dolard, Ted Robert Gurr, Feirabend, Monga, Berkowitz and Yates which sees conflict arising from frustration-aggression in a given society, that conflict happens as a result of denying the individual basic rights, necessities of life, justice or access to other values. The study discovered that for over a decade of a fierce battle between the Nigerian army and the Boko Haram sect, it has been difficult for the Nigerian military to defeat the Boko Haram insurgency even with the logistical support coming from the neighbouring countries. Therefore, there should be need to adopt effective conflict prevention strategies with which sustainable peace can be attained in North East Nigeria for example, the African Traditional Dispute Resolution (ATDR). From the foregoing, the study suggests that there should be need for increase budgeting and tracking its spending so as to ensure efficient fund utilization in addressing human security and the plight of the vulnerable in North East Nigeria.

Keywords: Conflict, Management, Sustainable Peace, North East, Nigeria

Introduction

Conflict in North East Nigeria, particularly the Boko Haram insurgency, has ravaged communities, displaced millions, and exacerbated humanitarian crises since 29 May 1999 when Nigeria's fourth-republic began. Generally, they occur in two primary contexts of insurgencies against the Nigerian state and inter-group conflicts wherein ethnicity and religion often conflict. The protracted violence has undermined regional stability, perpetuated poverty, and eroded social cohesion. Effective conflict management and sustainable peace are important to alleviate the devastating consequences and foster resilience (Adamu, 2004; Adebowale & Adeyemi-Suenu, 2023). The North East region's complex conflict dynamics

necessitate a multifaceted approach, to address the root causes such as socioeconomic disparities, governance deficits, and ethnic/religious tensions. Sustainable peace requires collaborative efforts from stakeholders, including government agencies, local communities, civil society organizations, and international partners. Key strategies for conflict management and sustainable peace include: inclusive dialogue and mediation, community-driven development initiatives, security sector reform and humanitarian assistance, addressing socioeconomic inequalities, promoting interfaith and interethnic understanding.

A comprehensive and sustainable peace framework must prioritize reconciliation, accountability, and justice, ensuring that the voices of vulnerable populations are heard. By examining the complexities of conflict in North East Nigeria and adopting evidence-based solutions, we can work towards a lasting peace that fosters stability, prosperity, and human dignity. In this paper, efforts were geared towards exploring the dimensions of conflict prevention especially conflict prevention strategies and the attainment of sustainable peace in North East Nigeria. Recent studies have revealed that the North Eastern region as it is today was part of the defunct Northern region in the colonial era and the period preceding it up to 1967 when it was carved as the North Eastern State in one of the first political restructuring in the post-independence period. Subsequent balkanization of the country further dismantles the political space as a bigger entity, thus, at present, it is made up of Six States of Adamawa, Bauchi, Borno, Gombe, Taraba and Yobe. Indeed, the region is blessed with vast arable land amounting to about 1,794,400 ha under cultivation according to National Bureau of Statistics (NBS, 2018). Unfortunately, a sizeable portion of this arable land could not be cultivated due largely to displacement of many villages and towns especially in the most affected states of Adamawa, Borno and Yobe by Boko Haram insurgency.

Generally speaking, peace is said to be an intangible commodity with a priceless tag, which once shattered, gaining it back requires huge investment in terms of human and material resources. Therefore, absence of peace implies that a given community, region or country has been inflicted with instability particularly if the nature of the conflict is overtly violent in character. Johan Galtung, a leading scholar on peace, popularized what he refers to as 'negative peace' and 'positive peace'. Emphasizing that, positive peace is the

absence of physical hostilities while negative peace is the absence of structural violence imbued in the society (Galtung, 1964). Nonetheless, violent conflicts usually take its toll on both material and human lives living the survivors with scar and gory tale of psychological trauma. This is a typical situation in North East Nigeria despite government interventions and peoples' views. It is against this background that this paper seeks to examine conflict prevention and sustainable peace in North East Nigeria.

Theoretical concept of this paper is anchored on Frustration-aggression theories such as John Dolard, Ted Robert Gurr, Feirabend, Monga, Berkowitz and Yates which sees conflict arising from frustration-aggression in a given society. These theorists see conflict as the direct response to accumulate frustration and anger particularly in societies where scarce resources hardly satisfy human needs and want. It is therefore assumed that to be a natural reaction or a matter of instinct as postulated by frustration aggression theory. In most cases, a conflict happens as a result of denying the individual basic rights, necessities of life, justice or access to other values.

Conceptual Clarification

Concept of Conflict

The definition of conflict just like the concept of peace is contentious. However, most scholars are of the opinion that conflict usually reflects a class of interest or goal between parties, which may be individuals or group of individuals, or ethnic groups or states. Conflict according to most scholars occurs "when two or more people engage in a struggle over values and claims to status, power and resources in which the aims of the opponents are to neutralize, injure or eliminate their rivals. He further explained that conflict emerges whenever one party perceives that one or more goals or purposes or means of achieving a good or preference is being

threatened or hindered by the activities of one or more parties.”

Put together, in conflict parties perceive or treat each other as a stumbling block that results in frustrating the other in attaining a set of goals, or even furthering one’s interest through their attitudes, behaviours or actions (Agi, (2019). Generally, the conflict has been considered an obstacle to progress, political stability, economic prosperity and overall socio-economic development of any society because of its destructive impact. This therefore means that conflict must be timely averted or managed properly as failure to do so will reflect a determined action or struggle over a goal, which may be overt or subtle; manifest or imaginary.

While it is not easy to classify conflicts in a categorical way, not all conflicts in Nigeria are of the same kind as can be seen from dimensions of ethnicity, religion, politics and economy, etc. In ethnic conflict, Nigeria is a country of many nations with hundreds of tribes and ethnic groupings. The relationships between for instance political parties in underdeveloped nations like Nigeria are likely to be more conflictual than those in advanced polities (Tikhon, 2016). Given the social differences in Nigeria, the quest for power mostly depends on the existing nature of the relationship between these sectoral groups. It is therefore no wonder that the visibility and relevance of the Afenifere, the Ohaneze N’digbo, the Arewa Consultative Forum, the Southern Leaders Forum, and the Ijaw National Congress etc- each is articulating its own agenda for the ethnic groups they belong instead of the overall development of the country (Felbab-Brown, 2020).

Lending credence, Yakohene and Boatemaa (2015) earlier assert that the major aspect of the most ethnic conflict in Nigeria is the contesting hegemonic power used in making members react negatively

in given situation. With regards to political conflicts, since the amalgamation of Nigeria in 1914, most incidents of political conflicts have been associated with appointments, national population census, resource allocation and electoral processes leading to election rigging, vote buying, corruption, the use of political thugs and other electoral malpractices as well as unfair sharing of political gains. In the electoral process, according to Felbab-Brown (2020).

Abbas (2013) from 1999 to date political violence has continued to assume an alarming dimension, including assassinations and abductions, inter and intra party conflicts, religious intolerance which created suspicion and acrimony leading to many communal and sectarian violence.

As Ozoigbo (2019) further argues, those interested in retaining power or winning at all costs, and especially actors who were in control of the instrument of the state simply “fixed” the result of the elections they desired to win leading to protests. The reasons for such do or die politics is not farfetched from the fact, since the state is the major means of capital accumulation in Nigeria and considering the prevalence and ubiquity of poverty and dependence in the country, the struggle for the control of the state and its resources, take on a life-and-death struggle. Simply put, in Nigeria access to political power is seen as access to economic power.

Economically, looking at the Nigerian society and its environment, the quest for control and distribution of economic resources is majorly the basis for many conflicts among the citizenry with the relationship between parties taking cues from this basic consideration. It is in this similar view that liberal structural theorists such as Galtung see conflict as a phenomenon that is built in human societies according to how they are structured and organized. That is to say

conflict emanates as a result of deep-rooted structural dysfunction which looks in to problems such as the inequality in the distribution of income, endemic corruption, injustice, poverty, illiteracy, high unemployment rate, hunger, disease, inflation, exploitation and tax havens on citizens, high rates of crimes, overpopulation and general economic underdevelopment. Galtung (2011) argues that whenever economic and political discrimination and lack of tolerance in plural societies are embedded in human relationships, conflicts are bound to occur higher than the societies where opposite socio-economic relationships are established. All political economist there by start by asking a common but a general question as to what are the reasons for poverty, hunger and the general underdevelopment of Nigeria despite all its abundant natural and human endowments? As it can be observed, these system's dysfunctions involve deliberate policies and structures that cause human suffering and death which are quite avoidable if good governance exists in the society.

Concept of violence and violent extremism

While conflict in most societies, remains inevitable, it is the armed conflict that leads to violence. According to Mbombo and Jean-Marie (2015) violence is a state of tension which exists when one party perceives its goals, needs, desires or expectations are being blocked by the other party. Violence in other words means any act of aggression and abuse which causes injury or harm to person, property and animals. Violence in recent years is on the increase in Nigeria from the Niger Delta militancy in the south to the ethnos religious conflicts and later the Boko Haram insurgency in the north. People tend to cause trouble when their interest is jeopardized, thereby causing unnecessary tension with the price of these conflicts been paid by those least responsible such as the youths, women and children.

Since violence causes injury or harm to person, property and animals, it is usually destructive in behaviors and actions which can be divided into two forms as either random or coordinated. Random violence implies unpremeditated or small-scale violence while coordinated violence refers to violence that is carried out by sanctioned or unsanctioned violent groups such as war with direct (overt) violence, e.g. direct attack and massacre. The UN General Assembly (2015) has identified certain recurrent drivers, which are common among a wide variety of countries and regions leading to radicalization and violent extremism. These include: lack of socio-economic opportunities; high rate of youth unemployment; extreme poverty; gross inequality; marginalization in politics, governance, administration, economy, culture and religion; poor governance associated with cases of corruption, impunity, violations of human; abuse of rule of law; unresolved conflicts; and radicalization and recruitment in prisons. Although poverty cannot be said to have a direct causal relationship to terrorism, the impact of extremist violence has been borne most heavily by the citizens of poorer countries, where there are considerable youth bulges which often acts as a challenge multiplier (Nwala, & Uzodinma 2013).

Most worrisome, as extremist violence continued, the state prioritizes security measures thereby leading to diversion of major resources away from investments in socio-economic development. Generally, the socio-economic implications and consequences of violent extremism whether it is the case of BH or others similar to it, violent extremism leads to different forms and types of terrorism (social, political, economic, religious, environmental and cultural) with numbers of implications beyond immediate costs of security responses and the management of Internally Displaced Persons or refugees

(wala, & Uzodinma 2013). The consequences of violent extremism therefore:

- a. Disrupts peace, law and order
- b. Disrupts economic activities and revenue generation
- c. Damage infrastructure and social amenities
- d. Reduce available land for agriculture and livestock rearing
- e. Threaten natural resources and ecosystem
- f. Scare away investors and development partners

In the last decade for instance, armed conflict had assumed an unimaginable dimension with a profound threat to peace and human existence (Wessells, 2016). The evidence of armed conflict and its negative consequences in Afghanistan, Syria, Iraq, Yemen, Pakistan, Mexico, Colombia, Somalia, South Sudan, and Nigeria are nothing but a human catastrophe. The interconnection between armed conflict and terrorism are also evident in Syria spearheaded by ISIS (Wessells, 2016) and Boko Haram (BH) in Nigeria.

Furthermore, various armed groups have continued to undermine Nigeria's security as evidenced in the activities of Niger Delta militants, and cattle rustlers where youth joined the armed group that has become a serious national, regional, and international threat. The BH insurgency alone had claimed more than twenty thousand lives so far. A special report of the United State Institute of Peace (2016) indicated that BH draws its members from disaffected youth, unemployed high school and university grads, and destitute children (Onuoha, 2016). Their terrorist activities have kicked citizens out of their homes and destroyed properties and communities worth billions of Dollars. These series of attacks have further compounded the already existing socio-economic development challenges particularly in the North Eastern region of the country. The United State Institute of

Peace (2016) report further suggested that poverty, unemployment, illiteracy, weak family structures, among others make or contribute to youth being vulnerable to radicalization (Ozoigbo, 2019). Unsurprisingly, unemployment and poverty considered serious socio-economic challenges that are not only intricately interconnected but glaringly evident in northern Nigeria where BH thrives. Similarly, wondering preachers thus capitalize on the existing situation by preaching an extreme version of religious teachings thereby conveying a narrative that government is weak and corrupt. It should however be noted that while Boko Haram insurgency remains at the center of violent extremism in Nigeria, several other armed groups have perpetrated similar or worse act than BH.

Over the years, there are reports of ethnic cleansing in Plateau, Benue, Taraba, and Nassarawa states. Due to certain ethnic stereotype, Fulani or Hausa people were on several occasion attacked and killed simply because of their tribe. While similar reprisal attacks were also recorded, in most cases, these armed groups motivated by politics or economy recruits and train youth for criminal activities such as killing, kidnapping, destruction of properties and suicide bombings.

Concept of Peace

Peace is regarded "as the absence of war, fear, conflict, anxiety, suffering and violence and about peaceful coexistence" (Francis, 2006; Igbuzor, 2011). Although this definition has captured elements of peace, it was criticized by scholars like Ibeanu (2006) for lacking the adequate concept of peace. To overcome this limitation Ibeanu (2006) thus defined peace as a "process involving activities that are directly or indirectly linked to increasing development and reducing conflict, both within specific societies and in the wider international community".

In this respect, peace therefore connotes the absence of violence or war, the presence of justice, equality and development; the existence of rule of law, respect for human life and dignity, and tolerance among and between people; maintenance of a balanced ecosphere and more importantly, having inner peace and wholeness. To add to this debate, Johan Galtung, a renowned Norwegian theorist provided three types of violence (direct, structural and cultural) to help understand the concept of peace across the globe. Galtung (2011) consider direct violence as the physical, emotional and psychological aggression caused by a direct attack through fighting or war thereby resulting in to deaths, destruction of property, and displacements of citizens among other consequences. He sees structural violence as caused by an unjust structure not to be equated with an act of God which involves structures that cause human suffering and death which are quite avoidable if good governance exists. In his view cultural violence occurs as a result of the assumptions that bind one to structural violence. For instance, one may be indifferent toward the plight of the poor which create discrimination, injustice and suffering thereby leading to the absence of peace in the society (Agi, 2019).

In addition, Galtung's positive and negative peace framework is the most widely used model by most scholars. While negative peace refers to the absence of direct violence, conflict and war at international, national, community and individual levels, positive peace refers to the absence of indirect and structural violence, inequality and injustice, unjust structures and policies and inner peace at individual levels. Due to its comprehensives, this conception becomes the most widely used by peace and conflict researchers. As earlier provided Eze (2014) has attempted to provide an understanding of peace which centers on increasing sustainable development and reducing conflict, both

within societies and in the wider international community. He further pointed out that despite the general knowledge of peace; there are variations its meaning especially through the lenses of philosophy, sociology and politics (Beland, 2021).

According to a philosopher, peace “is a natural, God-given state of human existence without the corruptive tendencies of man”. According to sociologists, peace refers to a condition of social harmony in which there are no social antagonisms among people or group in a given community. For the political scientists, peace is a political condition that makes justice possible in any given society thereby entailing political order. Similarly, cultures and civilization have different viewpoints of peace. For instance, in a society that is constantly perpetuated with violence and armed conflict, peace is viewed as the absence of war and violence. In a political community governed by unjust policies, peace is seen as the presence of freedom and justice. In a society that is materially deprived or in poverty situation, peace may be perceived as equality, development and have the basic needs of life. From whichever perspective, renowned scholars, practitioners and activist of peace have attributed different related meanings of peace into six:

1. Peace is the absence of war
2. Peace is the absence of direct violence
3. Peace is the absence of injustice
4. Peace is the absence of fear
5. Peace is the presence of respect and
6. Peace is the presence of tolerance

Although several conceptions and models of peace have been advanced in which peace research might prosper (Ibeanu, 2006; Francis, 2006; Galtung, 2011; Igbuzor, 2011). It should be further understood that peace is a “natural social condition, and war is not”. For peace scholars, students and advocates, such information is good enough for a rational

group of decision makers to avoid conflict, violence or war. This is because, violence is considered morally sinful, and therefore non-violence which is virtuous should be cultivated in the society as advanced by a variety of religious traditions. Indeed, its importance lies in the fact that:

- a) Peace is a sine qua non to development.
- b) It is being eroded by perennial conflicts.
- c) Their occurrence pervades virtually all spheres of the national life.
- d) The effects of the conflicts are many and multi-dimensional.
- e) Insecurity of lives and properties is one of the consequences of conflicts.

Discussion

Conflict Prevention and sustainable peace in North East Nigeria

As humanitarian situations in the North Eastern region deteriorates due to displacement and damages to infrastructure while the conflict rages, it produced an adverse effect on the productive sector of the economy like the agricultural production which is tied to food security and by extension it may affect the nutritional requirement of the population. As observed from the study, the cluster on food security in the four-year plan is close to 2 billion US Dollars followed by nutrition which perhaps have a correlation to food production. As stated earlier in the background of the paper, the North Eastern region has about 1,794,400 ha under cultivation according to National Bureau of Statistics (NBS, 2018).

Unfortunately, a sizeable portion of this arable land could not be cultivated due largely to displacement of many villages and towns especially in the most affected states of Adamawa, Borno and Yobe by Boko Haram insurgency. Health, water and sanitation, if properly transformed as peace-building efforts in the North East, it will go a long way in addressing

humanitarian situations, thereby encouraging productive ventures going by the popular adage that 'a healthy nation is a wealthy nation'. Other areas as it appears on the table in the cluster of physical protection, early recovery and livelihood are equally having a direct bearing to peace-building in the North East (Eze, 2014).

Be that as it may, been that the cluster needs above is an appeal plan for a period of four years from 2017, what would be required is the commitment to adhere to it and by extension successfully implement it as at when due. Moreover, the passage of the North East development

Commission (NEDC) bill and its subsequent signing into law, would serve as albatross to the plight of the humanitarian needs of the people especially the internally displaced (FGN 2015). The NEDC would help greatly in long term planning in reconstruction, resettlement, rehabilitation and reintegration. As the Boko Haram insurgency over time attracted the attention of the international community, many collaborative efforts internationally and assistance in military hardware and funds have been on for some time.

It is clearly observed that, the levels of international humanitarian assistance over the years have steadily rise from less than 200 million in 2014 to well over 1 trillion US Dollars by appeal in the preceding year 2017, even though the funded intervention is a little above 800 million US Dollars. Away from the humanitarian perspective, it has been observed that, the Nigerian government and its armed forces have since 2010 tried to put a stop to the operation and sustained attacks of the Boko Haram group, but has not been able to do so despite arrests and killings of many of the Boko Haram fighters in different encounters (Kingma, 2000). Though substantially, the spate of attacks has been reduced to minimal especially after the 2015 general elections. While the preceding government

has tried to address the challenges by increasing the defense budget from 100 billion in 2010 to 927 billion in 2011 and 1 trillion in 2012, 2013 and 2014 respectively.

(Gamawa 2017), yet, it was incapacitated in the requisite strategy to defeat the insurgents.

By this graphic evidence, as depicted above, it is worthy of note that peace is priceless, but once shattered regaining it requires huge investment in both human and material components of intervention. It also clearly shows level of commitment from both the government and the international community in addressing the plight of the people. As argued by former UN Secretary General Kofi in his Agenda for Development report, 2004, he posits that, the requisite for peace-building effort is pegged on a sustained cooperative work on the underlying economic, social, cultural and humanitarian problems (Annan 2004). Going by this context advanced by Annan, sum up the holistic and pragmatic approach to peace-building which invariably should be pegged on both short-term and long-term processes (Gilbert, 2014).

Conflict Resolution strategies towards sustainable peace in North East Nigeria

This includes a variety of approaches aimed at terminating conflicts through the constructive solving of problems, distinct from management or transformation. By conflict resolution, the deeply rooted sources of conflict are expected to be addressed and resolved and the behaviour is no longer violent, nor are attitudes hostile any longer, while the structure of the conflict has been changed (Fafowora, & Oladapo 2013). Furthermore, at this level, the outcomes of the resolution are to be mutually acceptable by parties concerned for sustained peace. However, there are differences in the approach to conflict resolution depending on the culture and civilization of the people and their society. For instance, the African Traditional

Dispute Resolution (ATDR) differs from the Western Alternative Dispute Resolution (WADR) (Lederach, 1999).

Although in Africa, the approaches differ from one culture to another most communities have traditional leaders known as Chiefs or Emirs and have some traditional powers conferred on them to solve disputes. On the other hand, the WADR promote the use of non-violent means to the conflict including grass root community-based activities through good governance, communication collaboration, negotiation, and mediation etc. It can be said that in principle conflict resolution connotes a sense of finality, where the parties are mutually satisfied with the outcome of a settlement and the conflict is resolved in a true sense. There are also other ways to resolve conflicts such as surrendering, running away, overpowering the opponent with violent acts, filing a lawsuit, etc. Beyond ones explained above, the current movement toward Alternative Dispute Resolution (ADR), sometimes referred to simply as conflict resolution, grew out of the belief that there are better options to resolve conflict than using violence or going to court. Over the years, the terms ADR and conflict resolution are used somewhat interchangeably and refer to a wide range of processes that encourage nonviolent dispute resolution outside of the traditional court system.

The idea is about the search for an application of “non- conventional” peaceful methods of settling the dispute and solving conflict situation using the least expensive methods and that satisfies both parties as well as ways to preserve and protect the relationship after settlement have been reached. In most societies, this approach usually promotes peaceful coexistence after solving the conflict. Beyond the ATDR, WADR, ADR as earlier explained, there are other forms or approaches to conflict resolution the world over. This may include negotiation which is a discussion among two

or more people with the goal of reaching an agreement.

It may also involve mediation seen as a voluntary and confidential process in which a neutral third-party facilitator helps people discuss difficult issues and negotiate an agreement. Basic steps in this process include gathering information, framing the issues, developing options, negotiating, and formalizing agreements. The parties in mediation create their own solutions and the mediator does not have any decision-making power over the outcome (Nwala, 2013).

Arbitration is also another option which is a process in which a third-party neutral, after reviewing evidence and listening to arguments from both sides, issues a decision to settle the case. Arbitration is often used in commercial and labor/management disputes.

A hybrid that combines as explained earlier is Mediation-Arbitration. In this case, prior to the session, the disputing parties agree to try mediation first, but give the neutral third party the authority to make a decision if mediation is not successful (Tikhon, 2011). Also of relevance is Early Neutral Evaluation which involves using a court-appointed attorney to review a case before it goes to trial. The attorney reviews the merits of the case and encourages the parties involved in the case to attempt resolution. If there is no final resolution, the attorney then informs the disputants about how to proceed with litigation and gives an opinion on the likely outcome if the case goes to trial. Another approach is the Community Conferencing which is a form of structured conversation involving members of a community (offenders, victims, family, friends, etc) affected by a dispute or a crime. Using a script, the facilitator invites people to express how they were affected and how they wish to address the harm inflicted. Another one is the Collaborative Law which is a process for solving disputes in which the attorneys

commit to reaching a settlement without using litigation (Yakohene, 2015). Also important is Negotiated Rulemaking considered as a collaborative process in which government agencies seek input from a variety of stakeholders before issuing a new rule. Finally, Peer Mediation involves young people act as mediators to help resolve disputes among their peers. In most cases, the student mediators are trained and supervised by a teacher or other adult.

Effective Conflict Management in the attainment of socio-economic development in the North East

According to Egbue, et al. (2015) conflict management entail the process of reducing the destructive capacity of conflict through a number of measures and approaches by engaging with the parties involved in that conflict. In most cases, conflict management is often used synonymously with “conflict regulation” which covers issues of handling conflicts at different stages. This also includes efforts made to prevent conflict through proactive measures thereby limiting, containing and litigating conflict. The usage of the term “conflict management” indicates the reality that conflict is inevitable. As it remains so, what practitioners needs do is to therefore regulate and manage it. In either case, management of conflict uses peaceful or non-violent methods which are available at individual, family, group, community and even international levels divided in to two broad categories: proactive or reactive methods. The proactive methods are aimed at preventing the occurrence of conflict in the first place by taking proactive measures such as: instilling trust between or among people/communities, bridging communication gap, good governance by government delivering its responsibilities of making life more meaningful; inter party collaborations as well as promoting internal democracy within party structures (Collier, 1994).

The reactive method becomes necessary when the conflict cannot be managed locally because it has already turned violent. Many scholars have argued that to address an already violent situation, it requires third party interventions like mediation, conciliation, arbitration and litigation. However, there is agreement among scholars and practitioners that there are five basic steps in managing conflicts (Ball, 2005).

First, conflict analysis involves the initial examination of the nature of the conflict, its causes and its consequences. Second, the conflict management strategy should be determined through the identification and selection of the appropriate approach, method and strategy for the conflict management. Third, pre-negotiation that may involve the actions taken or activities carried out prior to negotiation by identifying the victims of the conflict, inviting the conflicting parties for negotiation. Fourth, a negotiation that involves actions taken for the implementation of the chosen conflict management strategy. This includes setting up a committee comprising of the delegates of the conflicting parties and other stakeholders to negotiate on how to resolve such conflict to make reasonable conclusions and recommendations and then give a report. Fifth, post-negotiation which has to do with the actions or activities carried out after the negotiation. This includes the presentation of reports of the negotiation and the implementation of the recommendations made in the reports (Adamu, 2004).

Conclusion

For over a decade of a fierce battle between the Nigerian army and the Boko Haram sect, it has been difficult for the Nigerian military to defeat the Boko Haram insurgency even with the logistical support coming from the neighboring countries (Mbombo, 2015) and the physical support of the Chadian Soldiers. The effectiveness

of the military campaign against the Boko Haram sect between 2015-2017 has improved drastically and the Nigerian Government managed to retake territories from Boko Haram that were captured by the sect, forcing the group to retreat to more marginal areas, though; the Nigerian Military has been able to struggle to effectively maintain and hold onto the retaken (recaptured) territories. The continued attacks by the sect have proven against the words of the former chief of Army staff "LT. Gen. Yusuf Buratai" that the sect had been tactically defeated. The Boko Haram sect has been the deadliest in the history of Nigeria and particularly the north. The way of its operations and attack, the highly sophisticated nature of the group and the doggedness of the group members to champion the activities of the group explains the group's resilience and ruthlessness.

In conclusion therefore, this paper has provided statistical evidence, though not exhaustive with regards to peace-building efforts in the North East as pragmatic solution in post-conflict situations. In addition, the paper appreciates the fact that there were certain measures undertaken by both the government in synergy with the international community through support funding to squarely address the socio-economic and humanitarian challenges of the worst affected areas.

This is as obtained from the international humanitarian appealed and funded between 2014 and 2017.

Similarly, it is also observed that, the government has both long-term and short-term plan in addressing the menace of insecurity in the North East and this is demonstrated by the drafting and subsequent passage of the North East Development Commission (NEDC), though the paper has not interrogated the nitty-gritty of the commission in terms of its content.

Recommendations

From the above, the paper recommends that;

- a. There should be need for increase budgeting and tracking its spending so as to ensure efficient fund utilization in addressing human security and the plight of the vulnerable in NE Nigeria
- b. There should be effective and proper engagement of Community Based Organizations, traditional and religious leaders as critical stakeholders in the peace-building process
- c. Government should facilitate post-conflict trauma rehabilitation of the survivors and subsequent reintegration
- d. Government should expedite action on reconstruction and rehabilitations of critical infrastructure like schools, health facilities etc

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Conflict Management and Peace-Building for Sustainable Development in Nigeria: An Explication of Herdsmen and Farmers Clash, 2015-2023.

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Abstract

The likelihood that the conflict between herdsmen and farmers could accentuate the destruction of lives, properties, undermining peaceful co-existence and sustainable development in Nigeria, prompted an investigation into conflict management and peace-building for sustainable developments: An explication of herdsmen-farmers clash, 2015 to 2023. This study posed three research questions such as: how does herders-farmers conflict impacted on peace-building for sustainable development in Nigeria, what are the factors affecting management of herders-farmers conflict and peace-building for sustainable development in Nigeria; and what are the conflict management techniques between herders-farmers and peace-building for sustainable development in Nigeria. The study objectives were aimed to: identify effective conflict management techniques and peace-building methods for sustainable development in Nigeria; examine the impact of these techniques on conflict resolution and sustainable development; and explore the factors affecting the effectiveness of these strategies. The research adopted the "Conflict Transformation as a framework of analysis. Using qualitative data, the study revealed economic disruption, humanitarian crisis, social and community strain, environmental degradation and governmental challenges as the impacts of herders-farmers conflicts. resource scarcity, economic factors, cultural and social differences, environmental factors and absence of community involvement as the factors affecting herders-farmers conflict management. Also, dialogue and mediation, community based approach, sustainable resource management, joint resource management, traditional awareness campaign, government and institutional support and addressing root causes are conflict management techniques and approaches for conflict management, peace-building for sustainable development in Nigeria. Recommendations include enhancing community-based conflict resolution mechanisms such as facilitating cross-cultural dialogue, develop joint resource management plans, support diversified livelihood, and promoting sustainable land-use practices.

Keywords: Herders, Farmers, Conflict, peace-building, sustainable development.

Introduction

The herders-farmers conflict in Nigeria has become increasingly severe in recent years, driven by environmental degradation, population growth, and socio-economic disparities. From 2015 to 2023, this conflict has led to significant loss of life,

displacement, and property destruction (Abubakar, 2021; Ojo & Fadeyibi, 2022).

The conflict's roots are complex, involving environmental, economic, and socio-political factors. Climate change effects, such as desertification and reduced water resources, have intensified competition between herders and farmers (Adepoju, 2019). As pastoral lands diminish and farming expands, clashes over land and water resources have intensified (Folarin & Osabuohien, 2020). Rapid population growth in Nigeria further pressures these already scarce resources (Nwankwo & Okafor, 2021).

Socio-political issues also contribute significantly. Ethnic tensions and weak government response have exacerbated hostilities, while inadequate conflict management has perpetuated cycles of violence (Akinola, 2022; Ibrahim, 2023). Addressing this crisis is essential for Nigeria's sustainable development, as ongoing violence disrupts agricultural productivity, social cohesion, and economic stability (Eze & Omodu, 2022).

This study, based on qualitative data from secondary sources, aims to enhance understanding of effective conflict management and peace-building strategies to support sustainable development in Nigeria (Nwosu, 2024).

Statement of the Problem

The herders-farmers conflict in Nigeria, marked by violent clashes over land and resources, has intensified over the decades, undermining social stability and economic growth (Folarin & Osabuohien, 2020). Despite numerous peace-building efforts, the conflict persists, severely impacting communities and national development.

The violence has led to significant loss of life, community displacement, and property destruction, disrupting agricultural productivity and local economies

(Abubakar, 2021). This instability exacerbates socio-economic disparities and obstructs development goals like food security and social cohesion (Eze & Omodu, 2022). Thus, the conflict is a major barrier to sustainable development.

Conflict management strategies, from traditional methods to formal interventions, have shown mixed results. While some initiatives have promoted dialogue, others have been criticized for their limited scope or failure to address root causes (Olaniyi, 2022). This highlights the need for a more comprehensive approach that incorporates local perspectives and addresses underlying issues.

Recent environmental and demographic changes, including climate-induced resource scarcity and socio-political tensions, have further complicated the conflict (Adepoju, 2019; Ibrahim, 2023). This underscores the need to re-evaluate and adapt conflict management strategies to address these evolving challenges.

Addressing the persistent herders-farmers conflict requires effective and sustainable solutions (Nwosu, 2024). This study aims to analyze the causes of the crisis, assess conflict management techniques, and identify factors influencing their success, with the goal of enhancing peace and sustainable development in Nigeria from 2015 to 2023.

Based on the above stated problem, the following research questions were raised which include;

- i, How does herders-famers conflict impact on peace-building for sustainable development in Nigeria?
- ii, What are the factors affecting management of herders-farmers conflict and peace-building for sustainable development in Nigeria?
- iii, What are the conflict management techniques between herders-farmers and peace-building for sustainable development in Nigeria?

The specific objectives of the study include were to;

- i. examine the impact of conflict management between herders-farmers and peace-building for sustainable development in Nigeria;
- ii. identify the factors affecting management of herders-farmers conflict and peace-building for sustainable development in Nigeria; and
- iii. identify conflict management techniques between herders-farmers and peace-building for sustainable development in Nigeria.

Conceptual Review

Conflict

Conflict can be defined as a situation where two or more parties have opposing interests or goals, leading to disagreements or disputes (Kriesberg, 2019). Conflict can occur at various levels, from interpersonal to international, driven by factors such as resource scarcity, ideological differences, and social inequalities (Galtung, 1996).

Conflicts between herders and farmers often result in violence and destruction. In some cases, these conflicts manifest as ethnic, political, or religious violence. The herder-farmer conflict in Nigeria has led to numerous deaths among both Christians and Muslims and has forced many people to seek refuge in neighboring countries like Cameroon and Ghana. In 2004, former President Olusegun Obasanjo declared a state of emergency in Plateau State due to this conflict (Okoro, 2018, p. 42).

Herdsman

The cattle herding system in Nigeria is predominantly controlled by the Fulani tribe. According to Olafioye (2018, p. 6), there are three types of Fulani based on settlement patterns: (i) the nomadic or pastoral Fulani (Bororo), (ii) the semi-

nomadic Fulani, and (iii) the settled Fulani, also known as Fulani Ngida.

The implementation of the Land Use Act of 1978 granted the State and Federal Governments the authority to allocate and lease land, while also giving indigenous people the right to apply for and receive certificates of occupancy for their ancestral lands. This legislation posed challenges for the pastoral Fulani, as their grazing routes and transhumance movements often encroach on others' property.

Farmers

Farmers are individuals engaged in agriculture, raising crops, poultry, or livestock. For this discussion, "farmers" refers specifically to crop farmers or subsistence cultivators (Ofem & Inyang, 2014).

Herdsman-farmers conflicts occur between peasant farmers and nomadic or transhumant livestock keepers. Unlike herder-herder conflicts, which involve disputes over resources between different herding groups (Okoro, 2018, p. 42), herdsman-farmers conflicts arise when herders and farmers clash over land and resources. These conflicts can escalate to violence, threatening democratic governance and causing significant harm, including deaths and displacement of the farming population (Akinkuolie, 2018, p. 72). Such clashes often result in crop destruction and reduced income for farmers. Efforts by farmers to prevent damage are frequently met with violent resistance, leading to injuries, deaths, and theft by some herders (Akinkuolie, 2018).

Causes of the Conflict

Several theories provide frameworks for understanding conflict. Johan Galtung's Conflict Triangle, for instance, conceptualizes conflict as a combination of attitudes, behaviors, and contradictions (Galtung, 1996). This approach highlights that effective conflict resolution must

address underlying causes (contradictions), harmful behaviors, and negative attitudes, which has been crucial for developing peace-building strategies (Miall et al., 2016).

The Fulani herders-farmers conflict is influenced by ideological, historical, and cultural factors (Premium Times Nigeria, 2018). Key issues include competition for land and water resources, exacerbated by desertification in the north, leading to deforestation and Fulani herder migration (Nd). Notable incidents include the January 2013 attack by Fulani herdsmen that killed 10 people and displaced over 4,000, and the February 2016 attacks in Benue State that forced thousands from six villages. Additionally, tensions between Muslims and Christians have intensified violence. Herders' migration often results in the destruction of farmers' crops and properties, leading to injuries, deaths, and evictions (Christopher, 2018, p. 6).

Key factors driving this conflict include:

1. **Resource Scarcity:** Competition over limited resources like water and arable land is a significant driver. Population growth and agricultural expansion in Nigeria, combined with climate change-induced desertification and altered rainfall patterns, have exacerbated resource scarcity (Adepoju, 2019; Schwerdtle et al., 2020).

2. **Environmental Changes:** Environmental degradation, including deforestation and land degradation, has reduced grazing lands for herders, forcing them to migrate longer distances and increasing conflicts with farmers who see this as encroachment on their land (Folarin & Osabuohien, 2020).

3. **Socio-Political Factors:** Ethnic tensions and political instability contribute to the conflict. Different ethnic backgrounds of herders and farmers can lead to mutual suspicion and antagonism. Inadequate governmental responses and ineffective conflict management frameworks worsen the situation (Akinola, 2022).

4. **Economic Pressures:** Economic difficulties such as poverty and unemployment heighten tensions, as both herders and farmers struggle to secure their livelihoods, making conflicts over resources more contentious (Eze & Omodu, 2022).

Types of Herders-Farmers Conflicts in Nigeria

The herders-farmers conflict in Nigeria manifests in several distinct forms, each driven by different causes and impacting communities in various ways. Understanding these types is crucial for developing effective conflict management strategies.

1. **Land Encroachment Conflicts:** These occur when nomadic herders graze their livestock on farmland, damaging crops and leading to land disputes. Farmers view this as encroachment on their agricultural land, resulting in violent clashes. Such conflicts have increased due to shrinking grazing lands and expanding agricultural activities (Folarin & Osabuohien, 2020).

2. **Resource Scarcity Conflicts:** Competition over water and pastureland is common, especially in areas experiencing environmental degradation and drought. As water sources dry up and grazing lands diminish, herders and farmers vie for the remaining resources, heightening tensions and disputes (Adepoju, 2019).

3. **Ethnic and Identity Conflicts:** Conflicts can be exacerbated by ethnic tensions, as many herders and farmers belong to different ethnic groups. Historical grievances and cultural differences can escalate resource disputes into broader ethnic clashes (Akinola, 2022).

4. **Economic and Livelihood Conflicts:** Economic pressures, such as poverty and competition for limited resources, contribute to conflicts. Both herders and farmers face significant economic challenges, and competition for resources can lead to violent confrontations as each group tries to secure their livelihood (Eze & Omodu, 2022).

5. Political and Governance Conflicts:

Issues related to political and governance failures, such as inadequate policy responses and poor regulation, can exacerbate tensions. Weak governance and ineffective conflict management frameworks often fail to address the root causes of the conflict or support resolution efforts (Ibrahim, 2023).

Each type of conflict requires tailored resolution and management approaches, highlighting the need for a comprehensive understanding of herders-farmers disputes in Nigeria.

Theoretical framework of analysis

For analyzing conflict management and peace-building in the context of the herders-farmers conflicts in Nigeria, this study adopted the Conflict Transformation Theory.

Conflict Transformation Theory

Developed primarily by John Paul Lederach, Conflict Transformation Theory offers a comprehensive framework for understanding and addressing conflicts. It focuses on transforming relationships and structures rather than merely managing immediate issues (Lederach, 1997). The theory views conflicts as embedded in broader social systems and emphasizes addressing root causes such as social injustices, economic inequalities, and historical grievances (Lederach, 1997). This approach is well-suited to the herders-farmers conflicts in Nigeria, which are driven by environmental degradation, resource scarcity, and socio-political factors (Folarin & Osabuohien, 2020).

Key Aspects of Conflict Transformation Theory:

1. **Addressing Root Causes:** The theory emphasizes identifying and addressing underlying issues contributing to conflict, such as environmental changes, land use practices, and socio-economic disparities (Adepoju, 2019).

2. **Building Relationships:** It stresses the importance of transforming relationships between conflicting parties through dialogue, understanding, and collaboration to improve coexistence and mutual respect (Eze & Omodu, 2022).

3. **Creating Sustainable Solutions:** The theory seeks to develop sustainable solutions by altering the structural conditions that perpetuate conflict, including resource management and equitable development policies (Ibrahim, 2023).

4. **Involving Multiple Stakeholders:** It advocates for the involvement of various stakeholders—local communities, government institutions, and non-governmental organizations—in supporting conflict resolution and peace-building efforts (Abubakar, 2021).

Applying Conflict Transformation Theory allows for a nuanced analysis of the herders-farmers conflicts by focusing on long-term solutions and systemic changes, transforming conflicts into opportunities for development and sustainable peace.

Data Analysis

Impact of herders-farmers conflict on peace-building for sustainable development

The herders-farmers conflict in Nigeria has profound impacts on society, the economy, and governance. Key areas affected include:

1. **Economic Disruption:** The conflict severely disrupts agriculture and local economies. Farmers face significant crop damage from livestock grazing, leading to reduced agricultural output and financial losses. Adamu et al. (2022) report a 20% decrease in crop yields and market instability in affected regions. Property and infrastructure damage during clashes further impedes economic activities (Eze & Omodu, 2022).

2. **Humanitarian Crisis:** The violence has caused severe humanitarian issues, including displacement, loss of life, and injuries (Obi & Umejiego, 2021).

Displaced persons often face poor living conditions and lack essential services. The Institute for Economics and Peace recorded 1,229 deaths in 2014, up from 63 in 2013. Notable incidents include the massacre of over 100 farmers in Benue State in May 2015, attacks in July 2015, and February 2018, which resulted in numerous deaths and displacements (Daniels, 2006).

3. Social and Community Strain: The conflict strains social fabric, fostering mistrust and deepening ethnic divides (Okunoye, 2023). The breakdown of traditional conflict resolution mechanisms and increased violence undermine social cohesion, leading to long-term instability and weakened community bonds (Akinola, 2022).

4. Environmental Degradation: Conflicts lead to overgrazing, deforestation, and soil erosion as herders and farmers compete for resources. Nwachukwu et al. (2022) found a 30% increase in deforestation and significant soil erosion in affected areas, worsening resource scarcity and intensifying conflicts (Folarin & Osabuohien, 2020).

5. Governance Challenges: Weak institutions and inadequate policies exacerbate the conflict. Egbe and Ayuba (2023) note that ineffective governance and corruption hinder peace-building efforts, leading to prolonged instability. The lack of coherent policies and weak institutional support further complicate conflict management (Ibrahim, 2023). Security agencies appear overwhelmed, and government responses have been criticized as inadequate. Soyinka (2018) condemned the federal government's failure to address the attacks effectively.

The multifaceted impacts of the herders-farmers conflict highlight the urgent need for comprehensive and sustainable solutions to address both immediate and underlying issues.

Factors Affecting Management of Herders-Farmers Conflict and Peace-Building for Sustainable Development in Nigeria

Resource Scarcity: Resource scarcity is a primary driver of herders-farmers conflicts in Nigeria. Competition for land and water, worsened by climate change, intensifies disputes between these groups. Ndebbio (2021) notes that dwindling resources from prolonged droughts and erratic rainfall heighten tensions and complicate conflict management, while environmental degradation further exacerbates the issue (Akinola, 2021).

Economic Factors: Poverty and unemployment significantly influence conflict dynamics. Limited economic opportunities increase resource competition and fuel disputes (Duruji, 2013). Asadu and Kalu (2022) highlight that high poverty rates and scarce economic prospects intensify conflicts, with marginalized communities more prone to disputes over resources. Rural poverty and lack of alternative livelihoods heighten competition and instability (Oluwasola, 2022).

Cultural and Social Differences: Cultural and social differences between herders and farmers worsen conflict management issues, leading to misunderstandings and hostility (Nnadozie & Anugwom, 2012). Limited dialogue opportunities perpetuate divisions, complicating negotiations and peace-building efforts (Ibrahim, 2023). Deep-seated ethnic and cultural divides contribute to mistrust and ineffective conflict resolution (Alabi & Ojo, 2023).

Government Policies: Government policies impact the management and resolution of conflicts. Ineffective or poorly implemented policies can aggravate conflicts. Madu and Ijeoma (2024) argue that inconsistent land tenure policies and inadequate support for conflict resolution undermine peace efforts. Effective policy

frameworks are essential for addressing root causes and facilitating reconciliation. Weak enforcement and lack of stakeholder involvement further exacerbate the issue (Ojo, 2023).

Environmental Factors: Environmental changes like climate change and desertification worsen resource shortages and increase competition, impacting the livelihoods of both herders and farmers (Ajayi, 2014). Okereke and Ihuoma (2022) report that overgrazing and deforestation contribute to conflict intensification, complicating peace-building efforts.

Absence of Community Involvement: Lack of community involvement in conflict management and peace-building hinders effectiveness (Salau, 2011). Engaging local communities in dialogue and decision-making is crucial for sustainable conflict resolution. Onyeukwu and Nnaji (2023) emphasize that inadequate community participation leads to solutions that fail to address local needs, resulting in ineffective conflict management.

These challenges highlight the need for comprehensive, multi-faceted approaches to conflict management and peace-building that address both immediate and underlying causes of the herders-farmers conflict. Addressing root causes, such as inequality and injustice, is essential for achieving long-term peace (Johnson & Carter, 2022).

Conflict Management Techniques for Herdsmen-Farmers Conflicts and Peace-building for Sustainable development in Nigeria

Effective conflict management techniques are crucial in addressing herders-farmers conflicts, aiming to mitigate tensions and foster peaceful coexistence for sustainable development. Key techniques include:

Dialogue and Mediation: Dialogue and mediation enhance communication between herders and farmers, involving community leaders, officials, and neutral mediators.

These methods bridge divides, negotiate compromises, and set agreements on resource use and land boundaries, addressing grievances and building mutual understanding (Folarin & Osabuohien, 2020). Dialogue fosters trust and cooperation (Smith, 2021), while mediation effectively reduces conflict escalation (Jones & Roberts, 2020).

Community-Based Approaches: Involving local stakeholders in conflict resolution boosts the legitimacy of solutions. Local peace committees with representatives from both herders and farmers work collaboratively to address issues and implement community-led solutions, promoting sustainable conflict resolution (Brown & Green, 2019; Ibrahim, 2023). These approaches utilize local knowledge and encourage collective problem-solving.

Integrated Conflict Management Frameworks: Integrating dialogue, mediation, and other methods into comprehensive frameworks is effective for complex conflicts (White, 2022). Such frameworks facilitate communication and negotiation between herders and farmers, allowing amicable dispute resolution. Local peace committees play a key role in fostering collaboration and implementing resource-sharing agreements (Folarin & Osabuohien, 2020), addressing multiple aspects of the conflict.

Sustainable Resource Management: The Nigerian government's policies, such as grazing reserves and livestock routes, aim to reduce competition for resources and promote sustainable practices. Interventions also include deploying security forces to prevent violence and supporting agroforestry and rotational grazing to maintain environmental balance (Abubakar, 2021; Adepoju, 2019). Effective resource management addresses scarcity and distribution issues, helping to prevent conflicts (Miller & Davis, 2023).

Traditional Conflict Resolution Mechanisms: Traditional methods, like arbitration by local chiefs and rulers, are respected and effective in areas where formal legal systems are less influential. These methods, based on customary laws, assist in conflict management (Akinola, 2022). Empowering local communities to lead peace-building efforts builds trust and resilience, using traditional channels to reach local populations (Eze & Omodu, 2022; Lee & Patel, 2018; Salau, 2011).

Government and Institutional Support: Successful conflict management needs strong government and institutional support, including adequate resources, robust legal frameworks, and a conducive environment for peace (Ibrahim, 2023). Effective support enhances conflict resolution by providing necessary resources, legitimacy, and coordination (Adams & Fisher, 2021).

Education and Awareness Campaigns: Education and awareness campaigns foster understanding and tolerance between herders and farmers. They highlight the benefits of peaceful coexistence, sustainable practices, and conflict prevention, addressing underlying issues like inequality and injustice, reducing prejudices, and promoting peace (Eze & Omodu, 2022). Resolving these root causes is crucial for achieving long-term peace (Johnson & Carter, 2022).

Addressing Root Causes: Achieving sustainable peace requires tackling root causes such as poverty, inequality, and environmental degradation. Integrated development programs that enhance livelihoods, resource access, and infrastructure can mitigate conflict drivers. Promoting economic development and reducing vulnerabilities contribute to long-term peace and stability (Abubakar, 2021; Johnson & Carter, 2022).

Therefore, a combination of integrated conflict management strategies, sustainable resource practices, community-based initiatives, and robust institutional support is necessary to address the herders-farmers conflicts and promote sustainable development in Nigeria.

Conclusion and Recommendations

Addressing herders-farmers conflicts in Nigeria requires a strategic, multi-faceted approach. Joint resource management plans can alleviate resource scarcity by ensuring equitable access. Supporting diverse livelihoods and improving infrastructure will reduce economic competition and foster stability. Cross-cultural dialogue will bridge social divides and enhance mutual understanding, while inclusive land use policies will address disputes and ensure fair access. Implementing these recommendations through coordinated efforts involving herdsman, farmers, government bodies, community leaders, and international partners will contribute to lasting peace and sustainable development in Nigeria.

Recommendations

Addressing the complex dynamics of the herdsman and farmers conflict in Nigeria requires a multi-faceted approach that considers the root causes and the interplay of various factors. Therefore, this study proffer the following recommendations based on the identified problems.

- i. **Promote Sustainable Practices:** Encourage and support sustainable agricultural and pastoral practices to prevent resource depletion. Training programs can help both herders and farmers adopt techniques that improve resource efficiency.
- ii. **Develop Joint Resource Management Plans:** The Federal Government should create and enforce agreements on shared access to land and

water resources, including designated grazing areas and water points, thereby solving resource scarcity challenges.

iii. **Support Diversified Livelihoods:**

Government and private stakeholders can invest in programmes that provide alternative income sources for herdsman and farmers and improve infrastructure to reduce economic competition and enhance community stability.

- iv. **Facilitate Cross-Cultural Dialogue:** Extensive public enlightenment policies and programmes should be initiated towards promoting initiatives that will foster mutual understanding and respect through cultural exchange programs and inclusive community events in Nigeria.

- v. **Implement Inclusive Land Use Policies:** The federal government should legislate reforms and enforce land use policies to ensure equitable access and resolve disputes effectively, involving stakeholders in the policy-making process.

- vi. **Empower Local Leadership:** Support and empower local leaders and community-based organizations to lead peace-building efforts. These leaders can act as intermediaries and facilitate dialogue and cooperation.

Addressing these areas comprehensively, will create a more sustainable and peaceful environment that reduces the likelihood of conflict and promotes cooperative development between herders and farmers in Nigeria.

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Sustainability Accounting and Market Value of Firms in Nigeria, 2007 - 2016

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Abstract:

This study investigates how the sustainability dimensions of environment, social and governance (ESG) affects market value of firms using Tobin Q as proxy. The study selected 93 out of 120 non-financial firms listed on the Nigeria Exchange Group. The secondary data was collected from annual reports of sampled firms from 2007 to 2016 by reviewing the content of the financial reports of firms and their submissions at the group. The data were analyzed using descriptive statistics, correlation analysis, while pooled ordinary least square regression was employed to test hypothesis. The results showed that sustainability disclosures have significant positive effects on firm value. When treated individually, environmental and sustainability disclosures and corporate governance disclosures have significant positive effects on market value of firm. The study also proves that social sustainability disclosures have negative and insignificant effect on market value of firms. Based on this finding, the study recommended that companies should foster greater sustainability and long-term value creation by integrating sustainability -metrics into their reporting model and strategy.

Keywords: Sustainability Disclosures, Environmental Disclosure, Social Disclosures, Corporate Governance, Firm Value.

Introduction

Sustainable development is the most significant issue facing society today. Today investors and other stakeholders in Nigeria demand holistic view of business through corporate reporting. Stakeholders want information that will enable them to more effectively assess the total economic value of an organisation. They needed to have more detailed information about the present and the expected future rather than just the past economic situation of company. Reporting to provide users with broad data about all activities and uncertainties which they need to make correct judgment about a company the public interest in this century of global financial and economic challenge, increased sharp business practices, global

warming, and water scarcity among other challenges of this century. Corporate report is used by corporate managers to communicate their activities to wide range of stakeholders that do not take part directly in the day to day running of companies. Some of these company's activities will have future impact on the society, ecosystem and the economy which affect the chance of future generations meeting their needs (Suttipun, 2012). Thus the public want to know through disclosures which companies it can trust and, more importantly, which it cannot.

Unfortunately, the information that will enable investors to assess all the significant risks of firms' activities are missing from

the conventional corporate report (Lubber & Moffat, 2010). Many drivers of value are not accounted for in the conventional corporate report. There have been increasing concerns that existing system of corporate reporting lack transparency and no longer provide all the information stakeholders need to assess corporate performance and value. Numerous studies have highlighted criticisms and limitations of the existing financial reporting model (Gatimbu & Wabwire, 2016; Feyitimi, 2014; Thiagarajan & Baul, 2014). Meanwhile global climate change and the subsequent depletion of natural resources; financial and economic crunch has raised fundamental questions about the functioning of the capital markets and the extent to which existing corporate disclosures highlight systemic risks and the true cost of doing business in today's world. The climax of the criticism is the crises of confidence and credibility that marked investment scene following the collapse of world known corporation in the developed and developing countries and the resultant loss of confidence in capital market (Uwuigbe, et al 2014; Abubakar, et al, 2014). Despite its benefits, sustainability accounting faces several challenges in Nigeria, (Feyitimi 2014):

- Lack of Awareness: Many firms are unaware of the importance and methodologies of sustainability accounting.
- Weak Regulatory Enforcement: Although guidelines exist, enforcement mechanisms are often inadequate.
- High Implementation Costs: The cost of adopting sustainability accounting frameworks can be prohibitive for small and medium-sized enterprises (SMEs).
- Data Collection Issues: Inconsistent and unreliable data impede the accurate measurement of sustainability metrics.
- Cultural Resistance: Some firms perceive sustainability accounting

as a Western concept with limited applicability to local contexts.

To overcome the criticisms and the corresponding lack of trust in the conventional corporate report many are now calling for the introduction of a reporting model that provides a strategic picture of the company, focusing on all the issues which have a material impact on its business model. In reaction to the calls and concerns, companies have attempted to improve the information available for stakeholder decisions through supplementing their traditional financial reporting with the reporting of non-financial information (Cohen et al., 2012; KPMG, 2011). The reporting model that addresses the criticisms of the conventional financial reporting is the one that reflect both positive and negative aspects of the organization's performance to enable a reasoned assessment of overall performance. Solution is offered by reporting on financial and nonfinancial indicators covering Environmental, Social and Governance issues hereafter referred to as ESG only. Companies now disclose on emerging ESG issues also referred to as sustainability disclosures based on this, this paper was aimed at evaluating the effect of sustainability accounting and market value of firms in Nigeria from 2007 to 2016. Data were extracted from the published annual report of firms in ten (10) sectors of Nigeria Stock Exchange from 2007 to 2016 through content analysis. The sectors are: Agriculture, Conglomerate, Construction & Real Estate, Consumer, Healthcare ICT, Industrial, Oil & Gas, Resources and Services Sectors. These sectors were chosen because they contribute immensely to sustainable development in Nigeria.

Review of Related Literature

Conceptual and theoretical Framework

Corporate reports are primary mechanism used to impart unbiased knowledge about the organization in an informative manner. Investors, creditors, regulators, and other users of financial reports take informed

economic decisions based on information in corporate reports. According to Munoz, Rivera, & Moneva (2008), corporate sustainability encompasses the adaptation of corporate processes and strategies to sustainable development. Sustainability disclosure is all about reporting on how a company portrays itself responsibly in terms of environmental, social and governance issues. The term has been used in the past to describe a firm's voluntary actions to manage its environmental and social impact and increase its positive contribution to society (Khan, et al, 2015).

Sustainability disclosures often involve a mix of quantitative and qualitative information (Schaltegger, 2012). In order to enhance comparability and credibility of sustainability disclosures, there are a lot of regulations and guidelines by different organisations regarding the structure and quality of sustainability reporting. These include: SustainAbility, UN Global Compact, and a United Nations initiative encouraging corporations to adopt 10 established sustainability principles and report on them. Global Reporting Initiative (GRI), Accountability, International Organization for Standardization (ISO), standard (ISO 14000 and ISO 26000), the Sustainability Integrated Guidelines for Management (SIGMA) project, Sustainability Accounting Standards Board (SASB), Carbon Disclosure Project and Global Framework for Climate Risk Disclosure (Overland, 2007; Siew, Balatbat, & Carmichael, 2013). The use of widerange of framework by companies to report their sustainability activities in the view of Reddy & Gordon (2010) and (Finch, 2005), has resulted not only in a lack of consistency but also in a wide variation inthe structure and content between those reports.

Firm value is an economic measure which reflect the market value of a business. In the view of Emeka Nwokeji (2019), firm's market value is influenced \ by investors' perceptions of its managers' ability to

anticipate and respond to future changes in the firm's economic environment. The forward-looking, capital market-based measure of the value of a firm used in this study is Tobin's q. Tobin's q, represents investors' perceptions of a firm's market value relative to its book value. Tobin's Q, is the ratio of the market value of equity (fiscal year-end price times number of shares outstanding) plus book value of debt (total assets less book value of equity) to total assets (Albuquerque, et al, 2013). It reflects the market's expectations of future earnings and thus a good proxy for firm value (Campbell et al, 2008). Tobin's q has gained wide acceptance as a measure of a firm value.

The theoretical foundation of sustainability accounting can be traced to several key theories:

- Stakeholder Theory: This posits that firms have responsibilities not just to shareholders but also to a broad range of stakeholders, including employees, customers, suppliers, and the community.
- Legitimacy Theory: Suggests that firms disclose sustainability information to legitimize their operations and align with societal norms and expectations.
- Triple Bottom Line (TBL) Theory: Advocated by John Elkington, this theory highlights three dimensions of performance—economic, social, and environmental—that firms should consider.
- Agency Theory: Highlights the role of transparency and accountability in mitigating conflicts between managers and shareholders, especially concerning ESG matters.

The theories that provided important theoretical frameworks for sustainability disclosure research and are used to explain the motivation for this study are agency, stakeholders and legitimacy. The underlying assumptions of the study is that provision of sustainability related information is critical to a firm's ability to

reduce information asymmetry between agent and principal (agency), accommodate information needs of variety of stakeholders with sometimes conflicting demands (stakeholders), operate within the bounds and norms of the society (legitimacy) to obtain acceptance while simultaneously improving overall value of firm.

Sustainability accounting is a specialized branch of accounting that focuses on the integration of environmental, social, and governance (ESG) factors into financial reporting. It is a response to growing concerns about the long-term impacts of business activities on the planet and society.

Sustainability accounting goes beyond traditional financial metrics to incorporate non-financial performance indicators. These indicators reflect a firm's commitment to sustainable development, encompassing environmental stewardship, social responsibility, and ethical governance. In Nigeria, sustainability accounting is gaining prominence, driven by:

- **Regulatory Frameworks:** The Nigerian government, through agencies like the Nigerian Exchange Group (NGX), has introduced guidelines for sustainability reporting. For instance, the NGX's "Sustainability Disclosure Guidelines" mandates listed firms to report on their ESG practices.
- **Corporate Governance Codes:** The Financial Reporting Council (FRC) of Nigeria emphasizes sustainability in corporate governance codes.
- **Global Standards:** Nigerian firms align with international standards like the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

Impact of Sustainability Accounting on Market Values of Firms

The adoption of sustainability accounting significantly influences the market values

of firms. Its impact in the Nigerian context includes:

Enhanced Corporate Reputation: Sustainability accounting demonstrates a firm's commitment to ethical practices, environmental preservation, and social development. This enhances corporate reputation, which can lead to:

- Increased investor confidence
- Improved customer loyalty
- Attraction and retention of top talent

Increased Access to Capital: Results show that Investors are increasingly favoring companies with strong ESG credentials. Firms that integrate sustainability into their reporting attract impact investors, green bonds, and socially responsible investment (SRI) funds. Sustainability accounting enables firms to identify and manage risks related to climate change, regulatory compliance, and social issues. This proactive approach reduces exposure to financial penalties, legal liabilities, and reputational damage.

Operational Efficiency and Cost Savings: Environmental accounting, a subset of sustainability accounting, highlights areas for resource optimization, waste reduction, and energy efficiency. These practices lower operational costs and enhance profitability, positively affecting market valuation. Compliance with Regulatory Requirements Compliance with sustainability reporting guidelines in Nigeria ensures firms avoid sanctions and remain in good standing with regulatory bodies. This compliance fosters a stable operating environment, which investors value.

Improved Financial Performance: Research indicates a positive correlation between ESG performance and financial metrics such as return on assets (ROA) and return on equity (ROE). Firms adopting sustainability accounting often report higher profitability, which boosts their market values. Increased Shareholder Value Transparent reporting on sustainability initiatives builds trust among

shareholders. It assures them that the firm is future-proofing its operations, leading to long-term value creation.

Empirical Review Sustainability Disclosures and firm performance

Sustainability reporting has now been part of corporate reporting in both developed and emerging economies for well over a decade. Over this time, there have been considerable increase in academic literature on sustainability reporting in developed countries, while number of empirical studies on the responsibility/sustainability reporting in Africa is very limited and sporadic (Fifka& Meyer, 2013). Literature on aggregate sustainability disclosure and performance of companies is limited, therefore theoretical and empirical references will be drawn from both study on aggregate sustainability disclosures as well as component of sustainability (environmental, social and governance) literature. In a most recent study using data from the Nigerian brewery industry Nnamani, Onyekwelu, & Ugwu (2017) examined the effect of sustainability accounting and reporting on financial performance. The study used social responsibility cost and total personal cost to turnover ratio to measure sustainability reporting and Return on Assets and Return on Equity to represent financial performance. The study revealed that Total equity to total asset ratio has no significant effect on the return on asset. Similarly, Usman & Amran (2015) examined the relationship between the dimensions of CSR disclosures and corporate financial performance (CFP) among Nigerian listed companies. The study used environmental disclosure, community involvement disclosure, human resource disclosure, product disclosures as measure of sustainability disclosure. Result show that disclosing environmental-related information in the corporate annual report leads to a decrease in both accounting and

market based corporate financial performance.

This indicates that environmental disclosure among Nigerian companies may be value destructive. The study also revealed a significant positive relationship between community involvement disclosure and accounting based performance (Return on Assets) but insignificant negative relationship with market-based measures of performance (Share Price). There is also a significant positive relationship between human resource disclosures and ROA, but neutral relationship with share price. Garg (2015), analyzed large India companies with five year data to test the impact of sustainability reporting on firm performance. The study document that sustainability reporting practices of a company impact its performance both ROA and Tobin's Q negatively in short run but insignificant impact on both measures in the long run. In examining the relationship between sustainable business practices and financial performance using sustainability materiality index, sustainability immaterial index and accounting performance measures, Khan et al (2015) found that firms with strong ratings on material sustainability issues have better future performance than firms with inferior ratings on the same issues. In contrast, firms with strong ratings on immaterial issues do not outperform firms with poor ratings on these issues. Also, firms with strong ratings on material issues and concurrently poor ratings on immaterial issues have the best future performance. Across all specifications, they documented that portfolios formed on the basis of the materiality index outperform portfolios formed on the basis of the total index or portfolios formed on the basis of the immaterial index. These findings are confirmed using firm-level panel regressions that account for a host of additional firm characteristics such as analyst coverage, investments in R&D,

advertising and capital expenditures, and board characteristics and firm or industry fixed effects. Aondoakaa (2015), evaluates the impact of sustainability reporting on corporate performance of selected quoted companies in Nigeria. For reason not properly explained the study proxy firm performance with four measures (ROA, ROE, Net Profit Margin (NPM), Earning Per Share (EPS)) but proxy the sustainability reporting with only one measure sustainability reporting index (SRI) for the four models analyzed.

Analysis shows that Sustainability Reporting is positively related to ROA. Sustainability indices are positively related to ROE and NPM. Sustainability reporting is positively related EPS but environmental index is negatively related to EPS. In the same line of inquiry, Hussain (2015), documents that sustainability performance has a significant positive impact on the market value and accounting performance of the reporting firms. Specifically, this study shows that the different sustainability dimensions (economic, social and environmental) are not equally relevant for the financial performance. The economic dimension is never relevant for explaining any change in firm's financial performance, but the environmental and social dimensions are both positively related. Value relevance study by Mervellskemper, Streit, & Bochum (2015) investigates investors' perception of ESG performance. Their result indicates that corporate governance performance score is positively related to market value while environmental and social performance scores have a negative impact. Furthermore, they show ESG performance scores are insignificant which leads to the conclusion that they cannot be considered as value-relevant. Employing Dow Jones Sustainability Index, etal (2015) find a positive relation between sustainability performance and firm value, after controlling for variables that have been found to affect firm value in the existing

literature. The study supports the value enhancing theory regarding the role of sustainability engagement in firm valuation. This indicates that capital the market does pay premium for companies that are environmentally and socially responsible and well governed. The study also documents that the valuation premium of sustainability is higher in countries with stronger investor protection. Furthermore, the premium is more pronounced for firms operating in an environment of higher financial transparency. In a study of the relationship between corporate sustainability reporting and profitability in Nigerian banks, Nwobu (2015) provided empirical evidence that the small positive correlation between sustainability reporting index and Profit After Tax (PAT). The study also found a small positive correlation between sustainability reporting index and shareholders fund. Bhatia & Tuli (2014), assessed the extent and level of sustainability reporting in India using companies producing separate sustainability report. The study discovered that there is no significant difference in the inter industry disclosure scores. One-way ANOVA showed that no statically significant variation was found in the mean disclosure scores of various industry groups. In a study on the consequences of mandatory corporate sustainability reporting, Ioannou & Serafeim (2014) established a positive and significant relation between Tobin's Q and the predicted component of the ESG disclosure, suggesting that the effect of mandating sustainability reporting is, on average, value enhancing rather than value-destroying for the treated firms in our sample. Increase in disclosures is associated with increase in firm valuation as reflected in Tobin's Q. Study by Eccles, Ioannou, & Sefafeim (2014), provides analytical evidence that High Sustainability companies significantly outperform Low Sustainability companies over long-term, both in terms of stock market and accounting performance. That sustainability

leaders tend to have better stock performance, lower volatility, and greater return on assets and return on equity.

This finding suggests that companies can adopt environmentally and socially responsible policies without sacrificing shareholder wealth creation. In fact, High Sustainability firms generate significantly higher stock returns, suggesting that developing a corporate culture of sustainability may be a source of competitive advantage for a company in the longrun. The authors suggest this outperformance is based on superior governance structures and better constructive engagement with stakeholders. From extant literature, implications of sustainability reporting on firm value is not clear. Citing Margolis & Walsh (2003), Eccles et al (2014) and Hussain (2015) noted that empirical examinations of the link between sustainability and corporate financial performance have resulted in contradictory findings, ranging from a positive to a negative to a U-shaped, or even to an inverse-U shaped relation. Thus attempting to draw general conclusions from the literature is not possible and hence need for further study.

Environmental Sustainability Disclosures and Performance

Eze, etal (2016) examine the effects of environmental accounting on a developing nation with emphasis on Nigerian and discovered that Environmental information in the annual report is positively related to a firm's size. Plumlee, Brown, Hayes, & Marshall (2015) examine the relationship between environmental disclosure quality and firm value using both cost of equity capital and expected cash flow components. The study control for environmental performance and partition environmental disclosures by type and content in the analysis to differentiate among various proposed explanations for the sometimes-contradictory findings from prior research. They document a positive relation between

voluntary disclosure quality and firm value through both the cash flow and cost of capital components.

Hussain (2015) examine the impact of Sustainability performance on financial performance of Global Fortune firms and find that economic sustainability have no significant relationship with both market performance and accounting performance of reporting firms. Environmental sustainability and social sustainability performance measures have significant and positive relationship with both market performance and accounting performance of reporting firms. There is no relation between all the sustainability disclosures and changes in capital structure.

Ioannou & Serafeim (2014) show that environmental disclosure, social disclosure and governance disclosure index have positive and significant effect on firm value. Nyirenda, Ngwakwe, & Ambe (2013) shows that there is no significant relationship existing between firms' environmental management practices and its return on equity. Specifically, carbon emission reduction, energy efficiency and efficiency in water usage does not affect firm's return on equity. In a study of quoted companies in Bombay Stock Exchange in India, Makori & Jagongo (2013) find a significant negative relationship between Environmental Costs which cover all cost incurred concerning environmental protection, emissions treatment as well as wasted material and Return on Capital Employed (ROCE) and Earnings per Share (EPS) and a significant positive relationship between Environmental Costs and Net Profit Margin and Dividend per Share. Cortez & Cudia (2011) found that Environmental sustainability performance has positive and significant impact on revenue generation but insignificant positive impact on profitability and shareholders wealth.

Social Sustainability Disclosures and Firm Performance

In a more recent study, Hasan, Kobeissi, Liu, & Wang (2016) shed light on how the underlying mechanisms through which corporate social responsibility leads to greater shareholder value creation, by investigating on the mediating role of total factor productivity in the relationship. The study documents a significant positive effect of corporate social performance on Tobin's Q. It shows significant and positive relationship between performance and total factor productivity. More importantly, the mediation analysis reveals that total factor productivity significantly mediates the CSPCFP relationship. In a study of the relationship between corporate social responsibility and firm value using a sample of U.S. companies, Gherghina, Vintila, & Dobrescu (2015), provides analytical evidence that corporate social responsibility positively influences firm value. This evidence is consistent with the instrumental stakeholder theory view, since the companies involved in corporate social responsibility undertakings use in a more effective way their resources in order to better satisfy stakeholders' needs. Khlif, Guidara, & Souissi (2015), use a coding index approach to measure the extent of annual reports' social and environmental disclosure and its relationship on a sample of 168 firm-year observations over the period 2004-2009 from South Africa and Morocco. They document a significant positive relationship between social and environmental disclosure and corporate financial performance. In a most recent study using data from the Nigerian brewery industry from 2010 to 2014, Nnamani et al (2017) examined the effect of sustainability accounting and reporting on financial performance. The study used social responsibility cost and total personal cost to turnover (TPCT) ratio to measure sustainability reporting and Return on Assets and Return on Equity to represent financial performance. The study revealed that Total equity to total asset (TETA) ratio

has no significant effect on the return on asset (ROA). Also total personnel cost to turnover (TPCT) ratio has no relationship with the return on asset (ROA). Vujicic (2015), focused on examining the interactions between corporate social responsibility and financial performance in the form of stock returns for a sample of US firms over at two-year period. The work uses a set of disaggregated social responsibility indicators for environment, community and employment, and compares the results to that of an overall corporate social responsibility score. The study provides evidence that firms with higher social responsibility scores tend to achieve lower stock returns, in both the case of an aggregate rating, and individually examined indicators.

Methodology

This study adopted *ex post facto* research design and the population consist of all quoted non-financial companies on the Nigerian Stock Exchange. The sectors grouped as non-financials are: Agriculture, Conglomerate, Construction & Real Estate, Consumer, Healthcare ICT, Industrial, Oil & Gas, Resources and Services Sectors. 93 out of 122 firms listed under the sectors were selected from 2007 to 2016 based on those firms that have complete data on the variables of the study. The explanatory variables were extracted from annual reports of the selected companies through content analysis. On the other hand, data for firm value (dependent) and control variables were collected from Machame RATIOS, a database maintained by Talk Data Associates (www.machameRATIOS.com). The data were analysed using pooled ordinary least regression with the aid of STATA software. Before analyzing the pooled data, some preliminary statistics such as descriptive statistics, normality, correlation and two post-regression diagnostic test (multicollinearity and heteroscedasticity) were also conducted to confirm assumptions of regression. To test the

hypotheses of this study, the following model stated in its functional and econometric form was used.

$$TOBINS\ Q = a + BENVI + BSOCI + BGOVI + BFSIZE + BFAGE + BTLBTA + C$$

$$TOBINSQ = a + BSDI + BFSIZE + BFAGE + BTLBTA + C$$

Where:

Tobin's Q = Firm value which is measured as Market Value of Equity + Book Value of Total Debt divided by Total Asset

β_0 = Intercept estimates

β_{1-6} = Coefficient of the independent variables

e = error term

Specifically, the independent variables are measured as: Sustainability Disclosures Indices (SDI) which is aggregate of Environment Sustainability Principal Component Index (ENVI), Social Sustainability Principal Component Index (SOCI), Corporate Governance

Sustainability, Principal Component Index (GOVI). Control Variables are: Firm Size (FSIZE), is measured as Log of total assets. Firm Age (FAGE) is measured as Number of years a company is listed on the Nigerian Stock Exchange. Leverage (TLBTA) is measured as Total Liabilities divided by total assets.

Empirical Analysis and Discussion of Findings

ESG Component Regression Analysis (For Testing Hypotheses 1, 2 and 3)

To test the hypotheses, first based on the specific environmental, social and governance disclosures, Principal Component Analysis (PCA See Tables 4, 5 and 6 Appendix I) was used to generate the composite index for environmental sustainability (ENVI), social sustainability (SOCI) and corporate governance disclosure (GOVI) which was used for the empirical analysis presented on table 4.1 below.

Table 4.1: Market Performance and ESG Component Regression Mode

Independent Variables	Coef	t-Stat.	p>/t/
ENVI	0.424	3.40	0.001
SOCI	-0.034	-0.36	0.716
GOVI	0.561	4.20	0.000
Fsize	-0.786	-3.40	0.001
Fage	-0.043	24.38	0.000
TlbtA	0.024		0.000
f-sta.	113.34		0.000
R-square	0.439		
Adjusted R-square	0.435		

Source: Extract from STATA Output

Where *, ***, implies statistical significance at 05% and 1% levels respectively

Table 4.1 above show results of the three explanatory variables employed in the study and each control variable from the regression model and provides interpretation as follows:

The R-squared and Adjusted R-squared of the model are 0.439 and 0.435 which indicate that about 44% of the systematic variations in market based performance variable measured by Tobins q of the pooled companies over the period of interest was jointly explained by the

independent variables. This implies that variation in firm value in Nigeria cannot be completely explained by all the explanatory variables employed in this study. Thus about 56% causes of variations in firm value are attributed to some other variables. Regardless of the value of R-squared, the coefficients are significant thereby rejecting the null hypothesis of insignificance still represent the mean change in the response for one unit of change in the predictor while keeping other predictors in the model

constant. Thus the F-statistic value of 113.34 and its associated P-value of 0.000 shows that the OLS Pooled regression models on the overall are statistically significant at 1% level, which connote that

the coefficients of the independent variables are statistically different from zero and may be adopted for policy purposes.

Table 4.2: Heteroscedasticity And Variance Inflation Factor Test

Mean VIF	1.51
Heteroscedasticity Test (p>chi2)	0.20

Source: Extract from STATA Output.

The result obtained from the variance inflation factor analysis and also the Breusch-Pagan/CookWeisberg test for heteroscedasticity revealed a mean VIF value of 1.51 which is less than the benchmark value of 10 thereby absencing the

consequences of multicollinearity. Also, the probability value of 0.20 resulting from the test for heteroscedasticity implies that the dataset is free from the presence of unequal variance.

Testing Hypothesis One: Environmental sustainability disclosures have no significant effect on firm value.

To test the above hypothesis, the individual environmental sustainability disclosures of environmental compliance policy, environmental sensitive products, environmental conservative disclosure, environmental donations and energy consuming assets were first used to derive the principal component analysis (PCA) based on the individual disclosures and this was used to generate the composite index for Environmental sustainability (ENVI) which was used for the regression on table 4.1

value and accounting performance of reporting firms. Makori & Jagongo (2013) found that environmental cost has a significant positive relations with the net profit margin and dividend per share. Cortez & Cudia (2011) found that Environmental sustainability performance has positive and significant impact on revenue generation but insignificant positive impact on profitability and shareholders wealth. Wagner (2010) and Clarkson et al (2010) found that environmental sub indices of corporate sustainability reporting is significantly and positively associated with Tobin Q. But contrary to the findings of Usman & Amran (2015), that environmental disclosures have significant negative effect on both measures of corporate financial performance; and also Mervellskemper et al (2015) that environmental performance scores have negative impact on market value of equity. Reddy & Gordon (2010) found that Environmental report component of sustainability reporting was insignificant in explaining the abnormal returns of companies. Stretching this result further, various specific disclosures results show that environmental compliance policy is a significant driver of performance Tobins q Environmental sensitive products has positive but insignificant effect on Tobins q. Environmental conservative disclosure

Based on the result from table 4.1, the variable of environmental sustainability disclosures with coefficient of 0.424 and P-value of 0.001 have positive significant effect on return on market value of firms in Nigeria during the period of study. The result indicates that a unit increase in environmental sustainability disclosures will result to 42% significant increase in the market value of sampled firms during the period of study. This support the findings of Eze et al (2016) and Hussain (2015) Ioannou & Serafeim (2014), that environmental sustainability have positive and significant relationship with both firm

has positive but insignificant effect on Tobins q. Environmental donations has positive and significant effect on Tobins q. While Energy consuming assets has positive but insignificant effect on Tobins. From the foregoing we conclude by accepting the alternative hypothesis that environmental sustainability disclosures have significant effect on market value of firms in Nigeria. This finding can be applied for policy recommendation.

Testing Hypothesis Two: Social sustainability disclosures do not have significant effect on firm value.

In testing the above hypothesis, the individual social sustainability disclosures (social donations, disclosure of community, social responsibility, disclosure of charitable gifts, disclosure of human resources and employee relations, job creations, investment in employee, disclosure of health, safety and welfare) were used to derive principal component analysis (PCA) based on the individual disclosures that was used to generate the composite index for social sustainability (SOCI) used for the regression on table 4.1. The variable social sustainability disclosure (**SOCI**) have negative and insignificant effect on firm value measured with tobins q. Coefficient of -0.034 and P-value of 0.716 which is more than 5% benchmark adopted for this study confirms this assertion. The results indicate that as sampled firms continue to be involve and disclose on social sustainability issues, their market value decreases by an insignificant fraction. This negates the findings of Hasan et al (2016), Hussain (2015), Gherghina et al (2015) and Ioannou & Serafeim (2014), that social sustainability have significant and positive relationship with both market performance and accounting performance of reporting firms. Khlif et al (2015) that social disclosures has insignificant positive effect on Tobins Q. But support the work of Nnamani et al (2017) that social

responsibility measured by Total Equity to Total Asset (TETA) ratio has no significant effect on the return on assets. Also Vujicic (2015) find that CSR score has an extremely statistically significant negative impact on the returns. From the above empirical analysis, we accept the null hypothesis as stated and conclude that social sustainability disclosures do not have significant effect on firm value. The result cannot be considered for policy action.

Testing Hypothesis Three: Corporate governance sustainability disclosures have no significant effect on firm value.

In testing the above hypothesis, the individual corporate governance sustainability disclosures of board size, board independence, board gender diversity, directors' shareholding, audit committee size, directors' remuneration, audit credibility, and control variables were used to derive principal component analysis (PCA) based on the individual disclosures that was used to generate composite index for corporate governance (GOVI) used for the regression on table 4.1.

It was observed from table 4.1 that the variables of **GOVI** with a slope coefficient of 0.561 impacts positively and is significant at 1% (P-value 0.000) on firm value during the period of study. This result reveals that a unit increase in the components of corporate governance sustainability disclosures will significantly improve market value of listed companies in Nigeria. This confirm the findings of Haryono & Paminto (2015), Ioannou & Serafeim (2014), Bubbico et al (2012) and Gull et al (2013) that corporate governance has positive significant effect to the financial performance. It is also in line with finding of Fallatah & Dickins (2012) that corporate governance characteristics are positively related to firm value measured by Tobins Q. On the other hand, the result of this study contradict the finding of Aggarwal (2013) that corporate governance

has positive but not significant impact on corporate profitability. Based on the regression analysis, we reject null hypothesis as stated and conclude that corporate governance sustainability have significant positive effect on firm value measured by Tobin's q. This result can be applied for policy recommendations.

Testing Hypothesis Four: Aggregate sustainability disclosure Index (SDI) have no effect on market value of firms

In order to test the above hypothesis, Sustainability disclosure index (SDI) is derived from the Principal Component Analysis of individual environmental, social and corporate governance sustainability index and regressed with Tobin's q which is presented in table 4.3. Due to the problem of heteroscedasticity Table 4.4 robust regression was conducted and used in testing the hypothesis. From the robust regression in table 4.5, the variable SDI with a slope coefficient of .193 and P-value of 0.000 have a positive effect on firm value proxy by Tobins q during the period of study. This effect is statistically significant at 1% which is less than 5% benchmark adopted for this study. This result reveals that an increase in aggregate sustainability disclosure significantly improve market value of listed companies in Nigeria. This findings of support the work of Yu & Zhao (2015) that sustainability indices is significantly and positively associated with firm value. Reddy & Gordon (2010) found that sustainability reporting has statistically significant relationship with market returns. This result is contrary to the finding of Garg (2015) that sustainability reporting has negative impact on ROA and Tobins q in the short run and insignificant impact on both measures in the long run. It also negates the findings of Mervellskemper et al (2015) that all ESG scores have insignificant effect on market value of equity. The result of analysis suggest that we should reject null hypothesis as stated and conclude that aggregate sustainability

disclosures have significant positive effect on firm value. The findings of the study can be summarized as:

1. Environmental sustainability disclosures have significant effect on market value of firms in Nigeria.
2. Social sustainability disclosures have negative and insignificant effect on market value of firms in Nigeria.
3. Corporate governance sustainability have significant positive effect on market value of firms in Nigeria.
4. Aggregate sustainability disclosures index have significant positive effect on market value of firms in Nigeria.

Conclusion and Recommendations

To enhance the impact of sustainability accounting on the market values of Nigerian firms should be:

- Involved in environmental sustainability disclosure to enhance the firms' value.
- Given corporate governance sustainability practice a priority in their organization to improve their market value.
- Stronger Enforcement: Regulatory bodies should implement stricter penalties for non-compliance.
- Public-Private Partnerships: Collaborations between the government, private sector, and non-profits can promote sustainability practices.
- Technological Solutions: Digital tools should be developed to streamline sustainability data collection and reporting.

Sustainability disclosures drive the market value of firms under the nonfinancial sectors in Nigeria. The study indicates that financial rewards of engaging in sustainability disclosures practices outweigh the costs involved in the long run. Companies which score highly on the sustainability metrics are more sustainable

and therefore more attractive to long-term investors and other stakeholders. The study provided support that shareholders and other stakeholder's value firm high if they disclose environmental related issues. Fostering greater social sustainability disclosure did not guarantee increase in market value of nonfinancial firms in Nigeria. This is seen from the result which reveal that social sustainability disclosure have negative and insignificant effect on firm value. Disclosing on corporate governance mechanism by firms in Nigeria has increasing effect on firm value. Sustainability accounting is a vital tool for enhancing the market value of firms in Nigeria. By integrating ESG factors into financial reporting, firms can build trust with stakeholders, manage risks, and achieve long-term profitability. While challenges exist, proactive measures can unlock the full potential of sustainability accounting, contributing to sustainable

development and economic growth in Nigeria.

Based on the findings the paper recommends that companies in Nigeria adopt and disclose environmentally friendly policies since it portrays their commitment towards achieving the goal of sustainable development. Corporate governance mechanisms of firms should be disclosed in the annual report since it affects how investors evaluate the firm's capability to create profits in future. Since a robust sustainability disclosures lift a firm above their competitors, companies should foster greater sustainability and long-term value creation by integrating sustainability metrics into their business model and strategy. Care should be applied on company's practices designed to achieve respect for humanbeings and society since it has value decreasing effect.

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Effectiveness of Internal Audit Units in Public Sector Institutions in Nigeria

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Abstract

This paper was aimed at evaluating the effectiveness of internal audit in the Nigerian Public Sector. It had 3 specific objectives, 3 research questions and 3 hypotheses. Simple random sampling technique was used to select 4 of the Federal Government Parastatals in Rivers State of Nigeria. A study population of 182 made up of 127 accountants and 55 internal auditors in the Parastatals was selected and used. A self-structured questionnaire, using a four-point modified Likert scale was the instrument for data collection. 168 respondents that correctly completed and returned their questionnaire formed the sample size for the study. While mean was employed in data analysis, chi-square was used to test the postulated hypotheses. The study found, among other things, that in spite of availability of adequate punishments, they were not effectively applied across board for violations of internal audit procedures. It concluded that efforts should be geared towards updating the knowledge of internal auditors rather than engaging in interminable search for error-proof internal audit procedures. The paper recommended a thorough and transparent recruitment process for internal auditors.

Introduction

In developing economies, such as Nigeria, public sector represents one of the most dominant economic forces; perhaps due to the fact that government constitutes the largest single business entity and her pattern of expenditure through its various ministries, agencies and departments stimulate economic activities.

Public sector sets the economic agenda for the nation. This implies that a robust system of internal checks needs to be put in place to provide assurances that government funds are used for purposes they were meant. One major way of achieving this is the institution of internal audit. In the absence of effective internal audit, individuals with questionable character may exploit inherent loopholes to their advantage. It is argued that the

historically centralized and hierarchical structure of the public sector with its complex bureaucratic procedures tend to provide some level of comfort to those entrusted with the disbursement of public funds. Consequent upon some layers of control embedded in the public sector, those responsible do not often see the need for another institutional layer (internal audit) to strengthen public assurance of accountability.

Before 1980s, internal audit existed in a rudimentary form in both private and public sectors. Vani (2010) states that even in the private sector, internal audit was largely confined to checking compliance with organizational policies and procedures and verifying the existence of assets. In the public sector, the responsibility was

essentially carried out by different strata of the bureaucracy, and thus the need for additional check through internal audit was never acutely felt. The prevalence of fraud in public sector organizations in Nigeria, despite the existence of internal audit units, can be attributed to several factors. It may stem from failures in internal audit controls, the absence or inadequacy of control structures, or a combination of both. Here's an analysis of these aspects:

Failure of Internal Audit Controls

- **Lack of Independence:** Internal audit units may lack independence and objectivity if they are subject to undue influence by management or other powerful stakeholders.
- **Inadequate Resources:** Insufficient staffing, training, and funding for internal audit functions can lead to ineffective audits.
- **Inefficiency:** Ineffective auditing techniques, outdated methodologies, or failure to adopt modern audit tools may result in poor detection of fraud.
- **Lack of Proactive Monitoring:** Internal auditors may focus on compliance checks rather than proactive fraud detection and prevention measures.

Absence or Inadequacy of Control Structures

- **Weak Governance Framework:** An absence of robust governance structures and clear accountability mechanisms fosters an environment conducive to fraud.
- **Poor Implementation of Controls:** Even when controls are designed, they may not be implemented or enforced effectively.
- **Lack of Segregation of Duties:** Overlapping roles or concentration of duties may allow fraudulent activities to go undetected

Vani (2010) argues that modern internal audit really evolved after the land mark 1987 report of the Committee of Sponsoring Organizations (COSO) on fraudulent financial reporting. He further states that the implementation of the 2002 Sarbanes –Oxley act has further increased the breadth and depth of the professional work carried out by the Internal Audit (IA) community. He opines that the main objective of the modern Internal Audit function is to assist management in making decisions “by bringing a systematic, disciplined approach to evaluate and improve the effect of risk management, control, and governance process”.

In view of the concept of modern internal audit, pundits wonder how effective it is in the public sector domain in Nigeria. Is the sector well positioned to embrace the modern concept? The above issues shall be the concern of this study.

Statement of Problem

In spite of various pronouncements on internal audit in the Nigerian Public Sector, the general opinion according to literature is that most of the public enterprises have failed to deliver on the purposes for which they were established. Many people accuse managers of public enterprises in Nigeria of ineffectiveness and inefficiency in terms of resource control. They argue that poor application of internal audit principles and procedures lead to blatant diversion of scarce resources with its attendant consequences on the traditional accountability of government to the public. In fact, Lee, et al (2004) observe that internal control is desired to provide some assurance to stakeholders that scarce resources are not diverted away from basic considerations inherent in financial management system design.

Determined to stem the tide of high profile corporate failures across the globe over the last 10 years, International Federation of Accountants (IFAC) (2006), developed new legislations, standards, codes and guidelines. However, mention must be made that the ineffective implementation of internal audit procedures in the Nigerian public sector is not only attributable to unavailability of adequate legislations. It also hinges on whether there are adequate punishments for violations of internal audit procedures and whether the punishments are justly and effectively applied whenever need be.

Objectives of the study

On a general basis, the study is set out to evaluate the effectiveness of internal audit in the Nigerian public sector. However, the specific objectives are:

- i. To determine if internal audit procedures are effective to safeguard assets of public sector organizations.
- ii. To ascertain if punishments for violations of internal audit procedures are adequate.
- iii. To determine if the available punishments are effectively applied when necessary.

Research Questions

This study is anchored on the following research questions in order to achieve the set objectives:

- i. To what extent are internal audit procedures effective to safeguard assets of public sector organizations in Nigeria?
- ii. To what extent are punishments for violations of internal audit procedures adequate in Nigeria?
- iii. To what extent are the available punishments for violations of internal audit procedures effectively applied in Nigeria?

Research Hypotheses

Three research hypotheses which were stated in the null form were formulated based on the objectives of the study and the research questions.

Hypothesis One:

Ho: Internal audit procedures are not significantly effective to safeguard assets of organizations.

Hypothesis Two:

Ho: Punishments for violations of internal audit procedures are not significantly adequate.

Hypothesis Three:

Ho: Application of available punishments for violations of internal audit procedures is not significantly effective across board.

Scope of the Study

This study is delimited to the evaluation of effectiveness of internal audit in the Nigerian public sector in its entire ramification through four of the federal parastatals located in Rivers State of Nigeria. As an oil rich, many federal ministries in Nigeria have well equipped and functional parastatals in the State.

Review of related Literature

Historical Perspective

One of the inheritances of Nigeria from her colonial masters is an extensive public sector. Esu and Inyang (2009) state that from the late 19th Century, the system of state enterprises begun in 1898 when the British colonial administration undertook the railway transport project from Dido in the capital city of Lagos to the hinterland. They reported that Fitzgerald Commission into the Colliery trouble laid the foundation for the establishment of public corporation in Nigeria. Some of the early public corporations instituted by the colonial administration included Electricity Corporation, Nigerian Coal Corporation, Railway Corporation, Nigeria Ports Authority, etc. Babatunde (2013) believes that all these Enterprises were established primarily as administrative organs for facilitating trade and commercial activities of the colonial government. Following the successful and transparent way the

Corporations were managed by their boards, many other ones were established even by state governments. The Corporations provided essential services that met government aspirations at different levels. They also applied internal checks on the utilization of funds in such a way that public assurances were maintained through the instrumentality of the constitution, the Finance (Control and Management) Act 1958 and the Audit Act 1956. However, as years rolled by, the effectiveness of the Corporations dwindled in terms of services rendered. Many people then saw them as mere conduit pipes for siphoning scarce public funds and consequently clamored for their privatization. While some were privatized, others collapsed and fizzled away. In view of the above, public sector in Nigeria now consists essentially of Government Ministries, Departments and Agencies (MDAs).

Conceptual Framework

Deepak (2010) sees internal audit as an independent and objective assurance and consulting function designed to help an organization to achieve its objectives. He identifies the objectives to include: Effectiveness and efficiency of operations (programmes and projects), reliability of financial and operational information, safeguarding of assets, compliance with rules and regulations and prevention and detection of fraud.

The objectives of internal audit are unarguably broad but governments differ in their commitment to them. This is why it is generally asserted that the effectiveness of internal audit can only be as good as the commitment of government to pursue these objectives. According to Unegbu and Obi (2012), internal audit is part of the internal control system put in place by management of an organization to ensure adherence to

stipulated work procedure and as aid to management. They believe that internal audit measures, analyses and evaluates the efficiency and effectiveness of other controls established by management in order to ensure smooth administration, control cost minimization, capacity utilization and maximum benefit derivation. This implies that internal audit is an integral part of a complex system designed by the management of any organization to ensure orderly conduct of its business and prevent abuse of assets.

Vos (1997) states the internal auditor's main objective is to evaluate effectiveness of financial and operating control, confirm compliance with company policies, procedure, protect assets, verify the accuracy and consistency of organization's external and internal reports. While Stoner (1994) believes that the objective of internal audit is to evaluate several of the organization's reports for accuracy and usefulness and also recommending improvement of the control system, Owler and Brown (1999) argue that the objective of internal auditor is to protect management against errors of principle and neglect of duty.

Adeniji (2011) states that internal audit is part of the internal control system put in place by management of an organization. He believes it is an aid to management which ensures that the financial operations are correctly carried out according to the law and also in accordance with the wishes of the board or council. Barker (1999) while corroborating the views of Owler and Brown (1999) extends the objective of internal audit to include review of the operations and record of the undertaking and in course of these checks, much of the detailed work of the organization in respect of financial and other statements are effectively audited.

The Institute of Internal Auditors (1999) defines internal auditing as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It assists an organization to achieve its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Enofe, Mgbame, Osa-Erhabor and Ehiorobo (2013) contend that the aim of internal auditing is to improve organizational efficiency and effectiveness through constructive criticism. This means that identification of areas of weakness and suggestions for improvement are the main thrust of internal auditing. Little wonder Sawyer (1995) state that internal auditor's job is not done until defects are corrected and remain corrected.

Effective Internal Audit

How to make internal audit effective has been an area of common interest to many. This has been responsible for the divergent views of authors on this concept. To that effect, the Institute of Internal Audit (2010) sees internal audit effectiveness 'as the degree (including quality) to which established objectives are achieved.' Vijayakumar and Nagaraja (2012) appear to be concerned more with the outcome of effective internal audit system which they argue helps in achieving performance, profitability and prevents loss of revenues particularly in public sectors.

While Shoosmuangpak and Ussahawanitchakit (2009) view audit effectiveness as achieving audit's objective by gathering of sufficient and appropriate audit evidence in order to express reasonable opinion regarding the financial statements compliance with generally acceptable

accounting principles, Mizrahi and Ness-Weisman (2007) express audit effectiveness as the number and scope of deficiencies corrected following the audited process.

Alberta (2005) as cited in Mu'azu and Siti (2013) states that effective internal auditor professionals should possess the following characteristics: Ability to align the structure of internal audit with the dynamics of the organizational operation; There should be strong relationship between management skills for maintaining appropriate visibility and audit committee needs and expectations; There should be strong service delivery capabilities (consistency in approach, standards, and delivery, including the abilities to maintain audit focus and alignment of resources to the plan; There should be also be strong management skills which will ensure that internal audit teams have appropriate skills and motivation. Besides the above, the level of training, education, experiences as well as professional qualifications of the internal auditors influenced the effectiveness of internal audit. The above characteristics are essential and we see them as building blocks to effective internal audit system.

Belay (2007) and De Smetand Mention (2011) are of the opinion that attributes of effective internal control include "organizational independence, a formal mandate (existence of approved audit charter, unrestricted access, sufficient staff, existence of audit committee, stakeholder support, professional audit standards and unlimited scope. In a related development, the Chartered Institute of Public Finance and Accountancy (2006) as cited in Mu'azu and Siti (2013) believes that effective internal audit service should aspire to understand the whole organization, its needs and objectives, understand its position with respect to the organization's other sources of assurance and

plan its work accordingly; be seen as a catalyst for change at the heart of the organization; and value and assist the organization in achieving its objectives; help to shape the ethics and standards of the organization, ensure the right resources are available and seek opportunities for joint working with other organizations". A cursory look at the above reveals the holistic nature of the expectations of effective internal audit system from a professional stand point. It is more or less like setting the universal standard against which effectiveness of internal control would be assessed.

Empirical Review

Some empirical studies have been done on this subject matter in some countries of the world. Mihret and Yismaw (2007) did a study entitled Internal Audit Effectiveness: An Ethiopian Public Sector Case Study. The study which used structured questionnaire, interview and observations as instruments of data collection discovered that certain factors such as internal audit quality, support from management, etc. strongly affect effectiveness of internal audit while organizational structure and internal auditor's attributes have less impact on the same variable.

In a study carried out by Ahmad, Othman & Jusoff (2009) on effectiveness of internal audit in Malaysian public sector in which simple percentage was used as the tool for data analysis, they found that lack of audit staff was a major impediment to effective internal auditing. One of the major limitations of the study was a narrow scope. Arena and Azzone (2009) in their study entitled 'identifying organizational drivers of internal audit effectiveness in Italy' with the use of 153 Italian companies and survey method, found that characteristics of the internal audit team, the audit processes and

activities as well as organizational links influenced effectiveness of internal audit.

Furthermore, Cohen and Sayag (2010) studied 'effectiveness of internal auditing:

An Empirical Examination of its Determinants in Israeli organization'. With the use of questionnaire and mail survey of 292 organizations, the study identified management support, especially in relation to provision of proficient internal audit staff, career development and independence of internal auditors as vital to the effectiveness of internal audit. In another study conducted by Theofanis, Drogalas and Giovanis (2011) on the 'relationship between elements of internal control system and internal audit effectiveness' with the use of 52 Hotels in Greek through mail survey, the results reveal positive relationship between the variables. However, they suggested that with larger samples the outcome of the study might differ significantly from their own.

Since many of these studies were done in countries other than Nigeria, with obvious cultural and environmental differences as well as contrasting findings, it becomes necessary for a similar study to be carried out in Nigeria. Furthermore, with reference to the poor rating of Nigeria by the Transparency International in terms of corruption indices, a study on effectiveness of internal audit becomes not just necessary but imperative. As we know, sound internal audit practice is the bedrock for corporate transparency.

Methodology

The study adopted survey research design. In order to ensure that the responses obtained were reliable and representative, the population was restricted to workers who had access to the machinery of internal audit in four of the Federal Government Agencies and Parastatals in Rivers State with a wide base for internally generated revenue. The population of the study was 182 accountants

and internal auditors made up as shown below:

<u>Institution</u>	<u>No. of Accountants</u>	<u>No of Internal Auditors</u>	<u>Total</u>
University of Port Harcourt Teaching Hospital.	48	20	68
Nigerian Television Authority, Port Harcourt.	25	12	37
University of Port Harcourt.	42	17	59
	12	6	18
Radio Nigeria			
Total	127	55	182

Source: September, 2024 Nominal roll of the various institutions.

The entire population was used as the sample size because it was small and manageable. A structured questionnaire was the instrument for data collection. The questionnaire was a modified 4 – point Likert scale with response options of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) weighted 4,3,2 and 1 respectively.

Copies of the questionnaire were distributed to and collected from respondents by hand. A total of 168 copies were finally retrieved from the respondents, representing 92% return rate. Mean was the tool for data analysis while chi-square was used to test the stated hypotheses. For purposes of analysis of the research questions, strongly agree and agree were coded 2 while disagree and strongly disagree were coded 1. Consequent upon that, any mean value of 1.5 and above meant effective/adequate while any mean value of less than 1.5 meant ineffective/inadequate.

Results and Discussion

The results for the study are presented in tables.

Table 1: Gender of Respondents

Male	Female	Total
103	65	168

Table 2: Work place of Respondents

UPTH	NTA Port Harcourt	UP	Radio Nigeria State	Rivers	Total
65	35	53	18		168

Table 3: Status of Respondents

Accountants	Internal Auditors	Total
117	51	168

Table 4: Working Experience of Respondents

0 - 5 years	6 - 10 years	11 - 15 years	16 years and above	Total
13	37	62	56	168

Tables 1 – 4 above show the bio-data of the respondents. Specifically, table 1 shows that of the 168 respondents, 103 were males while 65 were females.

Table 2 shows that 62 of the respondents came from the University of Port Harcourt Teaching Hospital, 35 from Nigerian Television Authority, Port Harcourt, 53 from University of Port Harcourt and 18 from Radio Nigeria, Rivers State.

Table 3 reveals that 117 of the respondents were accountants while 51 were internal auditors.

Furthermore, table 4 shows that 13 of the respondents have worked between 0 and 5 years, 37 between 6 and 10 years, 62 between 11 and 15 years and 56 from 16 years and above. An interesting revelation from table 4 was that 70% of the respondents had worked for 11 years and above and therefore had reasonable experience in the subject matter.

Research Question 1: To what extent are internal audit procedures effective to safeguard assets of public sector organizations?

Table 5: Respondents opinion on effectiveness of internal audit procedures to safeguard assets of public sector organizations

Question No	Factors	N	mean	Std Dev.
5	To what extent do you agree that: 5 Public sector organizations in Nigeria have necessary internal audit procedures?	168	1.72	.45
6	The internal audit procedures are effective to safeguard assets of public sector organizations from pilferage and misuse?	168	1.60	.49
7	Internal audit procedures are regularly reviewed to make them current?	168	1.47	.50
8	Staff of internal audit departments is motivated to implement the necessary procedures?	168	1.47	.50
Grand Mean			1.57	

(See appendix 2 for details).

Hypothesis one: Internal audit procedures are not significantly effective to safeguard assets of public sector organizations in Nigeria.

Table 6: A contingency table on chi-square test on effectiveness of internal audit procedures to safeguard assets of public sector organizations in Nigeria

Question No	X ² cal	X ² critical	Dec.
6	6.881	3.841	Reject Ho ₁

Table 5 shows a grand mean of 1.57 which indicates that the respondents agreed that internal audit procedures are effective to safeguard assets of public sector

organizations in Nigeria. With a mean of 1.72, the table shows that respondents agreed that public sector organizations in Nigeria have necessary internal audit procedures.

However, a mean score of 1.47 each for questions 7 and 8 shows that respondents disagreed those internal audit procedures are effectively and regularly reviewed; and that staff of internal audit departments are effectively motivated to implement the necessary procedures.

Since table 6 shows calculated χ^2 value of 6.881 which is greater than critical χ of 3.841 at 0.05 level of significance and 1 degree of freedom, the null hypothesis as stated is rejected.

This implies that internal audit procedures are significantly effective to safeguard assets of public sector organizations in Nigeria.

The above findings are in line with the results of the study done by Arena and Azzone (2009) which agreed that audit processes and activities, among others influence effectiveness of internal audit. Without prejudice to the opinion of respondents, we believe that regular review of the provisions are imperative as changes in technology constantly give rise to gaps in existing methodologies especially in developing countries.

Research Question 2: To what extent are punishments for violations of internal audit procedures adequate in Nigeria?

Table 7: Respondents opinion on adequacy of punishments for violations of internal audit procedures in Nigeria

Question No	Factors	N	Mean	Std Dev.
9	To what extent do you agree that: There are punishments for violations of internal audit procedures in public sector organizations in Nigeria?	168	1.68	.47
10	The punishments for violations of internal audit procedures at different levels are adequate?	168	1.77	.42
11	The available punishments should be strengthened to serve as deterrent to people?	168	1.34	.47
Grand Mean			1.60	

Hypothesis Two: Punishments for violations of internal audit procedures are not significantly adequate in Nigeria.

Table 8. A contingency table on chi-square test for adequacy of punishments for violations of internal audit procedures in Nigeria.

Question No	X^2 cal	X^2 critical	Dec
10	50.381	3.841	Reject H_0

In table 7, a grand mean of 1.60 was shown on the adequacy of punishments for violations of internal audit procedures in Nigeria. A cursory examination of the table reveals that respondents agreed on the availability and adequacy of punishments for violation of internal audit procedures at different levels as shown by mean values of

1.68 and 1.77 respectively but disagreed on the need to strengthen them as revealed by a mean of 1.34. This indicates that the punishments are effectively available and adequate. Table 8 shows X^2 Calculated and critical values of 50.381 and 3.841 respectively. Since X^2 calculated of 50.381 was greater than X^2 critical (3.841), the null

hypothesis was rejected. This conveys the conviction of respondents that available punishments for violations of internal audit procedures are adequate.

These findings are in agreement with the views of Mihret and Yismaw (2007) and Ahmad et al (2009) in which they identified lack of audit staff and support from management as factors that strongly affect effectiveness of internal audit as against organizational structures. It presupposes that basic internal audit procedures are adequate to guarantee safety of assets of public sector organizations with quality audit internal staff and reasonable management support. Public

sector organizations should therefore, pay more attention to recruitment and up-to-date training of internal audit staff than unbridled search for unavailable innovations in internal audit procedures.

Research Questions 3: To what extent are the available punishments for violations of internal audit procedures effectively applied in Nigeria?

Table 9: Respondents opinion on effective application of available punishments for violations of internal audit procedures in Nigeria

Question No	Factors	N	Mean	Std dev.
12	To what extent do you agree that: Punishments are applied when violations are noticed.	168	1.20	.40
13	Necessary punishments are effectively applied across board always	168	1.20	.40
14	Compliance with internal audit procedures leads to prudent financial management.	168	1.71	.45
Grand Mean			1.37	

Hypothesis Three: Application of available punishments for violations of internal audit procedures is not significantly effective across board.

Table 10: A contingency table on chi-square test for effective application of available punishments for violations of internal audit procedures

Question No	X ² cal	X ² critical	Dec.
13	61.929	3.841	Reject Ho ₃

Grand mean of 1.37 shown in table 9 indicates that respondents disagreed that available punishments for violations of internal audit procedures are effectively applied across board. A closer examination of the table revealed that respondents disagreed that punishments were neither applied when ever violations were noticed nor meted across board always as shown by mean scores of 1.20 each. However, mean

score of 1.71 indicates that respondents agreed in response to question number 14 that compliance with internal audit procedure promotes prudent financial management.

Table 10 shows that while X²calculated was 61.929, X²critical was 3.841 at 0.05 level of significance and 1 degree of freedom. Due to the fact that X²calculated of 61.929 was greater than X² critical (3.841), the stated null hypothesis was rejected. This indicates

that noneffective application of the punishments across board is significant. These results show a clear gap between availability and adherence to necessary internal audit procedures. What is at the centre of ineffective internal audit is lack of strong will to mete out punishments for non adherence to internal control guidelines.

These results are in consonance with the findings of Cohen and Sayag (2010); and Arena and Azzone (2009) that provision of proficient internal audit staff is vital to effectiveness of internal audit. It is important to note that fair application of punishments for violations of internal audit procedures requires combined firmness from internal audit staff and management. Any slack in expected commitment from any of these groups might endanger the effectiveness of internal audit.

Conclusion

This paper which looked effectiveness of internal audit in public sector organizations in Nigeria observed the implicit existence of effective internal audit procedures to safeguard assets of organizations. It noted that adequate punishments existed for

violations of internal audit procedure. However, the application of the available punishments for violations of internal audit procedures left much to be desired. The paper believes that more effort should be directed at recruiting quality internal audit staff and updating their knowledge than engaging in interminable search for error proof internal audit procedures.

Recommendations

The following recommendations were made by the study:

- 1) That there should be effective internal audit procedure to safeguard the assets of the public sector organisations.
- 2) Management of Organizations should motivate staff of internal audit departments to painstakingly implement internal audit procedures.
- 3) Management of Organization should cooperate with internal audit staff to promote effectiveness of the various control measures put in place.
- 4) Regular training of the staff of internal audit departments is necessary to sharpen their skills of implementation of necessary procedures.

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The Role of Robotic Science and the Future of Artificial Intelligence in Library Service Delivery

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Abstract

The study examined the role of Robotic Science, and the future of Artificial Intelligence in library service delivery. Robotic science through Artificial Intelligence (AI) is gaining significant attention due to its potentials to revolutionize almost all facets of human endeavour, including the library and information science operations. AI is the computer controlled robots that think intelligently like human beings. These robots are controlled electronically with the aid of the computer by mimicking the competences and capabilities of the human mind. The study adopts an expository research approach by examining the role of robotic science and the future of artificial intelligence in library services. The goal of robotic science is to create machines that can perceive, interact, and manipulate their environment intelligently and autonomously. Undoubtedly, as libraries strive to maintain relevance in the information space, embracing innovative technologies such as AI offers a promising pathway towards enriching user experiences, expanding access to knowledge, and redefining the role of libraries as information hub of learning and discovery. The impact, challenges of AI through Robotic Science and the future of library were fully diagnosed in this study. Poor ICT skills and technical expertise among librarians and privacy and ethical issues were some of the challenges observed in the study. The study also affirmed that academic libraries should embrace the role of AI to enhance the activities of the library through quality service and access to information. The study therefore recommended that, training and retraining of librarians to acquire skills and competence on how to use AI tools for improved library operations and services were necessary. Hence, libraries should establish clear guidelines and policies to ensure ethical use of Robots in library service delivery.

Keywords: Robotic Science, Artificial Intelligence, Future, Technology, Library service delivery.

Introduction

The world today is experiencing a paradigm shift in the advancement of technology and innovations in emerging technology especially in areas of science, aviation, education, military, transportation, medicine, library and commerce. The library technological landscape has continued to evolve and develop into a future of possibilities. Little wonder the library must key into the changing space of emerging technologies in order to maintain relevance, optimize value and increase

access to efficient information service delivery. The library as a repository of knowledge and information, serves as a resource center for various types of materials, including books, journals, magazines, newspapers, audiovisual materials, and digital resources. Libraries play a crucial role in promoting literacy, education, research, and cultural enrichment. Meanwhile, the library has evolved over time, adapting to technological advancements and changing

societal needs. Traditionally, libraries were physical spaces housing printed materials, where people could borrow or reference items for personal or academic use. Moreover, with the advent of digital technologies, libraries have expanded their collections to include electronic resources such as e-books, online databases, multimedia materials, and internet access. Libraries also provide a wide range of services beyond lending materials, such as; reference assistance, current awareness services CAS, Selective Dissemination of Information SDI, research support, computer access, educational programs, and community events.

Vijayakumar and Sheshadri (2019) emphasized that as the information technologies are changing day-to-day and growing at a tremendous speed, the knowledge society is becoming more complex, competitive and dependent on technological changes and information explosion. These new technologies are changing global practices and generating a paradigm shift in all spheres of life in addition to having an impact on people's day to-day experiences (CILIP Report, 2021). Meanwhile, Robots and Artificial intelligence have become one of the key driving forces for the change and development in modern society and also injecting new vitality into the development of libraries. Robotic Science and Artificial Intelligence (AI) are gaining significant attention due to its potentials to revolutionize almost all facets of human endeavour, including the library and information science environment. Robotic science through AI is seen as a new technology and a key factor which has the potential to introduce new sources of growth and change the way work is done across organizations, industries and libraries inclusive (Duggal, 2023).

Today, library operations and services have dramatically changed from mere information repository to a dynamic era of

information and digital revolution where modern technologies are transforming and facilitating quick flow and access to information regardless of any geographical boundary (Igwesi, 2018).

Besides, the term "Robot" was coined by Czech playwright Karel Capek in his 1920 play "Rossum's Universal Robots". The word "robot" originated from the Czech word "robota," meaning forced labor. In the play, robots were artificial beings created to serve humans, but eventually rebelled against their creators, leading to their extinction. The concept of robots has evolved significantly since then, driven by advancements in technology, particularly in the fields of artificial intelligence, robotic science, and automation. Today, robots encompass a wide range of machines with varying degrees of autonomy, from industrial robots used in manufacturing to autonomous drones and humanoid robots used in research and entertainment (Nguyen, 2020). Therefore, a robot is a mechanical or virtual artificial agent, usually possessing some degree of autonomy that is capable of performing tasks autonomously or under the control of an operator. Robots can be designed to carry out a wide range of functions, from simple repetitive tasks to complex operations requiring sophisticated sensing, decision-making, and manipulation capabilities. McCaffrey (2021) contributed that Robots are programmable machines that can automatically execute actions. It is AI-enabled or automated machine that is configured to complete particular activities with or without human assistance. Furthermore, Liu et al. (2018) recorded that robotic science is a multidisciplinary field that involves the study, design, development, and application of robots and autonomous systems. It integrates principles from various domains including robotics, artificial intelligence, mechanical engineering, computer science, electronics, and even biology. Robotic science has revolutionized manufacturing processes by

automating tasks such as assembly, welding, painting and material handling in industries like automotive, electronics and aerospace. This has led to increased efficiency, precision, and safety in production lines. Robotic science has expanded the capabilities of mechanical engineers in designing complex systems and prototyping. This includes designing robotic components like actuators, sensors and grippers that can perform intricate tasks. Robotic science has led to advancements in the field of prosthetics and exoskeletons by mimicking biological systems to enhance mobility and functionality for individuals with disabilities. It draws inspiration from biology to develop robots with capabilities similar to living organisms. This includes bio-inspired locomotion (like walking or flying), soft robotics (mimicking muscles and soft tissues), and bio-hybrid systems; combining biological and robotic components. (Huang, 2019). The goal of robotic science is to create machines that can perceive, interact with, and manipulate their environment intelligently and autonomously. AI is a fundamental aspect of robotic science, allowing robots to learn from data, make decisions, and adapt to changing environments. Machine learning, deep learning and reinforcement learning are applied to various robotic tasks. Robotic science considers how humans and robots interact, aiming to make robots more intuitive and user-friendly. This includes studying communication interfaces, gestures and collaborative behaviours. Robotic science is applied across diverse industries including manufacturing, healthcare, agriculture, space exploration, transportation, and entertainment, among others (Tella, 2020). Robotic science in healthcare has enabled minimally invasive surgery through robotic-assisted systems, enhancing precision and reducing recovery times. Robots are used for tasks like patient lifting, rehabilitation, and elder care, reducing strain on healthcare workers and improving patient outcomes. Robots play a

role in telemedicine by enabling remote consultations and procedures through robotic devices controlled by expert surgeons. Agricultural robots are used for planting, watering, harvesting, and monitoring crops. They optimize resource use, reduce labour costs, and increase yields. Robots equipped with AI can identify and remove weeds without the use of chemicals, promoting sustainable farming practices. Robots like mars rovers and space probes are crucial for exploring distant planets and celestial bodies where human presence is not feasible. Robots are used for servicing and repairing satellites in orbit, extending their operational life and reducing space debris. Robots are driving the development of autonomous cars, trucks, drones, and delivery robots, aiming to enhance safety, efficiency, and convenience in transportation. Robots are used in warehouses for inventory management, sorting, and fulfillment, enabling faster and more accurate order processing; all of these are after effect of Robotic Science (Fernandez, 2016). It is against this back drop that the study seeks to examine the role of robotic science, and the future of AI in library service delivery.

Areas of application of AI in libraries:

- Robots: This refers to an automated machine that is programmed to carry out specific tasks with or without help from a human. This involves deploying robotics, such as the automated arm or robots that can remove books from libraries, to extract them off shelves (McCaffrey, 2021).
- Chatbots: this refers to a piece of software or application that uses artificial intelligence (AI) to simulate a discussion (or chat) with a human via a messaging service, a weblog, a website, a smartphone app, or an android smartphone. For library services, voice assistants and chatbots can be used (Hopkins & Maccabee, 2018; Mckie & Narayan, 2019). Chatbots can also be used to

alert users to new arrivals and when a book loan is due, and point users to related information.

- Using machine learning to identify images, recognise speech, and other library resources (Cordell, 2020).
- Using AI in public and school libraries for research, teaching, and learning (Nguyen, 2020).
- Automated storage and retrieval systems, which have helped in the administration of library space, can also be made better by AI tools (Echedom & Okuonghae, 2021).
- By improving collection analysis, digitisation, conservation, and service delivery, AI also help libraries run more efficiently (Tella, 2020). Furthermore, artificial intelligence technologies such as robots are employed in libraries to browse printed items live through a Web interface (Tella, 2020).
- Big data and data analytics are employed for both operational and service-oriented goals, with an emphasis on the influence of AIs (Garoufallou & Gaitanou, 2021). Libraries in underdeveloped countries can also adopt all of these with help from partners or funding organisations. In today information-rich and digital economy, this will help increase the efficiency and effectiveness of library service operations.

Impact of Robotic Science in Library service delivery

The impact of robotic science in libraries is an emerging area that showcases the potential of robotics to enhance various aspects of library operations and services.

Automated Book Retrieval Systems: Robotic systems can be employed for automated book retrieval from storage areas. Robots equipped with navigation capabilities can locate and fetch specific

books requested by patrons, reducing the need for manual shelving and retrieval.

Robotic Inventory Management: Robots can assist in inventory management by autonomously scanning shelves to identify misplaced or missing books. This helps streamline library maintenance tasks and ensures accurate cataloging.

Library Security and Surveillance: Robotic platforms can be utilized for security and surveillance purposes within libraries. Drones or mobile robots equipped with cameras and sensors can monitor library spaces, enhancing safety and security measures.

Assistive Technology for Patrons: Robots can be designed to assist patrons with disabilities. For example, humanoid robots equipped with speech recognition and synthesis can help visually impaired individuals locate books or navigate through library spaces.

Robotic Maintenance and Cleaning: Autonomous robots can be deployed for routine maintenance tasks such as cleaning floors or rearranging furniture, freeing up human staff to focus on more complex library services.

Educational Programs and Workshops: Libraries can use robots as educational tools to engage patrons in STEM (Science, Technology, Engineering, and Mathematics) activities. Robot programming workshops or demonstrations can foster interest in robotics and technology among library visitors (Abraham, 2019).

Negative Effects of Robotic Science in Library

While robotic science offers numerous potential benefits for libraries, there are also some negative effects and challenges associated with its usage in library. It is important to consider these aspects to make informed decisions about adopting robotic technologies in library settings.

Job Displacement: The automation of certain library tasks through robotics may lead to job displacement among library staff. For example, automated book retrieval systems could reduce the need for manual shelving and retrieval, potentially affecting employment opportunities for library assistants. This implies that the job meant for library staff will be taken over by robot.

Privacy Concerns: Introducing robotic technologies into library spaces has raised privacy concerns, especially if robots are equipped with cameras or sensors for surveillance or data collection. Patrons may feel uncomfortable with the presence of robots that can capture personal information or behaviours.

Digital Divide: Introducing advanced robotics into libraries may widen the digital divide, particularly in libraries with limited access to technology or digital literacy resources. Some patrons may feel intimidated or excluded by the presence of complex robotic systems

Ethical Considerations: Ethical dilemmas related to robotics in libraries can arise, such as issues of transparency in data usage, algorithmic biases, and the appropriate use of robotics in public spaces.

Human-Robot Interaction: Robots in libraries may encounter challenges in interacting effectively with human patrons. Issues such as language barriers, misinterpretation of requests, or lack of empathy in customer service interactions could lead to frustration or dissatisfaction among library users.

Cost: Acquiring robotic systems, including hardware and software, can be expensive, especially for libraries operating on limited budgets. Ongoing maintenance, upgrades and repairs of robotic systems can incur additional expenses over time. Providing training for library staff to operate and

maintain robotic technologies may require dedicated resources.

Technical Complexity: Robotics involves complex technologies requiring specialized knowledge for installation, configuration, and troubleshooting. Libraries may face challenges in finding skilled personnel to manage and support robotic systems effectively.

AI is a method of making a computer, a computer-controlled robot, or a software think intelligently like the human mind (Abubakar, 2021). It leverages on computers and machines to mimic the problem-solving and decision-making capabilities of the human mind. In the view of Nwogu (2021) noted that AI is the computer controlled robots that think intelligently like human beings. These robots are controlled electronically with the aid of the computer by mimicking the competences of the human mind. AI can be seen as making computer programmes to solve complex problems as human beings do solve. So, it is also divided into two parts one is to solving complex problems by the machine and second is same like human beings. AI is a broad term that describes machines or computer systems that can observe or gather data, analyze it, and make decisions based on the information available (Klim & Lee, 2022). Artificial intelligence could be seen as machines that can perform cognitive functions in a manner associated with the human's mind, such as problem-solving and learning. AI is the use of machines or computer to perform tasks that would typically require human intelligence (Gao et al., 2021).

The application of artificial intelligence in libraries can be viewed as a collection of technologies that have given libraries access to machines that can sense, comprehend, act, and learn, (Oyetola, 2023). The adoption of AI in the library influences connectivity of information technology and actively supports

information usage as well as easing clients' search to address their needs. The impact of artificial intelligence and advanced computer technology on future libraries is enormous. (Vijayakumar & Sheshadri, 2019).

Impact of AI in Library service delivery

Enhanced Search and Discovery: this AI-powered search algorithm has vastly optimized the means patrons discover resources within libraries. Similarly, Natural language processing stimulates more accurate searches, while machine learning algorithms personalize recommendations based on user preferences and behaviour.

Automated Cataloging and Metadata Management: AI streamlines the cataloging process by automatically generating metadata, assigning subject headings, and classifying materials. This automation saves time and enhances the consistency and accuracy of catalog records. AI also facilitates repetitive tasks and mitigates the time it takes to analyze big data sets.

Virtual Assistants and Chat bots: virtual assistants and chatbots are powered by AI to provide immediate support and answer routine inquiries from patrons. This technology optimizes user engagement and efficiency in responding to user queries.

Collaboration and Knowledge Sharing: AI encourages collaboration and knowledge sharing among librarians and library users. For instance, AI-powered platforms can connect users with similar research interests, facilitating interdisciplinary collaborations and fostering a sense of community within the research environment.

Digital Preservation and Archiving: AI helps in digitizing and preserving library collections through automated image recognition, text extraction, and content

analysis. This stimulates the creation of digital archives and promotes access to historical documents.

Access and Inclusiveness: AI technologies support accessibility and inclusiveness initiatives in libraries through the provision of text-to-speech, speech recognition, and image recognition for the visually impaired and other individuals with disabilities. AI recognizes diversity in social configuration in human space.

Research Support: AI assists researchers by providing access to vast amounts of scholarly literature, automating citation management, and even assisting in data analysis for research projects.

Security and Fraud Prevention: AI contributes to improving security in libraries by detecting anomalies in usage patterns that may indicate fraudulent activities, safeguarding digital resources and patron information (Okoro & Ugwu, 2020)

Challenges associated with the Application of AI in Libraries

1. Poor ICT Skills and Technical Expertise among Library Staff:

This poses a serious challenge in effective applications and use of AI technologies in libraries in Nigeria. Without proactive training and retraining of librarians to adapt to the changing technological landscape, AI implementation in libraries in Nigeria may be near impossible.

2. Financial Constraints:

libraries in third world countries like Nigeria operate with poor library budget and the cost of implementing AI can be very high. This could make it practically impossible to deploy AI technologies in libraries due to lack of fund.

3. Poor Content Digitization Process:

Most libraries in third world countries like Nigeria are still

facing the difficulty of digitizing their local contents which are mainly in physical formats. To leverage AI on this, libraries need to digitize their resources.

4. **Fear of Job Displacement:** Job displacement is a potential challenge in implementing AI tools in libraries across third world countries. AI technologies are capable of automating routine library operations and services thereby leading to reduction in staff need.
5. **Privacy and Ethical Issues:** Ethical considerations of AI technologies raise a lot of concerns, such as privacy and data protection. There is need to ensure that information and data are protected and ethical considerations are adhered to when implementing AI systems.
6. **Poor Maintenance Culture:** this is the biggest challenge since the inception of ICT in libraries in Nigeria. Most ICT infrastructure in libraries are in a petty state due to neglect and poor maintenance culture.
7. **Poor Power Supply:** irregular power supply in Nigerian libraries has been a major setback that renders most ICT facilities in the library unusable and a state of moribund. Libraries need to sort for alternative power supply such as solar energy resources for effective implementation of AI technologies.
8. **Infrastructure deficit and Technological Development:** Most libraries in lack the necessary infrastructure and technology to support the implementation of AI. Without a well-established infrastructure and technological development, the application of AI in libraries may be a mirage.
9. **Poor Network Connectivity:** Poor bandwidth in libraries results to

very low internet connectivity which may make it difficult to access and download the required datasets. Robust internet connections and advanced computing systems are vital for implementing AI in libraries.

10. **Resistance to Change:** Introducing AI in libraries may face resistance from staff and users who are not familiar or comfortable with new technologies. Resistance can hinder the successful implementation and adoption of AI technologies.

Future of Robots and Artificial Intelligence in Library service delivery

Robots and AI can take over repetitive tasks such as shelving books, organizing materials, security and managing inventory in library. This enables library staff to focus on more complex and interactive aspects of their roles, such as assisting patrons and curating collections. Corke (2013) acknowledged that information and reception robots assist patrons in navigating the library space by providing directions to specific locations, such as bookshelves, study areas, restrooms, or service desks. They can generate customized maps or visual guides to help patrons find their way around the library, especially in large or complex buildings. Robots can offer personalized recommendations for books, movies, music, or other library materials. They can suggest relevant resources based on the patron's interests, age group, or educational background, enriching the browsing experience and encouraging exploration of the library's collections. Nguyen (2020) revealed that assistive robots can help patrons with mobility impairments by providing physical assistance, such as guiding them through the library space, reaching for books on high shelves, or carrying items for them. These robots enhance the accessibility of library facilities and resources, enabling patrons with disabilities to navigate the library independently. Assistive robots equipped with speech recognition and

synthesis capabilities can facilitate communication for patrons with speech or language impairments. These robots can act as intermediaries in conversations, interpret verbal commands, or help patrons express their needs and preferences to library staff or other patrons.

Akintunde and Aina (2021) affirmed that inventory robots roam the library aisles, scanning RFID tags or barcodes on books and other library materials. This automated tracking system helps maintain accurate inventory records and reduces the likelihood of misplaced or lost items. Instead of manual shelf audits conducted by library staff, inventory robots can perform these tasks more efficiently. They can systematically scan each shelf to verify the presence and correct placement of items, flagging discrepancies or missing items for further investigation. By continuously scanning the library collection, robots provide real-time updates on inventory status. This enables library staff to quickly identify items that need restocking, locate misplaced items, or track the circulation of popular materials. Robots contribute to optimizing collection management processes by providing valuable insights into item circulation patterns, usage trends, and collection gaps. Library staff can use this data to make informed decisions about collection development, weeding obsolete materials and allocating resources effectively.

Ohaeri and Nwogu (2021) asserted that AI-powered search engines can significantly improve the effectiveness of library catalogs by providing more accurate and relevant search results. Natural language processing algorithms can also help patrons navigate complex databases and find the information they need more quickly and efficiently. AI algorithms can analyze user behaviour and preferences to offer personalized recommendations for books, articles and other resources. By understanding each patron's interests and

reading habits, libraries can provide a more tailored and engaging experience. Libraries can deploy virtual assistants or chatbots powered by AI to provide instant assistance to patrons, answering questions, providing guidance on library services, and even offering reference support. AI in library systems can be seen in descriptive cataloguing, subject indexing, reference services, technical services, shelf reading, collection development and information retrieval systems. Robots have begun to infiltrate all places and jobs where manual labourers used to work are taken over by Robots. Additionally, robots are useful for automated storage and retrieval systems, which have aided in the management of library space (Echedom & Okuonghae, 2021).

AI-powered tools and technologies have transformed the way students read, comprehend, and interact with written content. AI enables the conversion of written text into spoken words through text-to-speech technology. This has benefited individuals with visual impairments or reading difficulties, allowing them to listen to written content instead of reading it. AI-powered natural language processing techniques help in analyzing and understanding written text. These techniques enable features like language translation, summarization, and sentiment analysis, enhancing reading comprehension and providing assistance to readers (Cox 2021). AI algorithms are employed to curate and filter large volumes of written content, making it easier for readers to discover relevant and high-quality information. AI-powered recommendation systems can present readers with curated articles, news, or research papers based on their interests and reading behaviour. AI-driven language translation tools have greatly improved the accessibility of written content across languages. These systems utilize machine learning and neural networks to provide accurate and fluent translations, enabling

readers to access information from different parts of the world. By understanding a reader's interests and reading history, AI can suggest relevant books, articles, or related content, making reading experiences more engaging and tailored to individual preferences (Zhang & Zhang, 2017).

Robots and AI can be used to enhance educational programs and workshops offered by libraries, providing interactive learning experiences on topics such as coding, robotics, and STEM subjects. Robots and AI can play a role in community engagement initiatives by facilitating interactive experiences, workshops, and outreach programs. For example, libraries can deploy robots to engage with patrons at community events, schools and centers, promoting literacy, STEM education, and library services (Alqahtani, 2022).

Again, one of the most significant concerns is the potential displacement of library staff by automation. As robots and AI systems take over routine tasks such as shelving books and managing inventory, there is a risk that certain jobs traditionally performed by humans could be eliminated or significantly reduced, leading to unemployment or underemployment among library workers. Despite efforts to bridge the digital divide, disparities in access to technology and digital literacy skills persist in many societies. Introducing complex AI systems and robotics in libraries may exacerbate these inequalities, as individuals with limited access to technology or digital literacy skills may struggle to navigate or benefit from these new services, widening the gap between technology "haves" and "have-nots." (Banerjee, 2022). Relying too heavily on AI and robotics in libraries may lead to a dependence on technology that undermines the development of critical thinking skills, information literacy, and human-centered services. Libraries must strike a balance between leveraging

technology to enhance services and preserving the essential role of human expertise, creativity and engagement in the library experience. Implementing and maintaining AI and robotics systems can be costly and resource-intensive for libraries, particularly those with limited budgets or technical expertise. Libraries must carefully weigh the costs and benefits of adopting these technologies and ensure that they align with their mission and strategic goals. Like any technology, AI and robotics systems are prone to technical malfunctions and reliability issues. In a library setting, where patrons rely on these systems to access information and services, downtime or errors in AI-powered systems can disrupt operations and frustrate patrons. Libraries must invest in robust technical support and maintenance processes to minimize the risk of technical failures and ensure the reliability of AI and robotics systems (Frey & Osborne, 2017). Arlitsch and Newell (2017) also noted that AI technologies used in libraries for tasks such as patron tracking, behavior analysis, and security monitoring raise concerns about the normalization of surveillance and the erosion of patron privacy. Libraries must carefully consider the implications of deploying AI systems that collect and analyze patron data, ensuring that they prioritize patron privacy and confidentiality while balancing the need for security and risk mitigation.

Conclusion

The integration of robots and AI hold immense potential for shaping, repackaging, and redefining the future of libraries. By embracing robotic science, libraries can enhance efficiency, improved access to information, and deliver personalized services to patrons. With well designed plan and strategic implementation, robots and AI have the potential to revolutionize library operations and services, making them more dynamic, inclusive, and responsive to the evolving needs of patrons in the digital space.

Libraries have a unique opportunity to harness the capabilities of robotic science through AI by continuing to fulfill the mission of connecting people with resources, fostering lifelong learning, and enriching communities for the benefits of society.

Recommendations

- 1 Academic libraries should embrace new and emerging technologies such as Artificial Intelligence technologies to enhance information sharing.
- 2 Training and retraining of librarians to acquire the required knowledge,

skills and competence on the use of AI tools for improved library operations and services.

- 3 Libraries in third world countries should adopt robotics science to assist in library functions and operations.
- 4 Libraries should establish clear guidelines and policies to ensure responsible and ethical use of Robots and other AI technologies in libraries.
- 5 Alternative power supplies should be identified to help solve the problems of power generation in libraries.

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Industrialization and Socio-Economic Development in Rivers State, Nigeria 2016-2023

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Abstract

The study examined the effect of industrialization on socio-economic development in Rivers State. The study was guided by four research questions with four corresponding objectives. Schumpeter's innovation theory was adopted as theoretical framework and descriptive survey design was adopted for this study. The sample size of 400 was determined using Taro Yamene formula. Structured questionnaires was administered to 400 respondents from three (3) local government areas purposively selected from three (3) senatorial districts of Rivers State. The study made use of primary and secondary sources. However, three hundred and fifty eight (358) copies questionnaires was retrieved valid for statistical analysis. The study findings revealed among others that, industrialization has failed to improving the socio-economic development of Rivers people by enhancing self-reliance and reducing unemployment; reducing poverty; improving the living standard of people and lots more. The study further revealed government policies, insecurity, lack of finance/capital, multiple government taxations; lack of infrastructure, incessant power outages; and lack of enabling environment are the impediments affecting industrialization towards improving socio-economic development of Rivers State. The study therefore recommended that, government across all levels should reduce the multiple taxations on industries in Rivers State. Adequate reduction of multiple taxations will enable the industries to operate effectively, thereby improving the socio-economic development of the state. Rivers State Government should provide electricity and infrastructural development to rural and urban areas so that goods produced can move from production points to the markets in the state.

Keywords: Industrialization, Socio – Economic, Development, taxation.

Introduction

Industrialization is one of the indicators and distinctive features of socio-economic development of a country (Tamuno & Edoumiekumo, 2012). According to Barigbon and Idoniboye-Obu (2022), it is the driver of economic growth and adequate development. It can be defined as a change in a country's form of production and work force towards producing or minor industries and also relates to different income levels attainment in which nations

can be classified such as high-income, higher upper income, lower upper income, higher middle income, lowers middle income and the low income countries. It concerns the introduction, growth and development of industries and several sectors of the economy, such as communication, building, construction, manufacturing, real estate, banking and public utilities in different parts of the country. The level of industrialization of a

country facilitates its productive ability to make the essential goods and services available, reduce poverty, enable self-reliance, improve living standard, balance of payment stability, saves time and labour, stimulate other sectors of the economy, development of skilled manpower, minimize social tension by creating more employment opportunities, increase the earning power of the populace, and sustain economic growth and development (Ikonne & Nwogwugwu, 2020).

In the context of developing countries, Duru and Yusuf (2017) observed that the government seeks to use industrialization as an instrument or a weapon of economic growth that will assist them to achieve its macroeconomic purposes including, increasing its national output, minimizing unevenness in development outcomes, generating income, minimizing dependency on the developed countries and minimizing fluctuations in foreign exchange earnings. However, in Nigeria, agriculture was the mainstay of the economy at independence in 1960, providing food and employment for the populace, raw materials for the emergent industrial sector which includes manufacturing, construction, electricity, mining, water and gas industries, and also generating the bulk of government revenue and foreign exchange earnings (Effiong, 2022). As a result, industrialization in the case of a developing economy like Nigeria can thus, be seen as the departure from a subsistence economy that is largely agriculturally towards a more mechanized system of production that entails more efficient and highly technical exploitation of natural resources in a highly formal and commercialized economic setting. This is such that transformation from manual labour is replaced by mechanized labour and craftsmen by assembly plants (Samita in Barigbon & Idoniboye-Obu, 2022).

Going further, industrialization has been the central theme of Nigeria's economic policy since 1960s. In the late 1960s, the

Nigerian economy started experiencing difficulty in furthering its industrial development following the discovery, exploration and exportation of oil in commercial quantities. In early 1980s, there was economic backwardness as a result of the enormous waste associated with a public sector dominated economy. Consequently, the Nigerian governments embarked on the systematic liberalization of the economy to stimulate the private-sector dominated economy. Some public corporations were first privatized, while others were commercialized. Emphasis has shifted to the promotion of growth and development of privately owned micro/cottage, small and medium-scale enterprises (MSMEs) as a means of fostering genuine industrialization for real national economic development. Thus, micro-enterprises correspond to the philosophy of social and free markets, creativity, innovation, promotion of individual and group initiatives, self-reliance, and self-fulfillment (Effiong, 2022). According to Isiksal and Odoh (2016), industrialization, thus, became an important instrument for stimulating adequate socio-economic development. This approach led to the country's pursuit and adoption of several policies to advance the industrialization process in Nigeria, in its quest to become an industrialized economy and self-reliant. The necessity for this quest is of paramount interest as it would serve as a means to achieve the country's macroeconomics purposes, diversify the economic base in order to promote adequate socio-economic development (Okereka, 2020).

Hence, this study seeks to examine the significant relationship between industrialization and livelihood in Rivers State.

Statement of the Problem

With the amalgamation of the Southern and Northern Protectorate in 1914 by Lord Fredrick Lugard, the stage was set for

functional commercial and industrial activities in the East of the Southern part of the country. To activate commerce and industrialization, Briggs and Ndimele (2013) noted that a seaport for exports and functional railway system to transport passengers and cargoes from the coast to the hinterland was provided in the Eastern Nigeria, the part today referred to as Rivers State. In fact, by 1916, the seaport and the rail terminus in what is today Rivers State was operational.

By late 1960s, there was influx of skilled and non-skilled labour into Rivers State which by late 1960s, this was triggered by the discovery of oil. This expanded the city of Port Harcourt beyond its boundaries. It is on record that at its creation in 1967, Rivers State inherited vibrant commercial and industrial structure from defunct Eastern Region. As a matter of fact, the Trans-Amadi Industrial Estate was designed and constructed for commercial and industrial activities by the Eastern Region government few years before the creation of the State. At independence, it was clear that while Enugu was the administrative headquarter of the Eastern Region, Port Harcourt in Rivers State was the commercial and industrial headquarter of the then Eastern Region. It is also on record that at creation in 1967, the state inherited major commercial and industrial outfits such as; Presidential Hotel, GRA Phase I and the Rumuibekwe Housing Estate. Other industries include; the Eastern Enamel Ware, West African Glass Industry, PABOD Supplies, Amalgamated Distilleries, etc (Ministry of Commerce and Industry, 2017). In spite of all efforts to industrialize the state, it has been faced with a lot challenges. It against backdrop that the study seeks to examine the impact of industrialization on socio-economic development in Rivers State, Nigeria, 2016-2023.

Research Questions

- a. What is the nature of industrialization in Rivers State?

- b. How does industrialization impact on socio-economic development in Rivers State?
- c. What are the constraints affecting industrialization towards improving socio-economic development in Rivers State?
- d. What are the recommended ways of improving industrialization in Rivers State?

Objectives of the Study

The main aim of this study is to examine the effect of industrialization on socio-economic development in Rivers State, Nigeria, 2016-2023. Specifically, the study intends:

- a. To examine the nature of industrialization in Rivers State.
- b. To examine how industrialization impact on socio-economic development in Rivers State.
- c. To examine the constraints affecting industrialization towards improving socio-economic development in Rivers State.
- d. To recommend ways of improving industrialization in Rivers State.

Significance of the Study

The study has both theoretical and practical relevance. Theoretically, the study will contribute to existing knowledge on impacts of industrialization on socio – economic development. The study will also educated members of the society, suggest ways which individuals can employ to enhance socio-economic development. Practically, the study will also assist policy makers and government in the act of ensuring enabling environments for organization to operate without hitch of any kind. This research will also serve as a secondary data to scholars and students who wish to research in similar subject matter.

Conceptual Review

Concept of Industrialization

Industrialization is the process of change from a basic agrarian economy to an industrialized one (Amakom, 2008). In the same vein, Ibiloye (2013) see industrialization as the process of transforming the economy of a nation or region from a focus on agriculture to a reliance on manufacturing. Mechanized methods of mass production are an essential component of this transition. For Ighodaro (2018), industrialization is the process of converting to a socioeconomic order in which industry is dominant. As defined by Adefolaju (2019) industrialization is creating the condition for the realization of human personality. He noted that industrialization has to be marked with reduction in poverty, unemployment and inequality a high level of nutrition, high health standard, low infant mortality rate etc. In the same context, Ajayi (2011) notes that industrialization is the period of social and economic change that transforms a human group from an agrarian society into an industrial society. This involves an extensive reorganization of an economy for the purpose of manufacturing.

Concept of Development

Generally, development has no single acceptable definition universally. "Development means the capacity of a national economy which has been stated for some times, to generate and sustain an annual increase in its gross National income (GNI) at the rate of 15% at rate of 5% to 7% or more" (Nnamani, 2009). According to Schumpeter cited in Jhingan (2003) development is defined as the discontinuous and spontaneous change in the stationery state which forever alters and displaces the equilibrium state previously existing. Economic development can be referred to as the quantitative and qualitative changes in existing economy. This implies the rate of growth of income per capita, is the ability of a nation to expand its output as a faster rate than the growth of its population. It is a qualitative and quantitative change of the

system. Qualitative change entails improve techniques, enriched science and more sophisticated pattern of culture in addition to an increased intellectual capital. Quantitative on the other hand, refers to an increase in goods, services, needs and consumption at least to the extent that it will fairly correspond with an increase in population. "Development demands a standard, a pattern, a convention which its values will be felt by the people for whom it is adopted and which brings a total change or transformation in the whole way of life of the people (Nnamani, 2009).

Concept of Socio-Economic Development

To grab the concept of socio-economic development, it is more proper to demystify the concept of development. The term development is a dynamic concept that has continued to receive diverse interpretations and explanations among scholars and researchers particularly in the less developed countries. Hall in Festus and Adekola (2015) sees development as a steady overall economic growth of a nation together with the steady reduction of gap between the rich and the poor. He stressed that without the concept of equitable distribution of national wealth, economic expansion can only be called growth, not development. It is on this background that Okeke in Okorosaye-Orubite (2005) sees development as "growth plus change", while Okorosaye-Orubite (2005) understands development as "change in a desirable direction and encompassing many different dimensions". Economic, Social and Political developments are part of the dimensions of development from which the concept "Socio-Economic" was coined.

Industrialization and Socio-Economic Development

Industrialization plays a vital role in the socio-economic development of underdeveloped countries (Isiksal & Chimezie, 2016). As the historical record shows, the developed countries of the world broke the vicious cycle of poverty by

industrializing rather than focusing on agriculture or the production of national resources (Worika & Umofia, 2017). In this context, Okafor et al (2015) notes that industry plays a complex role in socio-economic development, but these are some of its most important effects.

- **Increase in National Income:** Industrialization allows countries to make optimal use of their scarce resources. It increases the quantity and quality of goods manufactured in that company, which makes a larger contribution to the Gross National Product (GNP).
- **Higher Standard of Living:** In an industrialized society, workers' labor is worth more. In addition, because of higher productivity, individual income increases. This rise in income raises the standard of living for ordinary people.
- **Economic Stability:** A nation that depends on the production and export of raw materials alone cannot achieve a rapid rate of economic growth. The restricted and fluctuating demand for agricultural products and raw materials—along with the uncertainties of nature itself—hampers economic progress and leads to an unstable economy. Industrialization is the best way of providing economic stability.

Theoretical Framework

The theoretical framework for this study is premised on Schumpeter's Innovation Theory, propounded by Joseph Schumpeter in 1942, an economist who is regarded as the father of entrepreneurship and innovation research. The theory links the activities of entrepreneurs as innovators to be the catalysts for industrialization. It posits that innovation in business is the key for increased investments and business fluctuations. Innovation, here, means the changes in the methods of production of new products, industrial organization, new materials, commercial application of new technology and sources of energy

(Schumpeter, 1989). It is the application of the knowledge acquired through science and technology investment, learning, research, or experience, to achieve production but until it is applied in the production of goods or services and translated to development, it cannot be considered as innovation (Effiong, 2022).

The relevance of this theory on the impact of industrialization activities on socio-economic development in Rivers State. It explains nature and how blessed the state is with human, material, agricultural, untapped mineral resources and entrepreneurship capabilities. It explains why the growth of industrialization which provides opportunities for capital accumulation and technological advancement is very important in its process of economic growth and development in Rivers State. Adequate socio-economic development in modern economies has been associated with industrialization through the entrepreneurship activities. Since, the entrepreneurs are innovator of new ideas and methods, which are responsible for the rapid economic development of a nation, the innovations must therefore be encouraged through entrepreneurship for there to be massive industrialization which return will improve the socio-economic development in Rivers State.

Methodology

This study employed survey design as research design for this study. Primary data were collected through questionnaire administered to the randomly selected 400 participants from among community members and relevant stakeholders from the three (3) Local Government Areas of Rivers state purposively selected, Obio Akpor Local Government Area (Rivers East Senatorial District); Ogba–Egbema–Ndoni Local Government Area (Rivers West Senatorial District); and Khana Local Government Area (Rivers South East Senatorial District). This implies that 162

questionnaires was administered to respondents in Obio Akpor Local Government Area; 102 questionnaires were administered to respondents in Ogba–Egbema–Ndoni Local Government Area. Secondary data were gathered from existing literature, reports, and other documentary materials. This study employed the descriptive survey research design which is considered appropriate to

enable the researchers collect necessary data from the respondents using questionnaire items addressing the research questions. The total population for this study, is the population of Rivers State is 7,476,800 people as projected by (Population Census Projection, 2022). In determining the sample the study made use of Taro Yamani’s Statistical Formula was applied.

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample Size

N = Population of the Study

e = % level of significance or margin of tolerable error

The researcher chose 5% as level of significance or margin of tolerable error. The translation of the formula is as follows:

$$n = \frac{7,476,800}{1 + 7,476,800 (0.005)^2}$$

$$n = \frac{7,476,800}{1 + 18,692}$$

$$n = \frac{7,476,800}{18,693} = 399.97$$

Approximately n = 400

The questionnaire instrument was designed based on the four Likert-scale with options ranging from Strongly Agree to Strongly Disagree. The data was analyzed with use of frequency/simple percentage for the bio data of respondents while the mean and standard deviation was applied to analyze the research questions. To determine the acceptance and rejection level of each item

in relation to the research questions, a decision rule based on the criterion mean score up to 2.50 and above were accepted while mean scores of 2.49 and below stand rejected. The computation of the mean and standard deviation was done with the use of Statistical Package for Social Science (SPSS) version 22.10. The secondary data were analyzed using content analysis.

Presentation and data analysis

Table 1: Questionnaire Report

Data	Distributed Questionnaires	Returned Questionnaires	Unreturned Questionnaires
Total number of Respondents and Percentage	400(100%)	358(89.5%)	42(10.5%)

Source: Authors' Field Survey, 2024

Table 1: showed the administered questionnaires to the respondents. It was indicated that 400 questionnaires were distributed to the respondents, 358

representing 89.5% of the sample were retrieved and relevant while 42 representing 10.5% of the sample were not returned.

Table 2: Sex of Respondents

Gender	Frequency	Percent
Male	189	52.8
Female	169	47.2
Total	358	100.0

Source: Authors' Field Survey, 2024

Table 2: showed the demographic data of respondents based on gender. It was indicated in the table that the sample of the female respondents was lesser than the

male. The Male were 189 representing (52.8%), while the female staff was 169 representing (47.2%).

Table 3: Age of Respondents

Age of Stage	Frequency	Percent
25-35 years	36	10.1
36-45 years	72	20.1
46-55 years	142	39.7
56 and Above	108	30.2
Total	358	100.0

Source: Authors' Field Survey, 2024

Table 3 showed the demographic data of respondents based on age. It was indicated that respondents between 25-35 years were 36 (10.1%), respondents between 36-45

years were 72(20.1%), respondents between 46-55 years were 142 (39.7%), while respondents between 56 years and above were 108 (30.2%).

Table 4: Educational Qualification of Respondents

Educational Qualification	Frequency	Percent
SSCE	48	13.4
OND/NCE	120	33.5
HND/BA/BSc	180	50.3
Masters and above	10	2.8
Total	358	100.0

Source: Authors' Field Survey, 2024

Table 4: showed the demographic data of respondents based on educational qualification. It was indicated that respondents who have SSCE were 48 (13.4%), respondents who have OND/NCE

were 120(33.5%), respondents who have HND/B.Sc were 180(50.3%), respondents who have Masters and above were 10(2.8%).

Data Analyses

Research Question One: What is the nature of industrialization in Rivers State?

**Table 5: Descriptive Statistics on the nature of industrialization in Rivers State
N=358, Criterion=2.5**

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
1	Manufacturing	176	99	25	58	3.10	1.10	Agreed
2	Mining	119	123	116	--	3.01	0.81	Agreed
3	Agriculture	161	121	38	38	3.13	0.98	Agreed
4	Entertainment	157	121	80	--	3.22	0.79	Agreed
5	Financial Service	199	121	38	--	3.45	0.68	Agreed
6	Communication	119	123	116	--	3.01	0.81	Agreed
7	Transportation	157	121	80	--	3.22	0.79	Agreed
Grand Mean						3.18	0.87	Agreed

Source: Authors' Field Survey, 2024

Table 6: showed the nature of industrialization in Rivers State. It was found that manufacturing (Mean=3.10, Std.=1.10), mining (Mean=3.01, Std.=0.81), agriculture (Mean=3.13, Std.=0.98), entertainment (Mean=3.22, Std.=0.79), financial service (Mean=3.45, Std.=0.68), communication (Mean=3.01,

Std.=0.81) and transportation (Mean=3.22, Std.=0.79) are the nature of industrialization in Rivers State.

Research Question Two: What are impacts of industrialization on socio-economic development in Rivers State?

**Table 6: Descriptive Statistics on the impacts of industrialization on socio-economic development in Rivers State
N=358, Criterion=2.5**

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
8	It enhanced self-reliance and reduced unemployment	35	30	158	135	2.11	0.43	Disagreed
9	It reduced the level of poverty to an extent	30	18	160	150	2.09	0.48	Disagreed
10	It improves the living standard of people	25	16	172	145	2.10	0.58	Disagreed
11	It increase individual wealth	27	11	168	152	2.07	0.52	Disagreed
12	It enhance skill manpower	31	13	174	140	2.12	0.56	Disagreed
13	It creates enabling environment for individual petty-businesses	35	16	140	148	2.06	0.51	Disagreed
Grand Mean						2.29	0.75	Disagreed

Source: Authors' Field Survey, 2024.

Table 6 indicated that the grand mean of 2.29 and standard deviation of 0.75 showed that industrialization has not improved the socio-economic development of Rivers people, this because industrialization has failed to enhanced self-reliance and reduced unemployment (Mean=3.11, Std.=0.73); reduced poverty (Mean=3.09, Std.=0.88); improved the living standard of people (Mean=3.10, Std.=1.78); increased

individual wealth (Mean=3.07, Std.=0.92); enhanced skill manpower (Mean=3.12, Std.=0.96); and create enabling environment for individual petty-businesses (Mean=3.06, Std.=0.83).

Research Question Three: What are the constraints affecting industrialization towards improving socio-economic development in Rivers State?

Table 7: Descriptive Statistics on the constraints affecting industrialization towards improving socio-economic development in Rivers State
N=358, Criterion=2.5

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
14	Government policies	180	135	28	15	3.03	1.11	Agreed
15	Insecurity	156	146	30	26	3.14	0.95	Agreed
16	Lack of finance/capital	174	150	26	8	3.08	0.86	Agreed
17	Multiple government taxations	167	152	23	16	3.09	0.99	Agreed
18	Lack of infrastructure and incessant power outages	185	148	20	5	3.05	0.78	Agreed
19	Lack of enabling environment	156	146	30	26	3.14	0.95	Agreed
20		174	150	26	8	3.08	0.86	Agreed
Grand Mean						3.18	0.87	Agreed

Source: Authors' Field Survey, 2024

Table 7 showed the constraints affecting industrialization towards improving socio-economic development in Rivers State. It was found that government policies (Mean=3.03, Std.=1.11), insecurity (Mean=3.14, Std.=0.95), lack of finance/capital (Mean=3.08, Std.=0.86), multiple government taxations (Mean=3.09, Std.=0.79) and lack of infrastructure and incessant power outages

(Mean=3.05, Std.=0.78); lack of enabling environment (Mean=3.08, Std.=0.86) are the constraints affecting industrialization towards improving socio-economic development in Rivers State.

Research Question Four: What are recommended ways of making industrialization to improve socio-economic development in Rivers State?

Table 8: Descriptive Statistics on the recommended ways of making industrialization to improve socio-economic development in Rivers State
N=358, Criterion=2.5

S/N	Items	SA	A	D	SD	Mean	Std.	Remark
20	Adequate government policies and provision of infrastructural development	176	99	25	58	3.10	1.10	Agreed
21	Adequate security for industries	119	123	116	--	3.01	0.81	Agreed
22	Adequate finance/capital	161	121	38	38	3.13	0.98	Agreed
23	Reduction in taxations	157	121	80	--	3.22	0.79	Agreed
24	Adequate enabling environment	199	121	38	--	3.45	0.68	Agreed
25	Adequate power supply	161	121	38	38	3.13	0.98	Agreed
Grand Mean						3.15	0.77	Agreed

Source: Authors' Field Survey, 2024

Table 8: shows the recommended ways of making industrialization to improve socio-economic development in Rivers State. It was found that the recommended ways of making industrialization to improve socio-economic development in Rivers State are adequate government policies and provision of infrastructural development (Mean=3.10, Std.=1.10), adequate security

for industries (Mean=3.01, Std.=0.81), adequate finance/capital (Mean=3.13, Std.=0.98), reduction in taxations (Mean=3.22, Std.=0.79), adequate enabling environment (Mean=3.45, Std.=0.68), and adequate power supply (Mean=3.13, Std.=0.98).

Discussion of Findings

The nature of industrialization in Rivers State

Research Question One examined the nature of industrialization in Rivers State. It was identified that manufacturing, mining, agriculture, entertainment, financial service, communication and transportation are the nature of industrialization in Rivers State. This can be attest to table 5, which revealed that the majority of respondents representing the Grand Mean of 3.18 and Standard Deviation 0.87 strongly agree and agree respectively that democracy has impacted on the socio-economic development in Rivers State. This implies that manufacturing, mining, agriculture, entertainment, financial service, communication and transportation are the nature of industrialization in Rivers State. The finding is in line with the study by Emeka (2020) examined the kind of industrialization in Nigeria. The study discovered that manufacturing, mining, agriculture, entertainment, financial service, communication and transportation are the kind of industrialization in Nigeria.

The impacts of industrialization on socio-economic development in Rivers State

Research Question Two examined the impacts of industrialization on socio-economic development in Rivers State. The result found that industrialization has not improved the socio-economic development of Rivers people, this because industrialization has failed to enhance self-reliance and reduce unemployment; reduce poverty; improve the living standard of people; increased individual wealth; enhance skill manpower; and create enabling environment for individual petty-businesses. This can be attest to table 6, which revealed that the majority of respondents representing the Grand Mean of 2.29 and Standard Deviation 0.75 disagree and strongly disagree respectively that industrialization has improved the socio-economic development of Rivers people by enhancing self-reliance and

reduce unemployment; reducing poverty; improving the living standard of people; increasing individual wealth; enhancing skill manpower; and creating enabling environment for individual petty-businesses. This finding is in consonant with empirical studies of Wilfred (2022) investigate the effect of industrialization on socio-economic development in Lagos State. The study discovered that industrialization has not improved the socio-economic development of Lagos people, this because industrialization has failed to enhance self-reliance and reduce unemployment; reduce poverty; improve the living standard of people; increase individual wealth; enhance skill manpower; and create enabling environment for individual petty-businesses.

The constraints affecting industrialization towards improving socio-economic development in Rivers State

Research Question Three examined the constraints affecting industrialization towards improving socio-economic development in Rivers State. It was identified that government policies, insecurity, lack of finance/capital, multiple government taxations, lack of infrastructure and incessant power outages and lack of enabling environment are the constraints affecting industrialization towards improving socio-economic development in Rivers State. This can be attest to table 7, which revealed that the majority of respondents representing the Grand Mean of 3.18 and Standard Deviation 0.87 strongly agree and agree respectively that government policies, insecurity, lack of finance/capital, multiple government taxations and lack of infrastructure; and incessant power outages are the constraints affecting industrialization towards improving socio-economic development in Rivers State. This finding is in synergy with Umaru (2020) examined the constraints affecting industrialization in Nigeria. The study discovered that

government policies, insecurity, lack of finance/capital, multiple government taxations and Lack of infrastructure; incessant power outages; and lack of enabling environment are the constraints affecting industrialization in Nigeria. Similarly, Barigbon and Idoniboye-Obu (2022) noted that infrastructure is the wheel or fulcrum of industrialization, and as such any economic diversification towards industrialization requires investment in infrastructure. However, the current infrastructure base in Nigeria is grossly inadequate in terms of capacity and quality and is not capable of catering for the anticipated industrial development.

The recommended ways of making industrialization to improve socio-economic development in Rivers State

Research Question Four examined the recommended ways of making industrialization to improve socio-economic development in Rivers State. The result found that the recommended ways of making industrialization to improve socio-economic development in Rivers State are adequate government policies and provision of infrastructural development, adequate security for industries, adequate finance/capital, reduction in taxations, adequate manpower skill, and adequate power supply. This can be attest to table 8, which revealed that the majority of respondents representing the Grand Mean of 3.15 and Standard Deviation 0.77 strongly agree and agree respectively that adequate government policies and provision of infrastructural development, adequate security for industries, adequate finance/capital, reduction in taxations, adequate enabling environment, and adequate power supply are recommended ways of making industrialization to improve socio-economic development in Rivers State. This finding is in consonant with empirical studies of Ikyoive (2019), examined the possible ways of improving industrialization in Nigeria. The study discovered that adequate government

policies, adequate security for industries, adequate finance/capital, adequate government taxations, adequate manpower skill, and adequate power supply are the recommended ways of improving industrialization in Nigeria.

Conclusion

Industrialization is a major factor in economic growth and socio-economic development of any nation. It was observed from the study that manufacturing, mining, agriculture, entertainment, financial service, communication and transportation are the nature of industrialization in Rivers State. It was also discovered that industrialization has failed to improve the socio-economic development of Rivers people by enhancing self-reliance and reducing unemployment; reducing poverty; improving the living standard of people; increasing individual wealth; enhancing skill manpower; and creating enabling environment for individual petty-business owners. However government policies, insecurity, lack of finance/capital, multiple government taxations; lack of infrastructure and incessant power outages; and lack of enabling environment are the impediments affecting industrialization towards improving socio-economic development in Rivers State.

Recommendations

Based on the above findings, the following recommendations are made.

- ✓ Rivers State Government should deploys security agencies to big and small industries (rural and urban areas) across the state. This will reduce insecurity and contribute to the growth of the economy and socio-economic development of the people in the state.
- ✓ Rivers State Government should encourage innovation through entrepreneurship by expanding the range of financing instruments available to SMEs and entrepreneurs to enable the

management of industries to continue their role in investment and innovation that will facilitate economic growth and adequate development of the people of the state.

- ✓ Rivers State Government should create an enabling business environment for the industrialization base that is required to diversify its economy and improving development of the people by reducing unemployment and poverty in the state.

- ✓ Federal and state government should reduce the multiple taxations levied on industries in Rivers State. Adequate reduction of multiple taxations will enable the industries to operate effectively, thereby improving the socio-economic development of the people in the state.

- ✓ Rivers State Government should provide adequate electrical power supply to all industries operating in the state. Adequate electrical power supply will solve the issues arising incessant power outages in the state.

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Ethical Leadership in Corporate Governance: Promoting Professionalism in Educational Management

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Abstract

The study theoretically investigated how ethical leadership in corporate governance promotes professionalism in educational management. The objective of the study was to theoretically investigate the concept of ethical leadership; discuss the concept of corporate governance; discuss the concept of professionalism in educational management, and; investigate how ethical leadership in corporate governance promotes professionalism in educational management. Secondary data, i.e review of relevant literature, were used in the study. Hence, scholarly materials such as journals, books, internet and other published materials related to the subject matter written by different authors on the subject matter were tapped from. The study was anchored on Ethical Leadership Theory, primarily developed by scholars Michael E. Brown and Linda K. Treviño in the early 2000s. Based on the review of relevant literature and discussions carried out, the study showed that ethical leadership in corporate governance enhances professional in educational management. As a result, the study concluded that ethical leadership in corporate governance profoundly influences professionalism in educational management by setting high standards for integrity, transparency, and accountability that resonate throughout educational institutions. Among others, the study recommended that educational institutions should establish and enforce detailed ethical policies and codes of conduct that align with corporate governance best practices, thereby ensuring that all staff members understand and adhere to high standards of professionalism and integrity.

Keywords: Ethical Leadership, Corporate Governance, Professionalism, and Educational Management

Introduction

The role of ethical leadership in corporate governance has garnered significant attention in recent years as organizations seek to navigate complex ethical landscapes and ensure effective management practices. At its core, ethical leadership involves guiding an organization with principles of integrity, transparency, and accountability, which are crucial in fostering an ethical culture and

enhancing organizational performance (Moe & Henkin, 2020). Tricker (2015) looks at corporate governance as "the system of rules, practices, and processes by which a firm is directed and controlled, focusing on the relationship between the company's management, its board, its shareholders, and other stakeholders." In the realm of educational management, the integration of

ethical leadership principles is increasingly recognized as a vital component for promoting professionalism and achieving educational excellence. The emphasis on ethical behavior and governance structures in corporate settings provides valuable insights into how similar principles can be applied to educational institutions to improve management practices and uphold high standards of professionalism (Day *et al.*, 2016). By drawing on best practices from corporate governance, educational leaders can create environments that are not only more effective but also more aligned with ethical norms and values.

Historically, the concept of professionalism in educational management has evolved from a focus solely on technical skills and knowledge to a broader understanding that includes ethical conduct and leadership practices. Educational institutions are now expected to adhere to high standards of ethical behavior, similar to those found in corporate settings, to foster a culture of integrity and accountability (Bush & Glover, 2016). This evolution reflects a growing recognition of the importance of ethical leadership in shaping organizational culture and enhancing professional practices. By incorporating ethical governance frameworks and leadership principles, educational managers can establish a foundation for promoting professionalism, improving decision-making processes, and addressing ethical dilemmas effectively (Fullan, 2001).

The intersection of ethical leadership and educational management highlights several key areas where corporate governance principles can influence educational practices. For instance, the adoption of ethical leadership practices in educational institutions can lead to more transparent decision-making processes, enhanced accountability, and a stronger commitment to

ethical standards (Morris & Leung, 2010). These practices are crucial for creating a positive school climate, where educators and administrators are held to high standards of professionalism and ethical conduct. The application of corporate governance principles, such as the establishment of clear policies and effective oversight mechanisms, can significantly impact the quality of leadership and management in educational settings (Tricker, 2019).

In spite of the known benefits of integrating ethical leadership principles from corporate governance into educational management, there remains a significant gap in understanding how these principles can be effectively implemented in practice. The challenge lies in adapting corporate governance frameworks to the unique context of educational institutions while ensuring that ethical standards are consistently applied and maintained. Additionally, there is a need to explore how ethical leadership can influence various aspects of educational management, including policy development, staff development, and organizational culture (Leithwood *et al.*, 2019; Robinson *et al.*, 2020; Schaubroeck *et al.*, 2012). This study aims to address these gaps by examining how ethical leadership in corporate governance can be leveraged to promote professionalism in educational management, identify effective strategies for implementation, and assess the impact of these practices on educational outcomes. The findings will contribute to a deeper understanding of the relationship between ethical leadership and professionalism in educational settings, providing valuable insights for policymakers, educational leaders, and researchers alike.

Aim and Objectives of the Study

The aim of the paper was to theoretically investigate how ethical leadership in corporate governance promotes

professionalism in educational management. The study specifically intended to:

1. investigate the concept of ethical leadership.
2. discuss the concept of corporate governance.
3. discuss the concept of professionalism in educational management.
4. investigate how ethical leadership in corporate governance promotes professionalism in educational management.

Theoretical Framework

This study is built on the Ethical Leadership Theory. Ethical Leadership Theory, primarily developed by scholars Michael E. Brown and Linda K. Treviño in the early 2000s, centers on the idea that leaders who consistently demonstrate ethical behavior positively influence their followers and create an ethical organizational culture (Brown & Treviño, 2006). This theory asserts that ethical leaders are crucial for fostering an environment where moral values such as fairness, integrity, and accountability are prioritized. This theory posits that ethical leadership not only drives individual behavior but also shapes the overall ethical climate of an organization, thereby contributing to its long-term success and sustainability (Brown & Treviño, 2006). The core assumptions of Ethical Leadership Theory include the belief that:

- i. leaders' behaviors and actions serve as role models for their followers;
- ii. ethical leaders promote a culture of ethical behavior and decision-making within the organization, and;
- iii. such leaders enhance organizational outcomes by aligning practices with ethical standards.

By way of justification of this theory on this paper, the theory emphasizes the role of leaders in shaping an ethical organizational

culture and promoting integrity within educational institutions. According to Brown and Treviño (2006), ethical leaders set a standard of behavior that influences the entire organization, fostering an environment where ethical practices are prioritized and modeled. This is crucial in educational management, where leaders' adherence to ethical standards not only enhances professionalism but also builds trust and credibility among stakeholders. By exemplifying ethical conduct and decision-making, leaders can drive systemic changes that promote fairness and accountability, thereby improving the overall educational environment (Brown & Treviño, 2006; Treviño & Nelson, 2017). This theory justifies the need for ethical leadership in corporate governance by illustrating how ethical leaders can establish a strong ethical foundation, align organizational practices with moral values, and ensure that educational management upholds the highest standards of professionalism.

The Concept of Ethical Leadership

Ethical leadership is a concept that emphasizes the importance of leaders acting with integrity, fairness, and respect in their professional roles. One definition of ethical leadership is provided by Brown and Treviño (2006), who describe it as leadership that is directed by respect for ethical beliefs and values and for the dignity and rights of others. This type of leadership involves setting a moral example for others to follow and making decisions based on ethical principles rather than personal gain or convenience. Leaders who embody ethical leadership are characterized by their commitment to ethical behavior, which influences their decisions and interactions with others, thereby fostering an organizational culture rooted in trust and integrity (Brown & Treviño, 2006). This definition highlights the role of ethical

leaders in promoting an ethical climate and ensuring that organizational practices align with moral values.

Another definition of ethical leadership comes from Northouse (2018), who defines it as a leadership approach that involves being honest, fair, and consistent in one's actions, and making decisions based on ethical considerations. According to Northouse, ethical leadership is not only about adhering to ethical principles but also about actively promoting ethical standards within an organization. This involves creating an environment where ethical behavior is encouraged and unethical practices are actively addressed. Ethical leaders are expected to model ethical behavior, hold themselves and others accountable, and ensure that their leadership practices align with the values and standards of the organization (Northouse, 2018). This definition underscores the proactive role that ethical leaders play in cultivating a culture of ethical behavior and accountability.

The concept of ethical leadership extends beyond merely adhering to ethical standards; it involves actively shaping the ethical culture of an organization. Ethical leaders are crucial in setting a tone at the top that emphasizes the importance of integrity and ethical behavior. They influence organizational culture by embodying ethical values, making principled decisions, and holding themselves and others accountable for their actions (Eisenbeiss, 2012). By creating an environment where ethical behavior is recognized and rewarded, ethical leaders can foster a culture where employees feel empowered to act ethically and report unethical behavior without fear of retaliation. This influence is vital for maintaining trust and credibility within the organization and for ensuring that ethical standards are upheld consistently.

Furthermore, ethical leadership is closely linked to the overall effectiveness and success of an organization. Leaders who demonstrate ethical behavior contribute to a positive organizational climate, which can enhance employee satisfaction, engagement, and productivity (Schein, 2010). By promoting ethical practices, leaders can also mitigate risks associated with unethical behavior, such as legal issues and reputational damage. The integration of ethical principles into leadership practices helps organizations build long-term success and sustainability by aligning their operations with societal expectations and legal requirements (Treviño & Nelson, 2017). This alignment not only benefits the organization but also contributes to broader social and ethical outcomes.

In summary, ethical leadership encompasses both the personal commitment of leaders to uphold ethical principles and their proactive role in fostering an ethical organizational culture. By defining ethical leadership through its focus on moral behavior and ethical decision-making, it becomes clear that such leadership is essential for promoting integrity, trust, and professionalism within organizations. As ethical leaders model appropriate behavior and create environments that support ethical practices, they contribute significantly to the success and ethical standing of their organizations.

The Concept of Corporate Governance

Corporate governance is a critical concept in the realm of business and management, focusing on the systems and processes through which organizations are directed and controlled. One foundational definition of corporate governance is provided by the Organization for Economic Co-operation and Development (OECD), which describes it as

"the system by which companies are directed and controlled" (OECD, 2015). This definition emphasizes the framework of rules, practices, and processes that ensure accountability, fairness, and transparency in an organization's relationship with its stakeholders, including shareholders, management, customers, and the community. The OECD's perspective underscores the importance of structured governance mechanisms in promoting effective decision-making and safeguarding stakeholder interests.

Mallin (2019) expands on the concept of corporate governance by describing corporate governance as "a set of processes, customs, policies, laws, and institutions affecting the way a corporation is directed, administered, or controlled." This definition broadens the scope of corporate governance to include a variety of elements that contribute to effective oversight and management of an organization. Mallin's definition highlights the comprehensive nature of corporate governance, which integrates legal, regulatory, and institutional frameworks that guide corporate behavior and ensure adherence to ethical standards (Mallin, 2019). By including these diverse elements, the definition reflects the complexity and importance of governance in achieving corporate accountability and performance.

The general discussion of corporate governance emphasizes its role in enhancing organizational transparency, accountability, and ethical behavior. Effective corporate governance structures are essential for mitigating risks, preventing fraud, and ensuring that organizations operate in a manner that is consistent with legal and ethical standards (Shleifer & Vishny, 1997). Good governance practices help to build trust with stakeholders, improve decision-making

processes, and contribute to the long-term sustainability of the organization. The implementation of robust governance frameworks can lead to better financial performance, increased investor confidence, and a stronger reputation in the market (Heath & Norman, 2004).

Moreover, corporate governance is crucial in addressing the complexities of modern business environments, including regulatory changes, global competition, and evolving stakeholder expectations. As organizations face increasing scrutiny from regulators, investors, and the public, the need for effective governance practices becomes more pronounced. Governance structures must adapt to these changes by incorporating best practices, such as board diversity, independent oversight, and effective risk management strategies, to ensure that organizations remain resilient and responsive to external pressures (Solomon, 2017). By continuously evolving and improving governance practices, organizations can better navigate challenges and capitalize on opportunities for growth and innovation.

Conclusively, the concept of corporate governance encompasses a range of definitions and practices that collectively contribute to the effective management and oversight of organizations. Definitions by the OECD, Tricker, and Mallin provide valuable insights into the various aspects of governance, including its systems, processes, and stakeholder relationships. The general discussion highlights the importance of corporate governance in promoting transparency, accountability, and ethical behavior, and underscores the need for organizations to adapt their governance practices to meet evolving challenges and expectations.

The Concept of Professionalism in Educational Management

Professionalism in educational management is a multifaceted concept that encompasses the behaviors, skills, and standards expected of educational leaders and administrators. MacBeath (2006) describes professionalism in educational management as "the application of a set of ethical principles and standards to the practice of leadership and management in educational settings." This definition highlights that professionalism involves not only adhering to ethical norms but also applying these principles to decision-making and leadership practices within educational institutions. It emphasizes the role of ethical behavior, integrity, and commitment to the educational mission in defining what it means to be a professional in this field (MacBeath, 2006). Professionalism in educational management thus requires leaders to uphold high standards of conduct while navigating the complexities of educational administration.

Day and Sachs (2004) who characterize professionalism in educational management as "a commitment to continuous improvement, reflective practice, and the pursuit of excellence in teaching and leadership." This definition underscores the dynamic nature of professionalism, emphasizing that it involves ongoing personal and professional development, as well as a dedication to enhancing educational practices and outcomes. According to Day and Sachs, professionalism is not static but evolves as educational leaders engage in reflective practice and strive for excellence in their roles. This approach to professionalism highlights the importance of adaptability, self-improvement, and a proactive stance towards enhancing the quality of education (Day & Sachs, 2004).

Hargreaves (2003) expands on the concept by defining professionalism in educational

management as "the collective responsibility of educators to create a supportive and collaborative environment that fosters professional growth and student achievement." Hargreaves emphasizes that professionalism extends beyond individual conduct to include the collaborative efforts of educational teams in promoting a positive school culture and improving educational outcomes. This definition highlights the relational aspect of professionalism, where educators work together to support each other and contribute to a shared vision of educational excellence (Hargreaves, 2003). The emphasis on collaboration and collective responsibility reflects the importance of building a professional community within educational institutions.

The general discussion of professionalism in educational management highlights its critical role in shaping effective and ethical leadership within educational settings. Professionalism involves not only adhering to ethical standards but also engaging in practices that support continuous improvement and collaborative efforts among educators (Sachs, 2003). Professional educational leaders are expected to model high standards of behavior, demonstrate a commitment to their own professional development, and foster a culture of excellence and collaboration within their schools (Bezzina, 2006). By upholding these principles, educational managers can effectively address challenges, drive improvements, and contribute to the overall success of their institutions.

Moreover, professionalism in educational management has significant implications for the quality of education and organizational performance. Leaders who embody professionalism contribute to a positive school climate, enhanced teacher performance, and improved student outcomes (Fullan, 2001). Professionalism supports the

development of effective policies and practices that address the needs of students and staff, ensuring that educational institutions operate efficiently and ethically. As educational environments become increasingly complex, the role of professionalism in guiding leadership practices and fostering a supportive educational community becomes even more crucial (Leithwood & Riehl, 2003).

Wrapping this up, the concept of professionalism in educational management encompasses various definitions and dimensions, including ethical behavior, continuous improvement, and collaborative responsibility. Definitions provided by MacBeath, Day and Sachs, and Hargreaves highlight different aspects of professionalism, from individual conduct to collective efforts in enhancing educational practices. The general discussion underscores the importance of professionalism in shaping effective leadership, improving organizational performance, and supporting educational excellence.

Ethical Leadership in Corporate Governance: Promoting Professionalism in Educational Management

Ethical leadership in corporate governance serves as a beacon for establishing high standards of conduct within organizations, including educational institutions. At its core, ethical leadership involves the commitment to ethical principles such as integrity, transparency, and accountability, which can significantly influence the culture and operations of educational management (Trevino & Nelson, 2020). By adhering to these principles, leaders in education can model exemplary behavior that promotes professionalism among staff and creates an environment where ethical practices are the norm. When educational managers adopt ethical governance practices, they foster a

culture where ethical behavior is valued and encouraged, leading to improved organizational performance and enhanced trust among stakeholders (Mason & Simmons, 2013).

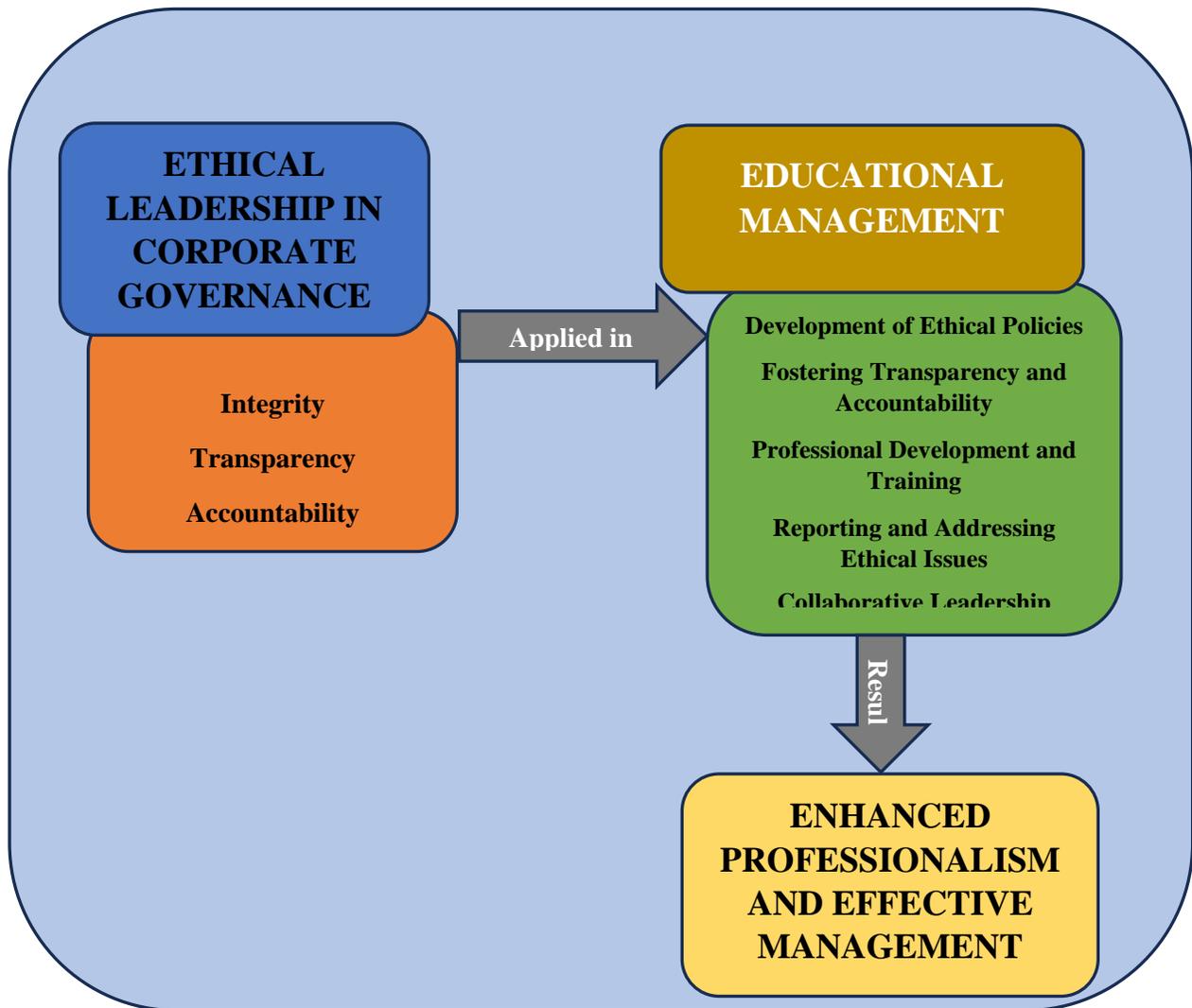
A profound impact of ethical leadership on educational management is its role in shaping the behaviors and attitudes of educational professionals. Ethical leaders in corporate governance set a precedent for how decisions should be made and how conflicts of interest should be managed. This sets a clear standard for educational managers, who are then inspired to align their practices with these ethical standards (De Hoogh & Den Hartog, 2008). For example, when educational leaders emphasize the importance of fairness and transparency in their decision-making processes, they encourage teachers and staff to adopt similar values, thereby fostering a professional environment where ethical behavior is consistently practiced and recognized (Yukl, 2013). This alignment between leadership actions and staff behavior is crucial for maintaining high standards of professionalism in educational settings.

Moreover, ethical leadership in corporate governance can enhance the professionalism of educational management through the implementation of effective governance structures. According to Roberts et al. (2005), strong governance frameworks are essential for ensuring that organizational practices are aligned with ethical standards. In the context of education, this translates to the establishment of clear policies and procedures that govern various aspects of school administration, from financial management to personnel decisions. Ethical leaders who champion the development and enforcement of these governance structures contribute to a more organized and accountable educational environment. By promoting adherence to these frameworks, educational leaders can help ensure that professional standards are maintained and

that ethical lapses are promptly addressed (Kaptein, 2011).

Additionally, ethical leadership fosters an environment where continuous professional development is valued and supported. Leaders who prioritize ethical conduct often emphasize the importance of ongoing learning and improvement. This focus on development can lead to enhanced professional practices among educators. For instance, ethical leaders in corporate governance are known for advocating for training and development programs that reinforce ethical behavior and professional skills (Schilling & Kluge, 2009). By supporting and investing in the professional growth of educational staff, leaders can help ensure that educators are well-equipped to meet the challenges of their roles while adhering to high standards of professionalism (Morris & Leung, 2010).

Summarily, the integration of ethical leadership principles from corporate governance into educational management can significantly promote professionalism. Ethical leaders set high standards for behavior and decision-making, influence the professional conduct of educational staff, and establish robust governance frameworks that support ethical practices. Furthermore, by advocating for continuous professional development, ethical leaders help ensure that educators remain committed to their roles and responsibilities. Ultimately, the principles of ethical leadership not only enhance the professionalism of educational management but also contribute to a more effective and ethically sound educational environment. In addition, this study is modeled in the graphical representation below, followed by its explanations:



The diagram above is explained thus:

Ethical Leadership in Corporate Governance: This is the foundational element of the model. Ethical leadership in corporate governance is characterized by principles such as integrity, transparency, and accountability. These principles guide leaders in making ethical decisions and establishing a strong ethical culture within their organizations (Brown & Treviño, 2006).

Application in Educational Management:

The ethical leadership principles are then applied to educational management settings. This application includes several key practices:

Development of Ethical Policies: Establishing clear policies and codes of conduct that reflect ethical standards and guide professional behavior within educational

institutions (Schaubroeck *et al.*, 2012).

Fostering Transparency and Accountability: Ensuring that decision-making processes and institutional operations are open and accountable to all stakeholders, thereby building trust and promoting ethical behavior (Tricker, 2019).

Professional Development and Training: Providing ongoing training and development opportunities that reinforce ethical behavior and professional standards among educational staff (Leithwood *et al.*, 2019).

Reporting and Addressing Ethical Issues: Creating systems for confidentially reporting and effectively addressing ethical concerns and breaches within the institution (Moe & Henkin, 2020).

Collaborative Leadership: Encouraging a leadership style that involves all levels of staff in ethical decision-making and fostering a shared commitment to ethical standards (Robinson *et al.*, 2020).

Enhanced Professionalism and Effective Management: The ultimate outcome of applying ethical leadership principles in educational management is the enhancement of professionalism and improvement in management effectiveness. This includes a stronger commitment to ethical practices, improved organizational performance, and a positive educational environment that supports high standards of conduct (Day *et al.*, 2016).

This model illustrates the process by which ethical leadership in corporate governance can be effectively translated into practices that promote professionalism in educational

management, leading to overall improvement in institutional performance and integrity.

Conclusion

Through extant literature review and discussions carried out, the study has theoretically shown that ethical leadership in corporate governance enhances professionalism in educational management. In conclusion, ethical leadership in corporate governance profoundly influences professionalism in educational management by setting high standards for integrity, transparency, and accountability that resonate throughout educational institutions. By embodying ethical principles, leaders create a culture of trust and ethical behavior, which enhances the professionalism of educational staff and promotes a more effective and ethical environment. The commitment to ethical decision-making and robust governance frameworks established by leaders not only fosters a professional atmosphere but also supports continuous professional development, thereby equipping educators to meet their roles with competence and ethical rigor. Ultimately, the integration of ethical leadership principles from corporate governance into educational management serves as a catalyst for promoting professionalism, ensuring that educational institutions operate with integrity and excellence, and contributing to their overall success and credibility. This alignment of ethical leadership with educational management practices underscores the vital role of ethical behavior in advancing the quality and effectiveness of education.

Recommendations

1. Educational institutions should establish and enforce detailed ethical policies and codes of conduct that align with corporate governance best practices, thereby ensuring that all staff members understand and adhere

- to high standards of professionalism and integrity.
2. Educational institutions should invest in regular professional development and ethics training for their staff, as this is crucial for reinforcing ethical standards and promoting professionalism.
 3. Educational leaders should create and maintain confidential channels for reporting unethical behavior or governance issues, hence,

- maintaining high standards of professionalism and accountability.
4. Educational institutions should encourage collaborative leadership practices that involve all levels of staff in shaping the institution's ethical culture and governance practices, as this can build a stronger professional community that upholds high standards of integrity and excellence.

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Salesforce Motivation and Customer Buying Behavior of Food and Beverages Firms in Port Harcourt

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Abstract:

The study investigated salesforce motivation and customer buying behavior of food and beverages firms in Port Harcourt. The main objective of the study is to examine the relationship between salesforce motivation and customer buying behavior of food and beverages firms in Port Harcourt. The population of the study comprised of all the registered 21 food and beverages firms in Port Harcourt. The sample size was determined using the Taro Yamen's formula. A well-structured questionnaire was used to elicit data from the respondents. The data collected were analyzed statistically while the Pearson Correlation Coefficient was used to test the formulated hypotheses. The SPSS 22.0 version was used to correlate the data on the study variables. The result revealed that there was a significant positive relationship between non-monetary incentive and customer intention, of food and beverages firms in Port Harcourt. A significant positive relationship was revealed between non-monetary and brand choice. Based on the findings, it was concluded that salesforce motivation positively moderate customer buying behavior of food and beverages firms in Port Harcourt. It was recommend that managers in food and beverages firms should appraise their workers and promote those that work well as this would motivate others to improve their sales performance.

Keywords: Salesforce motivation, customer buying behavior, brand choice, customer intention,

Introduction

In food and beverages firms, sales persons have to deal with so many pressures (Akanbi, 2011). Making the sales on daily bases is not an easy task. Salespersons spend a lot of time on calling customers and travelling. They feel detached from their companies as mostly they are engaged in off office works and disconnected from so many supports from their peers. Asl, Nazari, and Raadabadi (2015) assert that salespeople need more motivation as compared to other jobs and incentives is a prime factor for their motivation. Designing compensation plans for salesforce is important for motivating workers' performance and ensuring long term profitability of the company (Adeleye,

Adegbite & Aderemi, 2014). Certain sectors such as food and beverages firms, manufacturing firms, and automobile firms are considered to rely heavily on personal selling skill which requires efforts of individual sale people (Aminu, 2011). Without effective motivation strategies, achieving organizational performance may be a challenging task to both small and large organizations (Fatima, 2017). Compensation is the most important factor influencing motivation of the salesforce (Howard 2012). Jain and Kaur (2014) affirm that the most important predictors of salesforce motivation in the marketing and sales management literature involves: the aptitude or ability of the salesman, financial

compensation and incentives, psychological incentives and organizational and managerial factors. Subsequently, Jeserem (2015) acknowledges that compensation on salesforce motivation is determined by monetary rewards which are measured in terms of financial gains such as salary and wages while non-monetary rewards which are measured in terms of non-financial gains such as recognition, promotion, trainings and delegation.

Salesforce motivation is defined as the inspiration and encouraging a salesperson intrinsically to stimulate his/her interest to do work and motivated to achieve sales goals. Jeserem (2015) regards motivation is the process that produces goal-directed behavior in an individual and direct it toward the attainment of organizational goals (Gitahi, 2014). Motivation consists of three elements - need, drive and goal. Satisfaction of the need in the individual cuts off the drive in him to work toward satisfaction of the need (Gunter, 2011). The effectiveness of the sales force plays a crucial role in the success and growth of an organization. In order to attain the goals of the organization, it is essential that the sales force is highly motivated (Adeleye, 2014). Fatima (2017) affirms that motivation in the sales function refers to the amount of effort a salesperson is willing to expend in the selling job. While some salespersons are self-motivated, there are others who need to be motivated to perform. Sales

managers can take various measures to motivate the sales force and boost its productivity. These measures can be in the form of sales quotas, sales contests, well designed compensation plans and reward systems (Akinyi, 2015). Sales representatives of companies may be motivated to perform effectively if the company has a reasonable compensation policy and vice versa (Adeleye et al., 2014). Sales volume of companies and maximization of profits is likely to increase if appropriate motivation approaches are used by companies.

Research Questions

The following research questions were raised to guide the study.

- i. To what extent does non-monetary incentive relate with customer intention?
- ii. To what extent does non-monetary incentive relate with brand choice?

Research Hypothesis

The following null hypotheses are postulated and statistically tested.

Ho₁: There is no significant relationship between non-monetary incentive and customer intention of food in beverages firms in Port Harcourt.

Ho₂: There is no significant relationship between non-monetary incentive and brand choice of food in beverages firms in Port Harcourt.

Conceptual Framework

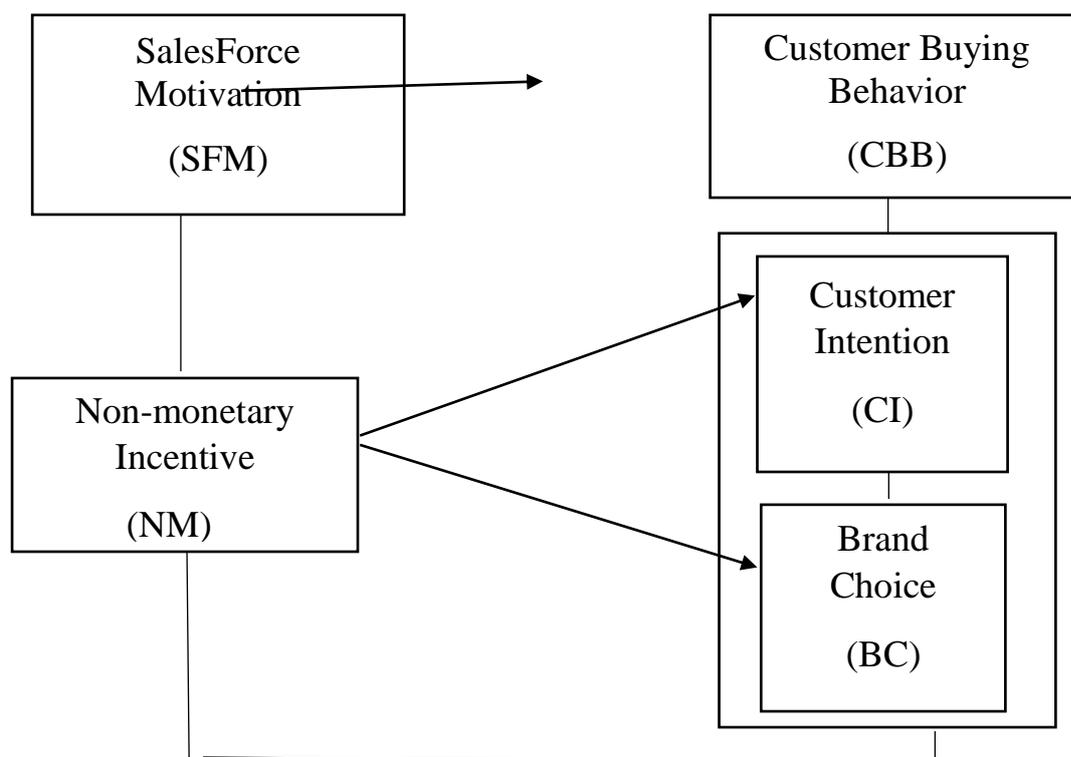


Figure 1:1 Conceptual Framework of Salesforce motivation and customer buying behavior of food and beverages firms in Port Harcourt.

Source: Akintayo (2016), Kotler (1996), Igani (2024).

Literature Review

Conceptual Review

Conceptual review here entails the conceptualization of the study constructs, the different proponents and the philosophies behind them. The respective dimensions of the independent variable and the latent measures of the dependent variable are equally explained.

Concept of Salesforce Motivation

Salesforce motivation is to empower businesses and organizations to connect with their customers, partners, employees, and stakeholders in a meaningful and effective way. They provide a comprehensive suite of cloud-based streamline their operations, automate processes, and gain valuable insights from their data. Salesforce's ultimate goal is to

help businesses build stronger relationship with their customers, drive growth, and achieve success in the digital age.

Importance of Salesforce Motivation

Salesforce motivation is crucial in food and beverages firms for several reasons:

1. Increased Sales: motivated sales teams are more likely to achieve and exceed their targets. When sales representatives are motivated, they are more proactive in identifying and pursuing new business opportunities, resulting in increased sales for the company or firms.
2. Customer's satisfaction: motivated sales teams are more likely to go the extra mile to ensure customer

satisfaction. They are more attentive to customer needs, provide better service, and build stronger relationship with clients. This leads to higher customer retention rates and positive word-of-mouth (Referrals).

3. **Productivity Improvement:** Motivated sales teams are more productive and efficient in their work. They are focused, goal-oriented, and have a sense of urgency in completing tasks. This leads to better time management, improved workflow, and ultimately higher productivity level.
4. **Innovation and Creativity:** Motivated sales team are more likely to think outside the box and come up with innovative solution to challenges. They are more open to trying new strategies and approaches, which can lead to new ideas for product development, marketing campaigns, and business growth.
5. **Employee Retention:** A motivated sales team is more likely to stay with the company for the long term. When employees feel motivated and valued, they are more likely to be loyal to the organizations, this reduces turnover rates, saves recruitment and training costs, and ensures continuity in sales operations.
6. **Positive Company Culture:** Motivated sales teams contribute to a positive company culture. Their enthusiasm and drive can be contagious, inspiring other employees to perform at their best. This creates a positive work environment, fosters teamwork, and enhances overall company morale.

Salesforce motivation is essential in food and beverages firms as it leads to increased sales, improved customer satisfaction, higher productivity, innovation, employee retention, and a positive company culture.

Non-Monetary Incentive

Non-monetary incentive are rewards or benefits that do not involve direct financial compensation. They are used by firms to motivate and engage employees, and customers, as well as to recognize and reward their contributions. Examples of non-monetary incentives include flexible work hours, opportunities for career advancement, recommendations, appreciations, appraisers, and a positive work environment. This incentive can be effective in boosting employee and customer morale, productivity, repeat purchases, customer and job satisfactions.

Important of Non-monetary incentive in food and beverages firms

Non-monetary incentive plays a crucial role in foods and beverages firms for several reasons:

1. **Employee motivation:** Non-monetary incentives can boost employee morale and motivation. By recognizing and rewarding employees' hard work and achievements, they feel valued and appreciated, leading to increased job satisfaction and productivity.
2. **Retention and loyalty:** Offering non-monetary incentives such as flexible work hours, career development opportunities, and work-life balance initiatives can help retain talented employees. When employee feel that their needs and aspirations are being addressed, they are more likely to stay with the company for the long term.
3. **Teamwork and collaboration:** Non-monetary incentive can foster a sense of teamwork and collaboration among employees. For example, organizing team-building activities or recognizing outstanding team performance encourages employees to work together, share knowledge. And

support each other, leading to improve overall performance.

4. Employee engagement: Non-monetary incentive can enhance employee engagement by creating a positive work environment. Activities like employee recognition programs, wellness initiatives, and social events can make employees feel more connected to the company and its culture.
5. Innovation and creativity: Non-monetary incentives can stimulate innovation and creativity among employees. Offering rewards for innovative ideas or providing opportunities for employees feel motivated and valued, they are more likely to be loyal to the organization. This reduces turnover rates, saves recruitment and training costs and ensures continuity in sales operations.
6. Positive company culture: Motivated sales teams contribute to a positive company culture. Their enthusiasm and drive can be contagious, inspiring other employees to perform at their best. This creates a positive work environment, fosters teamwork.

Customer Buying Behavior

When it comes to consumer buying behavior, it's a relatively young subject of research. Market conditions have shifted from seller to buyer. As a result, manufacturers' emphasis has shifted from products to consumers and they are now paying close attention to how consumers behave. Consumer-oriented marketing has led in the development of buyer behavior as a separate discipline from marketing itself. It is clear that consumers are taken seriously, as seen by increasing levels of consumer protection and regulation. Marketers have a difficult challenge

because of the diversity of human behavior. Consequently, the necessity for marketers to learn more about consumer buying behavior arose. As a result, marketers were able to use this information to predict future consumer behavior and construct four marketing tactics in order to build a long-term client connection.

Marketers have always been quite interested in consumer behavior. What exactly motivates consumers to make purchases is usually determined by their buying behavior. Numerous researches on consumer buying behavior have been conducted, including the one stated above. Understanding consumer behavior aids marketers in better understanding how consumers choose among many options, including goods, brands, and the like, as well as how they are impacted by their surroundings, reference groups, families, salespeople, and other factors. The marketer may create a product that will appeal to consumers by having a grasp of how people make their decisions. Two of the most important inquiries a marketer must address in relation to consumer behavior are: How do prospective buyers decide which products to buy? What aspects and how do they affect their decision-making?

The study of how individuals select, get, use, and dispose of things, experiences, ideas, and services to suit their needs, as well as the repercussions these actions have on the consumer and society, is known as consumer behavior. Behavior of buying products by individuals and families for their personal consumption. Consumer behavior, in the words of Anderson and Golden (1984), entails the psychological procedures that consumers go through when they identify their wants, seek for solutions to those needs, decide what to buy, evaluate information, develop plans, and carry out those plans. Consumer buying behavior is a culmination of the

user's preferences, views, goals, and decisions on the consumers response.

in the market when buying a product. Anthropology, psychology, sociology, and economics are the social science fields with the most to gain by studying consumer behavior. According to Schiffman and Kanuk (1997), "consumer behavior" is defined as "The behavior that consumers display in search of obtaining, using, assessing and rejecting products, services and ideas. When it comes to consuming products, consumer behavior is all about the decisions that people and families make when it comes to how they use their resources. "Marketers have always been quite interested in customers' purchasing behavior" (Gangwar , Rashi 2014).

Customer Intention

Customer intention refers to the underlying motivation or purpose that drives a customer's actions or behavior when interacting with a business or making a purchase. It can include various goals or intention such as:

1. **Information Gathering:** Customer may seek information about a product or service to make an informed decision before purchasing.
2. **Purchase Intent:** Customer may have the intention to buy a specific product or service.
3. **Support or Assistance:** Customers may need help or support with a product, service, or issue they are facing.
4. **Comparison Shopping:** Customer may be researching and comparing different options before making a purchase decision.
5. **Feedback or Complaint:** Customer may have the intention to provide feedback or raise a complaint about a product, service, or their overall experience.

Understanding customer intention is important for business as it helps them tailor their marketing strategies, customer service, and overall business approach to meet the specific needs and expectations of their customers.

Customer's intention depends on the value obtained in their previous transactions. "Knowledge of the customer's segment to serve, its needs and wants how to get it done better and faster than competitors becomes an imperative task to carry out. Customers evaluate future purchase intentions based on the value obtained from previous contacts with relationship benefits being a proxy for expectations of future benefits. The measures of repurchase intention are usually obtained from surveys of current customers assessing their tendency to purchase the same brand, same product/service, from the same firm. Cronin et al., (2000) has treated "behavioral intentions" and "repurchase intention" and as synonymous constructs. Ranaweera and Prabhu (2003) defined "future behavioral intentions" as the future propensity of a customer to continue or to stay with their service provider, while some researchers have used the term "customer intention" to describe the construct with this definition. Customer purchase intention is the individual's judgment about repeating purchase again in the same firm. The reason why customers decide to choose the same service provider and purchase the same service is on the basis of their past experiences. Repurchase intention involves an individual's judgment about the same firm that satisfies its needs and an evaluation of current service situation. Fornell (2007) suggested that customers intention is essentially the most important concept of in marketing. It is the core concept of customer loyalty which is generally considered to be one of the best measurements of customer constancy and it is one of the ways to examine buyer loyalty behavior. An extensive review of past literature from 2003 till present has been

done on customer intention practices among service-oriented firms. Briefly, influencing factors of customer retention practices are customer satisfaction, switching barriers, price perception, and customer loyalty, perceived service quality and customer service. In addition, the measurements of customer retention practices are repeat purchases and positive word of mouth. Besides, non-financial metrics were identified as the most appropriate measures for evaluating the firm's performance resultant of customer intention practice. Practitioners and academics provide important devotion to customer intention practice as it is proven to improve firm's performance. Yap and Kew (2007) had further explained that the improvement in firm's performance is possible with employment of appropriate marketing strategies that could increase customers' spending and subsequently firm's sales volume. Studies found that satisfied customers with a positive experience will repurchase which will, in turn, improve firm's performance. It implies that customers' repeat purchase intention is indirectly influenced by services provided to customers, which will subsequently create favorable experiences for them.

Brand Choice

Understanding and measuring the effects of consumer choice is one of the richest and most challenging aspects of research in marketing. Choice comes in many varieties and forms. It can be discrete in the sense of the selection of just one item, or it can be continuous when multiple items are purchased or selected. Choice can reflect careful deliberation, habit, or a consumer's spontaneous reactions to marketing variables. It need not always result in purchases in the marketplace, or be driven by standard concepts of utility. It can represent trade-offs that may or may not be continuous or compensatory. Most interestingly, it relates to all marketing control variables (the 4 P's), as these variables enter into the decision-making

process. In this issue of "Foundations and Trends in Marketing" we examine recent developments in the modeling of choice for marketing. Choice in marketing differs from other domains in that the choice context is typically very complex, and researchers' desire knowledge of the variables that ultimately lead to demand in marketplace. The marketing choice context is characterized by many choice alternatives. Moreover, the number of attributes and features characterizing choice alternative is often large. Identifying the variables that drive choice is challenging because consumers are heterogeneous in their use of these variables. Researchers in marketing are also interested in understanding processes that drive preference. It is often not possible to assume the existence of a well-defined preference ordering for all product attributes and brands, and the use of simple descriptive models can mask important variables, such as the "must haves" for a product. Marketing's role within an organization is to guide management in what to offer in the marketplace, which can be incompatible with the assumption that a preference structure already exists. As consumers encode, process, and react to marketplace stimuli, numerous opportunities exist for identifying relevant variables, and the means by which these variables combine to form aspects of consideration, evaluation, and choice. Advances in statistical computing and the development of new hierarchical Bayes models have enabled researchers in marketing to make significant inroads to quantifying aspects of choice. These inroads, however, are merely initial steps along a path to understand and characterize how consumers make choice decisions. The aim of this issue is to lay out the foundations of choice models and discuss recent advances. We focus on aspects of choice that are, and can be quantitatively modeled. Moreover, we only consider models that can be directly related to a process of constrained utility maximization.

Thus, we discuss a portion of a large stream of research currently being developed by both quantitative and qualitative researches in marketing. Our hope is that by reviewing the basics of choice modeling, and pointing to new developments, we can provide a platform for future research. Marketing models of choice have undergone many transformations over the last 20 years, and the advent to hierarchical Bayes models indicate that simple, theoretically grounded models work well when applied to understanding individual choices. Thus, we use economic theory to provide the foundation from which future trends are discussed. We begin our discussion with descriptive models of choice that raises a number of debatable issues for model improvement. We then look to economic theory as a basis for guiding model development. Economic theory assumes the existence of preference orderings for which utility can be parameterized and used to understand aspects of choice. This theory, however, is somewhat silent on how utility arises, or is constructed. Utility construction is critical to the marketing discipline because marketing's role is to provide guidance to firms on offerings that are responsive to the needs of individuals, and to provide specifics as to how best to sell these goods. As a result, researchers in marketing have an expanded domain of study beyond traditional economics. We believe that future trends of choice models comprise elements that precede, and are implicated by, formal economic models. We briefly discuss some of these interesting areas of research.

Theoretical Review

This study is anchored on the hierarchy of need theory which was developed by Abraham Maslow in 1943.

People have biological, psychological and social aspects and therefore have various needs. These needs, which can vary from person to person, follow a hierarchical order that progresses from basic

physiological needs towards social and psychological needs at a higher level. Maslow's Hierarchy of Needs Theory, which is at the forefront of the most important studies about motivation, has also created the "Hierarchy of Needs Pyramid" by putting the needs in a certain order (see fig 1.1) Psychological Needs are the needs that have to be satisfied for the continuation of an individual's biological structures, such as taking oxygen, eating, drinking, sleeping, resting and sheltering. Maslow described these needs as physiological drives which are the beginning of the motivation theory and emphasized that it should be paid attention to two basic points. People first need water, salt, sugar, protein, fat, minerals, vitamins, and so on to ensure "homeostasis" in their organisms (protection of the internal balance of the body). However, it is not possible to define all the physiological needs with homeostasis. Needs such as sexual desire, sleep, caress, smell, taste are not homeostatic but physiological needs. The second point that needs to be taken into consideration is whether the need for food is a symptom of the real need or a lack of the body. Physiological needs are compulsory. If they are not met to a certain extent, then other needs will not occur to a great extent. It can hardly be argued that freedom and democracy, art, quality music and sports are in the way they should be in people and societies that have not fulfilled their compulsory needs (Maslow, 1954). Safety Needs; although physiological needs are relatively satisfied, new needs arise that are classified as safety needs (Maslow, 1943). These are the needs such as protection from danger, being confident and not feeling fear (Daft, 2013). One dimension of your safety needs is to be secured economically. The concept of insurance arising from the pension system and the worries such as flood, fire, and theft is based on this need. The military and police organizations of the communities are also due to their safety needs (Telimen, 1977; Eren, 2012). In addition, the safety

needs can also evolve according to the country they live in. social concerns or the conditions of the

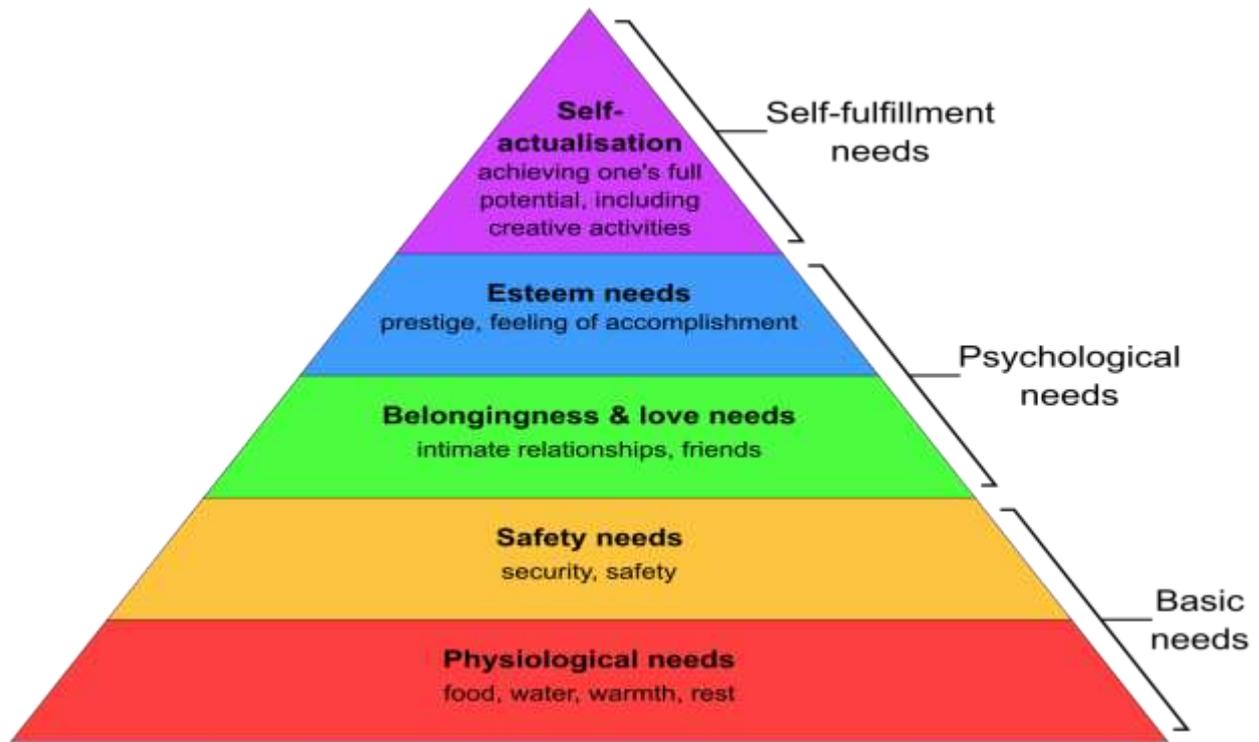


Figure 1.1: *Maslow's Hierarchy of Needs Pyramid*
Source: (Gargas, 2024).

Love and Belongingness Needs; once the physiological needs and safety needs are fully met, the need for love, commitment and belongingness emerge. At this stage of the theory, Maslow emphasizes that 216 humans are social beings (Stephens, 2000; Adair, 2013). The individual's needs for belongingness and love represent a wide range of needs, such as feelings of belonging (group membership, clubs, churches, business associations, etc.), spouse, child and maternal love (Seeley, 1988). Individuals want the presence of love in their relations with people, love, being loved, to be in the hearts of people and groups. This need category, which consists of needs to be accepted by others, to establish friendships, to be with relatives, to exhibit love to people around and to expect love from them, derives from the instincts of living together to a great

extent (Roger, 1970). According to Maslow (1943), except for a few pathological exceptions, all people have a need or desire for a stable and sound self-assessment, self-esteem and others' respect. Sound self-esteem means self-respect based on true capacity, success, and respect of others. Esteem Needs; there are two kinds of esteem needs. The first is the need to be appreciated and respected by others related to the reputation of a person, such as status, recognition, and appreciation. The other one is the need for self-appreciation and self-esteem, such as self-confidence, independence, success, and talent.

Empirical Review

A number of related empirical studies have been conducted on motivation and marketing performance. For instance, Yaya. Uzohue and Akintayo (2016) carried

out a correlation analysis of motivation and productivity of librarians in public universities in Nigeria. Their study adopted the survey research design where data were collected from 923 librarians in public universities using a structured questionnaire. The data collected were analyzed using percentage and frequency analysis, mean, standard deviation and Pearson Product Moment Correlation coefficient. The result of the correlation analysis showed a significant relationship between motivation and productivity of librarians in public university libraries in Nigeria. The study concluded that contrary to general belief, motivation and productivity levels of librarians in university libraries were high.

Yusuf, Aduku and Suleiman (2015) empirically examined motivation and performance of Paraprofessional staff in tertiary institution libraries in Kaduna State, Nigeria. Their study employed the survey research design where a structured questionnaire was used to obtain data from 167 library managers and Para-professional library staff in five tertiary institutions in Kaduna State. After analyzing the data collected using Pearson Product Moment Correlation, the researchers reported that the main strategies used for motivating Para-professional library staff were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training. The study also reported that most of the motivational strategies put in place (recognition, performance management, salaries, loans and welfare facilities) were not adequate. The study also revealed that the use of motivational strategies led to early reporting to work, friendliness with supervisors and colleagues for doing task, enhanced best utilization of resources at work, encouraged staying on the job, improved productivity and inner satisfaction on the job. The study equally found a significant positive relationship between motivational strategies used by

tertiary institution libraries and work performance of Para-professional library staff.

Agba and Ocheni (2017) empirically examined the effects of work environment (electric power supply) on job performance of academic staff in Nigerian public and private universities. The researchers adopted the survey research design where questionnaire was used for data collection. The data collected from academic staff were analyzed using t-test statistical tool which was computed with the aid of the Statistical Package for Social Science (SPSS). After analyzing the data collected, the researchers found a significant positive relationship between regular and adequate electric power supply to offices and the job performance of lecturers in terms of teaching, research and administration. The study also revealed that motivational factors like internet facilities, good library, and conducive work environment, regular and good remuneration, training opportunities, regular promotion, access to affordable medical care, and recognition / awards are significant determinants of the job performance of academic staff in Nigerian public and private universities. In a study conducted on what constitutes low productivity among workers in different organizations, it was reported that majority of the employees had issues with their organizations. 8 Salesforce Motivation and Marketing Performance of Manufacturing Firms in Nigeria ranging from perceived problem of inadequate attention to their basic needs by the organization to feelings of being marginalized, unfair treatment by their employers; some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity.

Methodology

The researcher used a correlation research design.

Population of the Study

The population of the study comprised of 21 food and beverages firms in Port Harcourt.

Sample/Sampling Techniques

Based on the population of the study, which amounted to 42 managers from 21 food and beverages firms in Port Harcourt, the study adopted a census approach and studied the entire population with a focus on top management staff of the food and beverages firms in Port Harcourt.

Research Instrument

The research instrument for data collection was a structured questionnaire comprising of 15 items of four (4) point scale, strongly

Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). A respondent was expected to indicate his/her agreements or disagreements to the statement provided in the instrument. The instrument was subjected to scrutiny by experts in marketing, measurement and evaluation to ensure that it measures what is expected to measure.

Method of Data Analysis

The data collected from the field of study was organized in tables, the use of Pearson product moment correlation coefficient and supplemented with SPSS version 21.0 was to analysed the data.

Hypothesis one

There is no significant relationship between non-monetary incentive and customer intention of food and beverages firms in Port Harcourt.

Relationship between non-monetary incentive and customer intention

		Correlations		
		Non-Monetary Incentive	Customer Intention	Decision
Non-monetary Incentive	Pearson Correlation	1	.807	Rejected
	Sig. (2-tailed)		.006	
	N	101	101	
Customer Intention	Pearson Correlation	.807	1	
	Sig. (2-tailed)	.009		
	N	101	101	

*S= Significant $p < 0.05$

Source: Research Survey, 2024

Data in the table indicate the relationship between non-monetary incentive and customer intention of food and beverages firms in Port Harcourt. This result showed that the P-value of 0.009 and less than 0.05 level of significance, the result has shown that there was a positive relationship between non-monetary incentive and customer intention of food and beverages firms in Port Harcourt. This result indicates

0.807 (80.7%) co-efficient that as scores on non-monetary incentive and customer intention of food and beverages firms in Port Harcourt.

Hypothesis two

There is no significant relationship between non-monetary incentive and brand choice of food and beverages firms in Port Harcourt.

Relationship between non-monetary Incentive and Brand Choice

		Correlations		
		Non-monetary Incentive	Brand Choice	Decision
Non-monetary Incentive	Pearson Correlation	1	.908	Rejected
	Sig. (2-tailed)		.009	
	N	101	101	
Brand Choice	Pearson Correlation	.908	1	
	Sig. (2-tailed)	.009		
	N	101	101	

*S= Significant $p < 0.05$

Source: Research Survey, 2024

Data in the table indicate the relationship between non-monetary incentive and brand choice of food and beverages firms in Port Harcourt. This result shows that the P-value of 0.009 is less than the 0.05 level of significance, the result has shown that there was a positive relationship between non-monetary incentive and brand choice of food and beverages firms in Port Harcourt. This result indicates a 0.908 (90.0%) co-efficient that as scores on non-monetary incentive and brand choice of food and beverages firms in Port Harcourt.

Discussion of Findings and Implications

Non-Monetary Incentive, customer intention and brand choice.

The findings revealed a significant relationship between non-monetary incentive and customer intention/brand choice of food and beverages firms. This was validated by the fact that food and beverages firms distinguished themselves from the rest of firms when it comes to motivation of salesforce, and level of customers' relationship. Akanbi (2011) investigated the influence of extrinsic and intrinsic motivation on employees' performance acting as a moderating variable. The findings of the study revealed that salesforce motivation has a positive relationship with customer buying behavior of food and beverages firms in Port Harcourt.

Conclusion

The main objective of conducting research on salesforce motivation and customer buying behavior is to find out if there is any

relationship between them, and from the foregoing, it is seen that salesforce motivation is essential for improving customer buying behavior of food and beverages firms. This study also revealed that there was a significant relationship between non-monetary incentive and customer intention, there was a moderate positive relationship between non-monetary incentive and brand choice of food and beverages firms. Based on the above-mentioned findings it was concluded that salesforce motivation positively moderates customer buying behavior of food and beverages firms in Port Harcourt.

Recommendations

Based on the findings and conclusion of the study, the following recommendations are given:

1. Managers and owners of food and beverages firms in Port Harcourt should always motivate their workers with non-monetary incentive to enable them carry out their duties properly.
2. Food and beverages firms should on no occasion owe or delay workers salary, workers salaries should be paid in time to enable them meet up their needs.
3. Managers of food and beverages firms should appraise their workers and promote them as this would motivate others to improve their sales performance.

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Agile Manufacturing and Organisational Performance of Private Block Molding Industries in Port Harcourt

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Abstract

The study investigated agile manufacturing and organizational performance in private block molding Industries Company in Port Harcourt. Three research questions and three hypotheses guided the study. A sample size of 300 employees comprising workmen, managers and assistant managers was drawn through simple random sampling technique from a population of 1,628 employees. A 15-item researchers designed questionnaire titled “Agile Manufacturing Practice and Organizational Performance Questionnaire (AMPOPQ)” structured on a four point Likert scale was used for data collection. A reliability index of 0.79 was obtained using the Cronbach Alpha statistics. The findings revealed that agile manufacturing variables in terms of information technology, customer focus and human resource had a significant relationship with organizational performance. Conclusions was made. Asking the recommendations was that agile manufacturing managers should be quick to identify possible areas of wastages in the manufacturing process and proffer solutions to embrace organizational performance in private block molding industries in Port Harcourt.

Keywords: Agile manufacturing, Information technology, Customer focus, Company involvement and Organizational performance

Introduction

Competitive pressures force manufacturers to continuously improve the provision of products and associated services desired by customers. This situation has motivated manufacturing industry for casting off traditional paradigms such as craft production and mass production and sparked the urgent need to adopt an advanced paradigm named as “Agile manufacturing” to meet the implicit demand of the consumers (Matawale, Datta & Mahapatra, 2016). Agility in an organizational structure is indispensable requirement for success and competitive advantage (Vazquez-Bustelo, Avella, L. & Fernandez, 2007).

Dubey, Altay, Gunasekaran, Blome, Papadopoulos, & Childe, (2018) mentioned three properties, namely “agility,” “adaptability” and “alignment,” which enables manufacturing industry to respond

rapidly to uncertainties in business environment and compete globally. Agility acquisition has become increasingly important for manufacturing organizations and is proven as a profit-generating element in modern day business environment. Agile manufacturing has found new vigor and purpose to increase customer satisfaction and business performance due to increasing emphasis on sustainability (Vazquez-Bustelo et al., 2007). Agile manufacturing is emerging as an imperative strategy for enterprises and its impact on business performance is appreciated in all industrial sectors. The technological advancements over the last decade have had a significant effect on manufacturing industry around the world (Phang and Foong, 2010). Agile manufacturing lays high emphasis on maximizing the responsiveness to demands of customers in growing competitive

environment and is only possible through the coordination of system architecture and technology resources in the company.

To Kumar, Singh and Jain, (2019) the roof of proposed framework of agile manufacturing is supported by the pillars constituted of seven elements, an industry must deploy for successfully implementing agile manufacturing, namely, human resource-related issues, organizational culture-related issues, supplier-related issues, customer-related issues, innovation, concurrent engineering and information technology.

Performance on the other hand, is the indication of attainment of organizational objectives. Organizational performance is defined as the output of the firm's operations or achievements of firm's goals (Mehmood, Qadeer & Ahmad, 2014). Javier (2002), defines performance as being equivalent to the famous 3 E's (economy, efficiency, and effectiveness) of a certain programme or activity. However, according to Daft (2000), Organizational Performance is the organizations ability to attain its goals by using resources in an efficient and effective manner.

However, the amount of existing research is limited, and there are some gaps and a little focus on agile manufacturing and organizational performance. Hence, this research looks at agile manufacturing and Organizational performance in block molding industries in Port Harcourt.

Statement of the Problem

The private block molding industry in Port Harcourt, Rivers State, faces several challenges impacting organizational performance, particularly in profitability, growth, and liquidity. A significant issue is the industry's struggle to adapt swiftly to fluctuating market demands and customer preferences. Traditional manufacturing systems often lack the flexibility required to respond promptly to these changes,

leading to potential losses in market share and profitability. Implementing agile manufacturing practices can address these challenges by enhancing responsiveness and operational efficiency. Agile manufacturing emphasizes rapid response to customer needs, enabling companies to adapt quickly to market fluctuations and reduce time-to-market for new products.

Another problem is the inefficient resource utilization prevalent in traditional manufacturing setups. This inefficiency often results in increased operational costs and reduced liquidity, as capital is tied up in unsold inventory and underutilized assets. Agile manufacturing addresses this by promoting lean and scalable production processes, which minimize waste and optimize resource use. Techniques such as Just-in-Time (JIT) inventory systems ensure materials are ordered only as needed, reducing storage costs and improving cash flow (Frigate, 2024).

Furthermore, the industry's growth is hindered by its limited capacity to innovate and introduce new products rapidly. Traditional manufacturing models often involve lengthy product development cycles, delaying the introduction of new products to the market. Agile manufacturing fosters a culture of continuous improvement and innovation, enabling companies to develop and launch new products more swiftly. This approach not only meets evolving customer demands but also enhances competitiveness and drives business growth (DuJack, 2024).

However, transitioning to agile manufacturing is not without challenges. The implementation process can be complex, requiring significant changes in organizational culture, processes, and technology adoption. Companies may face resistance to change from employees accustomed to traditional manufacturing methods. Additionally, the initial investment in new technologies and

training can strain financial resources, potentially impacting liquidity in the short term. Despite these challenges, the long-term benefits of increased flexibility, efficiency, and market responsiveness make agile manufacturing a compelling strategy for private block molding industries aiming to enhance their organizational performance (Potdar et al., 2017). The private block molding industry

in Port Harcourt must address issues related to market responsiveness, resource utilization, and innovation to improve profitability, growth, and liquidity. Adopting agile manufacturing practices offers a viable solution to these challenges, enabling companies to become more adaptive and competitive in a dynamic market environment.

Conceptual Framework

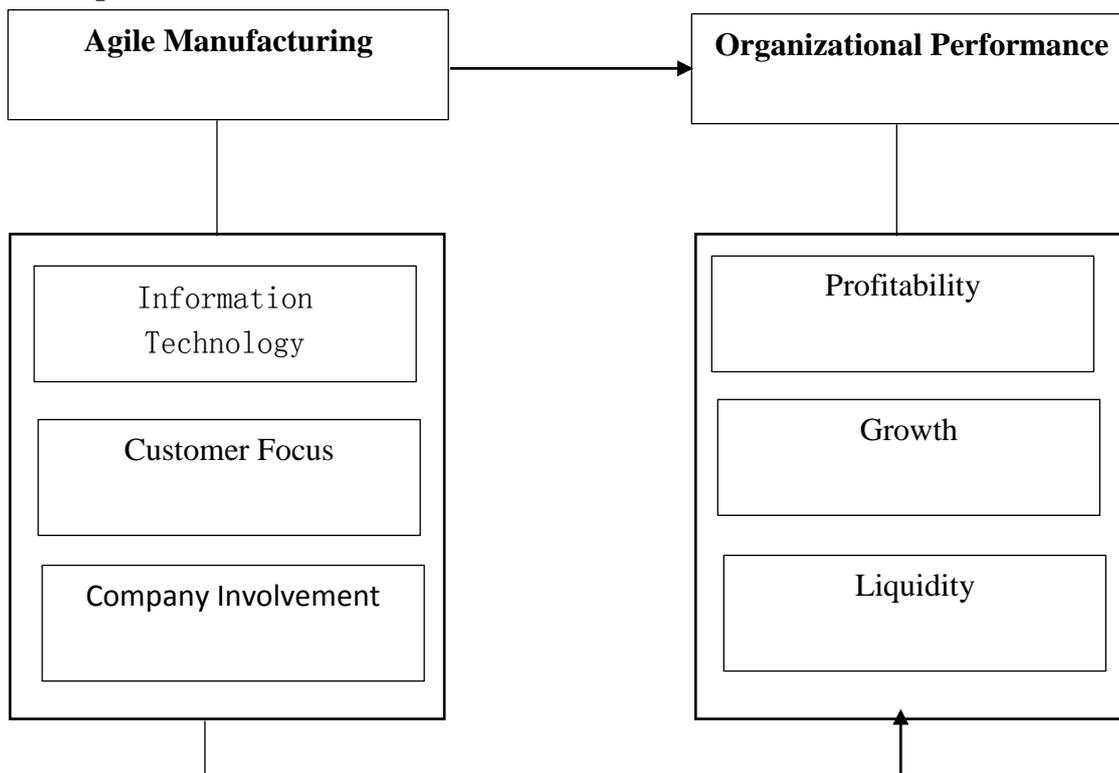


Fig. 1: Conceptual framework showing the dimensions and measures of agile manufacturing and organizational performance.

Source: Dimensions of agile manufacturing and measures of organizational performance conceptualized by the Researcher.

Aim and objectives

The general purpose of this study is to examine the relationship between agile manufacturing and organizational performance. The specific objectives of this study are;

1. To determine the relationship between information technology and profitability in private block molding industries in Port Harcourt.

2. To examine the relationship between customer focus and growth in private block molding industries in Port Harcourt.
3. To determine the relationship between company involvement and liquidity in private block molding industries in Port Harcourt.

Research Questions

The study is characterized with the following research questions

1. To what extent does information technology affect profitability in block molding industries in Port Harcourt?
2. What is the relationship between customer focus and growth in private block molding industries in Port Harcourt?
3. To what extent does company involvement affect liquidity in private block molding industries in Port Harcourt?

Hypotheses

The study formulates the following null hypotheses

H₀₁: There is no relationship between information technology and profitability in private block molding industries in Port Harcourt.

H₀₂: There is no relationship between customer focus and growth in private block molding industries in Port Harcourt.

H₀₃: There is no relationship between company involvement and liquidity in private block molding industries in Port Harcourt.

Review of Related Literature

Agile Manufacturing

The term “Agile Manufacturing” was originally coined in an important report titled “21st Century Manufacturing Enterprise Strategy” published by Iacocca Institute at Lehigh University, USA in 1991. In this report, the phrase “Agile Manufacturing” characterized a unique form of industrial competition for US companies where changes may occur in roles of customer, supplier and competitor firms to gain advantage of opportunities in the market in order to satisfy individual customer preferences.

Agile manufacturing integrates strategies, available technology and human resources to provide customer-driven products and services by beating business environment uncertainties (Kumar et al 2019).

Dimensions of Agile Manufacturing Information Technology

The role of information technology (IT) is unquestionably vital in this present trade and business environment. In a fully connected IT environment, various systems and components are seamlessly integrated. This integration enables data and information to flow efficiently between different parts of an organization's IT infrastructure (Shelly et al., 2018). The Internet of Things (IoT) plays a crucial role in achieving full connectivity. Smart devices, sensors, and IoT technology enable the collection and exchange of data between physical objects and IT systems (Atzori, Iera, & Morabito, 2010).

Fully connected information technology is a dynamic and evolving concept that continues to shape modern business operations, societal interactions, and technological advancements. It empowers organizations to harness the full potential of interconnected technologies, leading to increased efficiency, innovation, and competitiveness.

Customer Focus

A customer, or sometimes a client, buyer or purchaser is the individual who receives the product, item or service (end user). The principle of focusing on customer service is one of the most important principles of quality management that all quality experts have focused on, without exception, because customers are one of the basic reasons for the existence of the facility (Bitner & Brown, 2008).

Company Involvement

A critical aspect of company involvement is the engagement with stakeholders, such as customers, employees, investors, and the community. Effective stakeholder engagement can enhance a company's reputation and lead to better decision-making (Freeman, 1984). Ensuring employee well-being, development, and satisfaction is another facet of company

involvement, with benefits for both employees and the company (Saks, 2006). Being actively involved in shaping industry standards, sharing knowledge, and fostering innovation can establish a company as a leader in its sector (Porter & Kramer, 2006).

Organizational Performance

Organisational performance is the organizations' ability to attain its goals by using resources in an effective and efficient manner (Daft, 2000). It is a measure of a healthy state of an organization, or turnover of products that result from management decisions and the execution of those decisions by employees of the organization (Carton & Hofer, 2006). The performance of an organization can be explained qualitatively and quantitatively, and this performance can be attained both by departmental and employees' efforts. With the passage of time, competition is increasing among organizations or firms as they vie for supremacy in the market (Alketbi, Elmualim, & Mushtaha, 2022).

Measures of Organizational Profitability

The ability for a company to consistently make a profit, or a surplus of revenues over expenses is critical to the survival of an organization (Drucker, 1954). In particular, an organization must earn greater profits over time than its cost of capital in order to continue to attract and retain essential resources. Accordingly, measures of profitability are among the most commonly used to represent organizational performance.

Growth

Growth measures include values and ratios that present some indication of organizational growth. Growth has been conceptualized both in the context of resources and from a business operations perspective. Edelstein (1992) argued that a firm's ability to maintain or increase its

sales level and market share in hostile environments, where there is increasing competition from both domestic and foreign firms, is a generally-accepted performance indicator of short-term survival and adjustment.

Liquidity

Liquidity refers to the ability of a firm to meet its financial obligations in a timely manner. In essence, the assets owned by a company are liquid if they can quickly and cheaply be converted to cash (Brealey, Myers, & Marcus, 2001). The critical performance issue relative to liquidity is whether the organization has or is developing enough readily accessible capital to continue to operate. Liquidity include values and ratios that represent the organization's ability to meet its financial obligations in a timely manner and provide a cash return to capital providers.

Empirical Review

Nabass and Abdallah (2019) examined the influence of agile manufacturing on business performance and operational performance dimensions of cost, quality, delivery and flexibility in the manufacturing sector in Jordan. They found that agile manufacturing has a positive and significant effect on business performance and operational regarding considered dimensions.

Kumar, et al. (2019), examined a framework for agile manufacturing by deploying the comparative analysis of 17 frameworks published in peer-reviewed journals. The conceptual framework constitutes of eight pillars for agile manufacturing implementation. The study discovered that the framework relies on a strong foundation of leadership support. The roof of the framework of agile manufacturing is supported by the pillars constituted of seven elements, an industry must deploy for successfully implementing agile manufacturing, namely, human resource-related issues, organizational culture-related issues, supplier-related

issue, customer-related issues, innovation, concurrent engineering and information technology.

Khalfallah & Lakhali (2020), investigated the relationship between lean manufacturing practices (total quality management, just-in-time production, just-in-time purchasing, total productive/preventive maintenance), agile manufacturing, and operational and financial performance. Data were collected from 205 Tunisian manufacturing firms, and the results were analyzed using structural equation modeling. The results indicated that (1) lean manufacturing practices have a direct positive relationship with agile manufacturing except for just-in-time production, (2) agile manufacturing has a positive impact on operational performance and (3) lean manufacturing practices did not seem to contribute directly to operational performance. However, this relationship is significant when it is mediated through agile manufacturing.

Methodology

The study employed the descriptive survey research design. The population of the study was 1,628 employees comprising the block molders (operators), managers and

assistant managers of private block molding industries in Port Harcourt. A sample size of 300 employees was drawn using the simple random sampling technique. The instrument used for data collection was a 15 item researcher designed instrument titled “Agile Manufacturing Practice and Organizational Performance Questionnaire (AMPOPQ)” structured on a four point Likert scale of Strongly Agree (SA) = 4; Agree (A) = 3; Disagree (D) = 2 and Strongly Disagreed (SD) = 1. Cronbach Alpha was used to determine the internal consistency of the items which involved the conduct of a pilot test. A reliability index of 0.79 was obtained. Mean and standard deviation was used to answer the research questions and Chi-square was used to analyze the hypotheses. Items above 2.50 which is the criterion mean were regarded as agreed while items before 2.50 we’re regarded as disagree.

Data Analysis

Table 1: mean and standard deviation of the respondents on the extent to which information technology related with organizational performance in terms of profitability in private block molding industries

S/N	Information technology and profitability	SA	A	D	SD	X^2	SD	Decision
1	Our industry encourages the use of ICT in the production process	116	131	33	20	3.14	0.86	Agree
2	Our industry utilizes information technology to disseminate information about our products to encourage more buyers in the business environment	90	138	44	28	2.96	0.91	Agree
3	Our industry uses IT to group business prospects	122	117	39	22	3.13	0.90	Agree
4	Information technology enables our company to be creative in our molding strategies	88	134	50	28	2.61	0.79	Agree
5	Information technology encourages flexible business strategies that enhance profit in the business	128	149	13	10	3.32	0.71	Agree
	Grand mean					3.03	0.83	Agree

Data on table 1 showed mean ratings for items 1 – 5 were 3.14, 2.96, 3.13, 2.61 and 3.32 respectively, with corresponding standard deviation of 0.86, 0.91, 0.90, 0.79 and 0.71 respectively. This is an indication that respondents agreed with all the items in the clusters because the mean scores were above the criterion value of 2.50. the grand mean of 3.03 was also above the criterion mean value of 2.50. This implies

that information technology highly relate with organizational performance in terms of profitability in private block molding industries in Port Harcourt.

Table 2: Mean and standard deviation of the respondents on the extent to which customer focus related with organizational performance in terms of growth in private block molding industries

S/N	Customer Focus and Growth	SA	A	D	SD	χ^2	SD	Decision
6	Create friendly customer relationship helps in the growth of the business	142	144	10	4	3.41	0.63	Agree
7	Takes customer complain seriously and gives first hand attention to it	124	124	29	23	3.16	0.89	Agree
8	Gives listening ears to customers	111	100	58	31	2.97	0.99	Agree
9	Considers customers suggestions for quality services	116	131	33	20	3.14	0.86	Agree
10	Prioritize customers demands	92	107	56	45	2.82	0.92	Agree
	Grand mean					3.10	0.86	Agree

Data on table 2 showed mean ratings for items 6 – 10 were 3.41, 3.16, 2.97, 3.14 and 2.82 respectively, with corresponding standard deviation of 0.63, 0.89, 0.99, 0.86 and 0.92 respectively. This is an indication that respondents agreed with all the items in the clusters because the mean scores were above the criterion value of 2.50. the grand mean of 3.10 was also above the criterion mean value of 2.50. This implies

that customer focus highly relate with organizational performance in terms of growth in private block molding industries in Port Harcourt.

Table 3: Mean and Standard Deviation of the respondents on the extent to which company Involvement relate with Organizational performance in terms of Liquidity in private block industries.

S/N	Company involvement and liquidity	SA	A	D	SD	χ^2	SD	Decision
11	The industry collaborates with stakeholders in the decision making process.	92	104	60	44	2.81	0.81	Agree
12	Organize development programs for employee.	86	112	70	32	2.84	0.86	Agree
13	Coordinate welfare of employee to ensure their well being.	122	110	37	31	3.08	0.91	Agree
14	The industry ensures that employees benefit, such as promotion and increment of salary are met.	124	120	33	23	3.15	0.88	Agree
15	Encourage feedback from employee and the larger Environment.	90	138	44	28	2.96	0.91	Agree
	Grand mean					2.97	0.87	

Data on table 3 showed mean ratings for items 11 – 15 were 2.81, 2.84, 3.08, 3.15 and 2.96 respectively, with corresponding standard deviation of 0.81, 0.86, 0.91, 0.88 and 0.91 respectively. This is an indication that respondents agreed with all the items in the clusters because the mean scores were above the criterion value of 2.50. the grand mean of 2.97 was also above the criterion mean value of 2.50. This implies that company involvement highly relate

with organizational performance in terms of Liquidity in private block molding industries in Port Harcourt.

Test of Hypotheses

Table 4: Chi-square test of the relationship between Agile manufacturing practice in terms of IT and Organizational performance in terms of Profitability in private block molding industries in Port Harcourt.

Options	Observed N	Expected N	Residual	Level of significance	df	X^2_{cal}	P-value	Decision
SD	21	75.0	-57.0	0.05	3	143.52	0.00	Significantly Reject $H0_1$
D	36	75.0	-45.0					
A	134	75.0	39.0					
SA	109	75.0	63.0					
Total	300							

Table 4 revealed that $X^2 = 143.52$ at $df = 3$ and $p = 0.00$. since p-value of $0.00 < .05$ at 3 degree freedom, the null hypothesis which states that there is no significant relationship between ICT and Profitability in organizational performance in private block molding industries in Port Harcourt is therefore rejected. This implies that customer focus has a significant relationship with organizational

performance in terms of profitability in private block molding industries in Port Harcourt.

Table 5: Chi-square test of the relationship between Agile manufacturing practice in terms of Customer focus and Organizational Performance in terms of growth in private block molding industries in Port Harcourt.

Options	Observed N	Expected N	Residual	Level of significance	df	X^2_{cal}	P-value	Decision
SD	25	75.0	-55.0	0.05	3	128.08	0.00	Significantly Reject $H0_2$
D	37	75.0	-42.0					
A	121	75.0	56.0					
SA	117	75.0	41.0					
Total	300							

Table 5 revealed that $X^2 = 128.08$ at $df = 3$ and $p = 0.00$. since p-value of $0.00 < .05$ at 3 degree freedom, the null hypothesis which states that there is no significant relationship between customer focus and growth in organizational performance in private block molding industries in Port Harcourt is therefore rejected. This implies that customer focus has a significant

relationship with organizational performance in terms of growth in private block molding industries in Port Harcourt.

Table 6: Chi-square test of the relationship between Agile manufacturing in terms of company involvement and Organizational Performance in terms of Liquidity in

private block molding industries in Port Harcourt.

Options	Observed N	Expected N	Residuals	Level of significance	df	X ² cal	P-value	Decision
SD	31	75.0	-56.0	0.05	3	114.02	0.000	Significantly reject Ho3
D	49	75.0	-48.0					
SA	117	75.0	49.0					
SA	103	75.0	36.0					
Total	300							

Table 6 revealed that $X^2 = 114.02$ at $df = 3$ and $p = 0.00$. since p-value of $0.00 < .05$ at 3 degree freedom, the null hypothesis which states that there is no significant relationship between company involvement and liquidity in organizational performance in private block molding industries in Port Harcourt is therefore rejected. This implies that company involvement has a significant relationship with organizational performance in terms of liquidity in private block molding industries in Port Harcourt.

Discussion

The findings of the study revealed that there is a significant relationship between ICT and profitability in private block molding industries in Bayelsa State. This is likely to be so since every block manufacturer is out to make profit after sales. This study is in line with the works of Sharifi & haug (2011) who found that three capabilities of responsiveness and quickness to changes in customer demands goes a long way in enhancing profits when agile manufacturing practices are involved.

The findings also revealed a significant relationship between customer focus and growth. This findings is in in agreement with the works of Brox and Fader (2002) who argued that organizations that become agile manufacturers with a relatively high customer focus have the tendency for growth and increases in organizational performance.

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The findings again revealed a significant relationship between company Involvement and Liquidity. This findings is in line with the works of Porter & Kramer, (2006) who maintained that the ability of an organization to match company involvement with liquidity makes for better practices of Agile manufacturing.

Conclusion

Agile manufacturing has the tendency to be achieved by utilizing integrative elements of existing systems such as information technology, customer focus and company involvement in achieving success in the performance of organizations. Agile manufacturing is thus the logical step in increasing durable manufactured goods.

Recommendations

The following recommendations were made:

1. Private block molding industry managers should exhibit responsive capabilities to customer demands.
2. Private block molding industry operators should ensure that they attend to every details in the course of their future, to ensure quality production.
3. Managers should be flexible to in their approaches to innovations in the manufacturing environment.
4. Managers should be quick to note areas of possible wastages in the manufacturing process and proffer solutions so as to increase organizational performance.

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Digital Privacy Concerns and Consumer Purchase Decisions of Online Shopping Platforms in Port Harcourt, Rivers State, Nigeria

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Abstract

This paper evaluated the relationship between digital privacy concerns and consumer purchase decision of online shopping platforms in Port Harcourt. Specifically, the objectives of the study were to determine how data security and user control/consent relate to routine purchase decision and impulse purchase decision of online shopping platforms in Port Harcourt. The correlational research design was adopted and the population of the study comprised of customers of online shopping platforms in Port Harcourt which is infinite. Krejcie and Morgan table was used to decide a sample size of 384 customers. However, only 286 customers served as respondents to provide data for the study through questionnaire that was designed in the Likert 5-point scale of strongly disagree to strongly agree. Spearman Correlation (ρ) was used to test all four null hypotheses. From results of the analysis it was revealed that data security and user control/consent which served as dimensions for digital privacy concerns positively and significantly relate with routine purchase decision and impulse purchase decision (i.e. measures of consumer purchase decision) of online shopping platforms in Port Harcourt. Based on these findings, it was concluded that the critical role of digital privacy concerns, particularly data security and user control/consent, in shaping consumer purchase decisions on online shopping platforms in Port Harcourt. Therefore, the study recommended amongst others that online shopping platforms should invest in robust data security systems to protect consumer information from breaches and unauthorized access. By ensuring high standards of data security, platforms can build consumer trust, encourage routine purchases, and enhance overall profit growth.

Keyword(s): Digital Privacy Concerns; Data Security; User Control/Consent; Consumer Purchase Decision; Routine Purchase Decision; Impulse Purchase Decision

Introduction

The rise of online shopping platforms has changed the retail business environment, offering consumers in Port Harcourt convenience and access to a wide array of products and services. However, this digital shift has also raised significant concerns about privacy and data security. In the context of e-commerce, where personal and financial information is routinely collected and stored, consumers are becoming increasingly wary of how their data is being used and protected (Peterson, 2023). These

concerns are not unfounded, as recent incidents of data breaches and misuse of personal information have heightened awareness and skepticism among online shoppers (Smith & Jones, 2024).

As consumers become more informed about the risks associated with digital transactions, their purchasing decisions are increasingly influenced by the perceived safety of online platforms. Studies have shown that privacy concerns can significantly impact consumer trust and,

consequently, their willingness to engage in online transactions (Dinev & Hart, 2023). In Port Harcourt, where the e-commerce market is rapidly expanding, understanding the dynamics of digital privacy concerns and their effect on consumer behavior is crucial for both businesses and policymakers. The growing body of research suggests that when consumers perceive a platform to be secure and transparent about its data practices, they are more likely to make purchases (Zhang & Wang, 2023).

In addition to influencing individual purchasing decisions, digital privacy concerns also have broader implications for the reputation and competitiveness of online shopping platforms. Platforms that fail to address these concerns may face a decline in customer loyalty and market share as consumers opt for alternatives that offer better privacy protections (Chen et al., 2023). This trend is particularly relevant in the Nigerian context, where consumer trust in digital platforms is still developing. As such, online retailers in Port Harcourt must prioritize digital privacy as a key component of their business strategy to attract and retain customers.

The regulatory environment surrounding digital privacy is evolving, with increasing pressure on online platforms to comply with stricter data protection laws and standards. In Nigeria, the implementation of the Nigeria Data Protection Regulation (NDPR) has set the stage for more rigorous enforcement of digital privacy norms (Afolabi & Ogunyemi, 2023). This regulatory shift is likely to further influence consumer perceptions and behavior, as compliance with data protection laws becomes a key differentiator among online shopping platforms. Businesses that proactively address privacy concerns and adhere to regulatory requirements may gain a competitive edge in the market.

In light of these developments, this study aims to explore the relationship between digital privacy concerns and consumer purchase decisions on online shopping platforms in Port Harcourt. By examining consumer attitudes and behaviors in this specific market, the research seeks to provide insights into how online retailers can better address privacy concerns to enhance customer trust and drive sales. Understanding these dynamics is essential for businesses looking to navigate the complexities of the digital economy and build sustainable relationships with their customers in an increasingly privacy-conscious world.

Statement of the Problem

The saturation of online shopping platforms in Port Harcourt has brought about significant benefits for consumers, including convenience, access to a wide variety of products, and competitive pricing. However, these advantages have been accompanied by growing concerns over digital privacy. Consumers are increasingly aware that their personal and financial data is vulnerable to breaches, misuse, and unauthorized access. Despite the apparent growth in online retail, there is a notable gap in understanding how these privacy concerns affect consumer purchase decisions, particularly in a market like Port Harcourt where digital literacy and trust in online systems are still developing.

This study is motivated by the observation that many online shopping platforms in Port Harcourt have not fully addressed these privacy concerns, potentially hindering their ability to attract and retain customers. While some platforms have implemented basic security measures, there is limited evidence on whether these efforts are sufficient to alleviate consumer fears and foster trust. The lack of comprehensive data on the impact of digital privacy concerns on consumer behavior raises important questions about the future of e-commerce in the region. If consumers

perceive that their privacy is at risk, they may be less inclined to make purchases online, leading to a potential decline in the growth of the online shopping sector.

The existing body of research on digital privacy concerns has predominantly focused on more developed markets, leaving a significant gap in knowledge regarding emerging markets like Port Harcourt. The unique socio-economic and cultural context of this region necessitates a

localized investigation into how privacy concerns influence consumer behavior. This study seeks to fill this gap by providing empirical evidence on the relationship between digital privacy concerns and consumer purchase decisions in Port Harcourt, thereby offering valuable insights for online retailers and policymakers aiming to enhance consumer trust and engagement in the digital marketplace.

Conceptual Framework

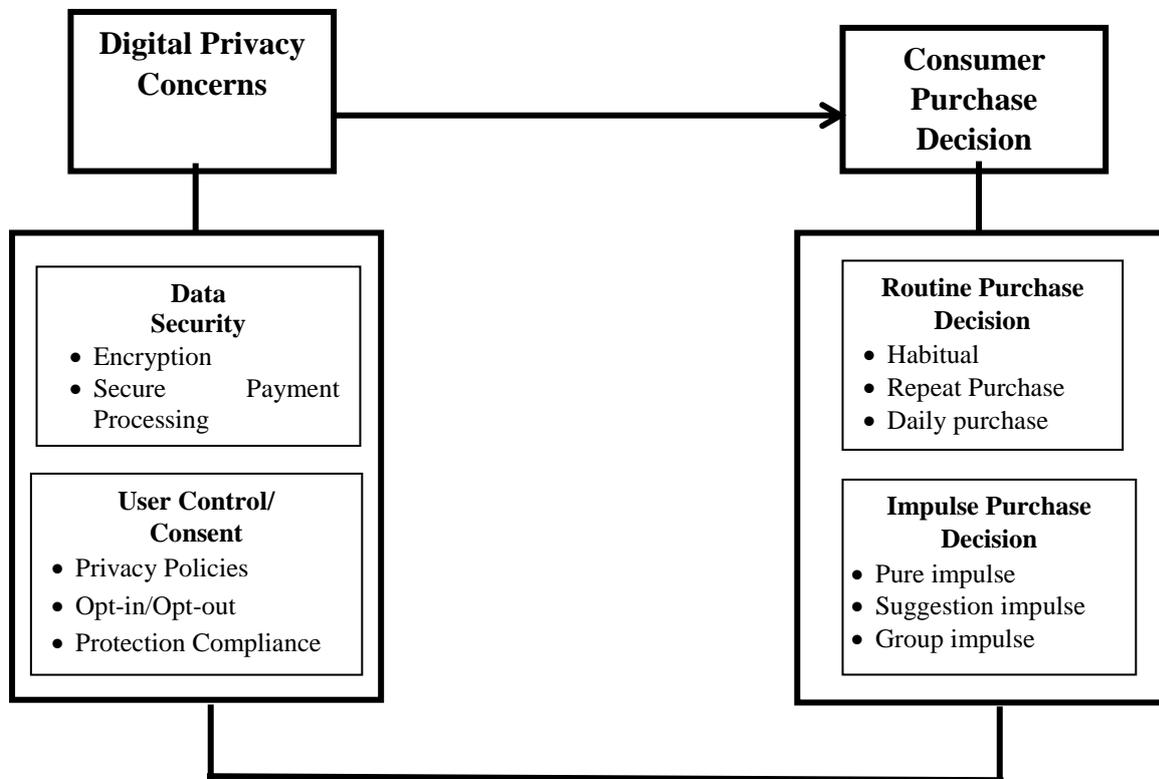


Fig. 1.1: Conceptual framework showing the relationship between digital privacy concerns and consumer purchase decisions of online shopping platforms in Port Harcourt
 Source: Afolabi & Ogunyemi, (2023)

Research Aim and Objectives

The aim of this research work was to examine the relationship between digital privacy concerns and consumer purchase decisions of online shopping platforms in Port Harcourt. The objectives the study were to:

1. examine the relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt.
2. determine the relationship between data security and impulse purchase

decision of online shopping platforms in Port Harcourt.

3. investigate the relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt.
4. evaluate the relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt.

Research Questions

This research paper was guided by the following questions:

1. What is the relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt?
2. What is the relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt?
3. What is the relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt?
4. What is the relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt?

Research Hypotheses

The following null hypotheses was tested:

H₀₁: There is no significant relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt.

H₀₂: There is no significant relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt.

H₀₃: There is no significant relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt.

H₀₄: There is no significant relationship between user control/consent and impulse

purchase decision of online shopping platforms in Port Harcourt.

Review of Related Literature

Theoretical Foundation

This research paper was anchored on technology acceptance model (TAM) and it will be explained below.

Technology Acceptance Model

The Technology Acceptance Model (TAM) is a widely used framework that explains how users come to accept and use technology. Developed by Davis in 1989, TAM posits that two primary factors influence a user's decision to adopt and use a new technology: perceived usefulness and perceived ease of use. Perceived usefulness refers to the degree to which a person believes that using the technology will enhance their performance or experience, while perceived ease of use refers to the extent to which a person believes that using the technology will be free of effort. These two perceptions shape a user's attitude towards the technology, which in turn influences their intention to use it and, ultimately, their actual usage behavior.

In the context of the study on the relationship between digital privacy concerns and consumer purchase decisions on online shopping platforms in Port Harcourt, TAM is highly relevant as it provides a framework for understanding how consumers evaluate these platforms. While TAM traditionally focuses on usefulness and ease of use, the model can be extended to incorporate factors like perceived security and privacy concerns, which are crucial in the online shopping environment. For instance, even if consumers find an online shopping platform useful and easy to use, their concerns about data privacy may significantly influence their overall acceptance and willingness to make purchases. By applying TAM, the study can explore how privacy concerns affect the perceived usefulness and ease of use of

online shopping platforms, and how these perceptions ultimately impact consumer purchase decisions.

Conceptual Review

Concept of Digital Privacy Concerns

Digital privacy concerns refer to the apprehensions and anxieties that consumers have regarding the collection, storage, and use of their personal information in digital environments. These concerns are particularly pronounced in the context of online activities, where individuals routinely share sensitive data such as financial details, personal identifiers, and behavioral information. The rapid advancement of technology and the increasing prevalence of data breaches have amplified these concerns, making consumers more cautious about their online interactions (Smith & Jones, 2024).

Research shows that when consumers perceive a high level of risk associated with the handling of their data, they are more likely to withhold information, limit their online activities, or avoid certain platforms altogether (Zhang & Wang, 2023).

Moreover, digital privacy concerns are shaped by a variety of factors, including the transparency of data practices, the perceived trustworthiness of a platform, and the individual's awareness of privacy risks. As platforms increasingly rely on data-driven strategies for personalization and marketing, the potential for misuse of personal information becomes a significant issue for consumers. This has led to a growing demand for stronger privacy protections and greater control over personal data (Chen et al., 2023). In response, businesses are being pressured to adopt more stringent privacy measures and to communicate their data practices more clearly to mitigate consumer concerns and build trust. Understanding these concerns is crucial for online platforms, as they directly influence consumer behavior, including the willingness to share information and engage in online transactions.

Dimensions of Digital Privacy Concerns

Data Security

Data security refers to the measures and practices employed to protect digital information from unauthorized access, theft, corruption, or loss. In the context of today's digital landscape, data security encompasses a range of strategies, including encryption, access controls, secure data storage, and regular security audits, all designed to safeguard sensitive information (Peterson, 2023). As organizations increasingly rely on digital systems to store and process data, ensuring the security of this information has become a critical concern. A robust data security framework not only protects against external threats like cyberattacks but also mitigates internal risks, such as accidental data breaches or malicious actions by insiders (Smith & Brown, 2024).

The importance of data security has been further underscored by the rising frequency and sophistication of cyberattacks targeting both individuals and organizations. Recent high-profile breaches have highlighted the severe consequences of inadequate data protection, including financial loss, reputational damage, and legal repercussions (Chen et al., 2024). As a result, there is increasing pressure on businesses to implement comprehensive data security protocols that can adapt to emerging threats. Furthermore, regulatory requirements, such as the General Data Protection Regulation (GDPR) in Europe and similar laws in other regions, mandate stringent data security standards, compelling organizations to prioritize the protection of their digital assets. Effective data security is, therefore, not just a technical necessity but a key component of maintaining consumer trust and ensuring long-term business success in the digital age.

User Control/Consent

User control and consent refer to the mechanisms that allow individuals to

manage how their personal data is collected, used, and shared in digital environments. These concepts are foundational to the principles of digital privacy and data protection, as they empower users to make informed decisions about their personal information (Peterson & Lee, 2024). User control is typically exercised through tools such as privacy settings, consent forms, and data management interfaces that enable individuals to specify their preferences regarding data collection and usage. Consent, on the other hand, is the process by which users give explicit permission for their data to be processed under certain terms. For consent to be valid, it must be informed, specific, and freely given, ensuring that users are fully aware of what they are agreeing to (Chen & Zhang, 2024). The importance of user control and consent has grown alongside increasing awareness of data privacy issues and the implementation of stricter regulatory frameworks, such as the General Data Protection Regulation (GDPR) in the European Union and similar laws worldwide. These regulations require organizations to obtain explicit consent from users before processing their data and to provide clear, accessible options for users to control their personal information (Smith & Brown, 2024). The effectiveness of user control and consent mechanisms directly impacts consumer trust, as users are more likely to engage with platforms that respect their privacy preferences and offer transparency about data practices. In an era where data breaches and misuse are common, enhancing user control and ensuring meaningful consent are essential for building and maintaining trust in digital platforms.

Consumer Purchase Decisions

The concept of consumer purchase decision refers to the process by which individuals evaluate and choose products or services to buy. This decision-making process involves several stages, including problem

recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior (Kotler & Keller, 2024). At each stage, consumers consider various factors such as price, quality, brand reputation, and personal preferences. Additionally, psychological influences like motivation, perception, attitudes, and beliefs play a crucial role in shaping the final decision. In the digital age, the availability of vast amounts of information online and the ability to compare products and read reviews have significantly altered the traditional purchase decision process, making it more complex and informed (Smith & Anderson, 2023).

Consumer purchase decisions are also increasingly influenced by external factors such as social media, online advertising, and recommendations from peers or influencers. Moreover, the rise of e-commerce platforms has introduced new dimensions to the decision-making process, including considerations of convenience, security, and the overall user experience on the platform (Davis & Moore, 2023). In particular, concerns related to digital privacy and data security have become more prominent, as consumers weigh the risks of sharing personal information against the benefits of online shopping. Understanding the nuances of consumer purchase decisions is vital for businesses aiming to optimize their marketing strategies and enhance customer satisfaction in an increasingly competitive and digitalized marketplace (Peterson & Lee, 2024).

Measures Consumer Purchase Decisions Routine Purchase Decision

Routine purchase decisions, also known as habitual purchases, refer to the choices consumers make for products or services that they buy frequently and with minimal deliberation. These decisions are characterized by low involvement and low risk, as consumers often rely on established habits, brand loyalty, and previous

experiences rather than extensive research or evaluation (Kotler & Keller, 2024). Routine purchases typically involve everyday items like groceries, household supplies, or personal care products, where the decision-making process is streamlined and automatic. The frequency and consistency of these purchases make them less influenced by external factors compared to more complex or infrequent buying decisions.

Recent research indicates that routine purchase decisions are heavily influenced by convenience, brand familiarity, and consistency in product quality (Smith & Anderson, 2023). As e-commerce continues to grow, digital platforms play a significant role in shaping routine purchases by offering features such as subscription services, automated reordering, and personalized recommendations based on past buying behavior. This trend is supported by advancements in data analytics and machine learning, which enable retailers to anticipate consumer needs and streamline the purchasing process (Chen & Zhang, 2024). Understanding the dynamics of routine purchase decisions is essential for businesses aiming to maintain customer loyalty and optimize their product offerings in a competitive market.

Impulse Purchase Decision

Impulse purchase decisions refer to spontaneous, unplanned purchases made by consumers often driven by emotional triggers, immediate gratification, or situational factors rather than a deliberate decision-making process. These decisions are typically characterized by their urgency and lack of prior consideration, often occurring in response to promotions, attractive displays, or persuasive sales tactics (Kotler & Keller, 2024). Impulse buying is influenced by factors such as mood, stress, or the desire for instant reward, leading consumers to make purchases that were not initially intended or

budgeted for. This behavior is commonly observed in various retail settings, both online and offline, where stimuli like flash sales or limited-time offers can prompt immediate buying actions (Smith & Anderson, 2023).

Recent studies have highlighted that digital environments, including e-commerce platforms and social media, significantly amplify impulse purchasing through targeted advertising, personalized recommendations, and streamlined checkout processes (Chen & Zhang, 2024). These platforms leverage algorithms and data analytics to present consumers with tailored suggestions that can trigger impulsive buying behavior. The integration of features like one-click purchasing and time-sensitive deals further lowers the barriers to impulse buying, making it easier for consumers to act on sudden desires (Davis & Moore, 2023). Understanding the mechanisms behind impulse purchases is crucial for marketers aiming to design effective strategies that capitalize on this behavior while also helping consumers manage their buying impulses more consciously.

Empirical Review

Recent empirical research has highlighted a significant relationship between digital privacy concerns and consumer behavior in online shopping contexts. For instance, a study by Zhang and Wang (2023) investigated how concerns about data security affect consumers' willingness to share personal information and complete purchases. Their findings revealed that heightened privacy concerns often lead to decreased trust in online platforms, which in turn negatively impacts the likelihood of completing transactions. This study used a large sample of online shoppers and applied structural equation modeling to demonstrate that privacy concerns directly influence purchase intentions by affecting perceived trust and security of the platforms. The study underscores the

importance of addressing privacy issues to enhance consumer confidence and facilitate smoother online transactions.

Another empirical review by Smith and Brown (2024) focused on how privacy protection measures influence consumer trust and purchasing decisions. The researchers conducted a survey with a diverse group of e-commerce users and found that platforms that implemented robust privacy controls, such as clear data usage policies and enhanced security features, were more likely to gain consumer trust. This study highlighted that transparency regarding data collection and usage, coupled with visible privacy protections, significantly boosts consumer confidence and willingness to engage in online transactions. The findings suggest that effective privacy measures not only alleviate concerns but also enhance overall customer satisfaction and loyalty.

A study by Peterson and Lee (2024) examined the impact of regulatory compliance on consumer confidence in digital environments. The researchers analyzed consumer responses to platforms adhering to stringent data protection regulations, such as the General Data Protection Regulation (GDPR), compared to those that did not. Their research demonstrated that compliance with data protection laws positively influences consumer perceptions of privacy and security, leading to higher purchase rates. The study employed a comparative analysis of consumer behavior before and after the implementation of regulatory measures, revealing that adherence to privacy regulations not only mitigates privacy concerns but also enhances consumer trust and purchase intentions. This review underscores the crucial role of regulatory compliance in fostering a secure and trustworthy online shopping environment

Methodology

This study adopted the correlational research design. The population of this study will comprise customers of all online shopping platforms (Jumia, CD care, Jiji, Konga etc) in Port Harcourt. This means that the population for this study is infinite. Since the population of the study is infinite, Krejcie & Morgan table was adopted to determine the sample for this study. The krejcie and Morgan table provides a conservative estimate of the sample size required to achieve a specified level of precision and confidence. Therefore, a sample size of approximately 384 customers was used for this study and the simple random sampling technique was adopted to ensure fairness and equal representation. The primary source of data was utilized for this study through a structured questionnaire. At the primary level of the data analysis, this study employed the use of simple percentage, frequency tables, and other descriptive statistical tool to present the data that was generated, while the hypotheses was tested using the Spearman Correlation (ρ). All of these was done with the help of SPSS (Statistical Package for Social Science) version 24.0.

Data Analysis

For the data analysis of the study, 384 copies of the questionnaire was produced and distributed, however only 286 respondents properly filled and returned their questionnaire. Thus, the analysis was done using the 286 returned and valid copies of the questionnaire.

Testing of Hypotheses

Research Question One: What is the relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt?

Hypothesis One: There is no significant relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt.

Table 1: Computation of relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt

			Correlations	
			Data Security	Routine Purchase Decision
Spearman's rho	Data	Correlation Coefficient	1.000	.605**
	Security	Sig. (2-tailed)	.	.000
		N	286	286
	Routine Purchase Decision	Correlation Coefficient	.605**	1.000
		Sig. (2-tailed)	.000	.
		N	286	286

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

Source: SPSS output, 2024.

Table 1 above shows that a Spearman correlation was conducted to investigate the relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt. The Spearman correlation coefficient (rho) was found to be 0.605, indicating a strong positive correlation between the two variables. This suggests that as data security improves, there is a tendency for routine purchase decision to increase among online shopping platforms. The p-value associated with this correlation was reported as 0.000, which is less than the conventional alpha level of 0.05. This indicates that the correlation observed is statistically significant. In other words, there is strong evidence to reject the null hypothesis, which states that there is no

relationship between data security and routine purchase decision of online shopping platforms in Port Harcourt. Given the moderate strength and statistical significance of this correlation, online shopping platforms in Port Harcourt may benefit from enhancing their data security as part of their strategy to boost routine purchase decision.

Research Question Two: What is the relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt?

Hypothesis Two: There is no significant relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt.

Table 2: Computation of relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt

			Correlations	
			Data Security	Impulse Purchase Decision
Spearman's rho	Data Security	Correlation Coefficient	1.000	.640**
		Sig. (2-tailed)	.	.000
		N	286	286
	Impulse Purchase Decision	Correlation Coefficient	.640**	1.000
		Sig. (2-tailed)	.000	.
		N	286	286

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

Source: SPSS output, 2024.

Table 2 shows that a Spearman correlation analysis was conducted to examine the relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt. The correlation coefficient (rho) was found to be 0.640, indicating a strong positive relationship between the two variables. This suggests that as data security improves within these firms, there is a tendency for impulse purchase decision to increase. The p-value of 0.000, being less than the standard significance level of 0.05, indicates that the observed correlation is statistically significant and unlikely to have occurred by chance. In other words, there is

strong evidence to reject the null hypothesis, which states that there is no relationship between data security and impulse purchase decision of online shopping platforms in Port Harcourt.

Research Question Three: What is the relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt?

Hypothesis Three: There is no significant relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt.

Table 3: Computation of relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt
Correlations

			User Control/Consent	Routine Purchase Decision
Spearman's rho	User Control/Consent	Correlation Coefficient	1.000	.894**
		Sig. (2-tailed)	.	.000
		N	286	286
	Routine Purchase Decision	Correlation Coefficient	.894**	1.000
		Sig. (2-tailed)	.000	.
		N	286	286

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

Source: SPSS output, 2024.

Table 3 shows that Spearman correlation analysis was conducted to assess the relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt. The correlation coefficient (rho) was 0.894, indicating a very strong positive correlation between the user control/consent and routine purchase decision of online shopping platforms in Port Harcourt. This suggests that as user control/consent within these firms increases, there is a substantial and nearly linear increase in routine purchase decision. The p-value of 0.000 confirms that this correlation is statistically significant, meaning the observed relationship is highly unlikely to be due to

chance. In other words, there is very strong evidence to reject the null hypothesis, which states that there is no relationship between user control/consent and routine purchase decision of online shopping platforms in Port Harcourt.

Research Question Four: What is the relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt?

Hypothesis Four: There is no significant relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt.

Table 4: Computation of relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt
Correlations

			User Control/Consent	Impulse Purchase Decision
Spearman's rho	User Control/Consent	Correlation Coefficient	1.000	.787**
		Sig. (2-tailed)	.	.000
		N	286	286
		Impulse Purchase Decision	.787**	1.000
	Impulse Purchase Decision	Correlation Coefficient	.787**	1.000
		Sig. (2-tailed)	.000	.
		N	286	286

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

Source: SPSS output, 2024.

Table 4 shows that a Spearman correlation analysis was conducted to examine the relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt. The correlation coefficient (rho) was 0.787, indicating a strong positive correlation between the two variables. This suggests that higher levels of technology integration are associated with significant increases in impulse purchase decision within these firms. The p-value of 0.000 indicates that the correlation is statistically significant, confirming that the observed relationship is not due to random chance. This means that the null hypothesis which states that there is no significant relationship between user control/consent and impulse purchase decision of online shopping platforms in Port Harcourt was rejected and the alternate accepted.

Conclusion

The study found a strong relationship between data security and routine purchase decisions, with an r-value of 0.605 and a p-value of .000. This suggests that consumers place considerable importance on data security when making regular purchase decisions. Furthermore, data security also

demonstrated a strong correlation with both profit growth (r-value of 0.640) and impulse purchase decisions (r-value of 0.640). This highlights that not only does data security impact routine purchasing behavior, but it also plays a crucial role in influencing spontaneous buying and contributes to the profitability of online platforms. The relationship between user control/consent and routine purchase decisions is very strong, with an r-value of 0.894 and a p-value of .000. This indicates that consumers are highly responsive to their ability to control and consent to how their data is used, which greatly affects their decision to engage in regular purchases. User control/consent also has a strong relationship with impulse purchase decisions (r-value of 0.787), emphasizing that the degree of control consumers feel they have over their data impacts not only their planned purchases but also their spontaneous buying behavior.

Recommendations

1. Online shopping platforms should invest in robust data security systems to protect consumer information from breaches and unauthorized access. By ensuring

high standards of data security, platforms can build consumer trust, encourage routine purchases, and enhance overall profit growth.

2. Platforms should provide clear and comprehensive information about how consumer data is collected, used, and stored. Offering users more control over their data, such as easy-to-use privacy settings and consent management options, can significantly influence both routine and impulse purchases.
3. Implement educational campaigns to raise awareness about the

importance of data security and user control. Informing consumers about their rights and how platforms are safeguarding their data can further bolster their confidence in making purchases.

4. Conduct regular privacy audits to ensure compliance with data protection regulations and to address any vulnerabilities in data security systems. This proactive approach will help maintain consumer trust and enhance their purchasing experience.

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Legislative-Executive Relations in Nigeria: Separate Branches, Shared Powers.

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Abstract:

The executive and legislative arms of government are different parts of the same government created to mutually work differently for the benefit of all. Despite the good intentions of the framers of our constitution who emphasized more on the mutuality, the operators harp more on the centrifugal forces and this has led to friction in the system. This friction has made the relationship between them unhealthy to the disadvantage of the citizens. This paper examined the relationship between the executive and legislature and interrogated why a mutually beneficial relationship between them turns spiteful. Adopting the structural functional framework of analysis, the paper argued that if every arm performs its function mutually but separately the society will be better for it. The paper is of the opinion that the inability of the different arms to conceive its relationship in a transactional rather than a hierarchical fashion and the conflictual nature of the transactional model of the presidential system are principally responsible for the friction between them and therefore made recommendations for a better working relations between them. the recommendations include the need to search for knowledge, cautious use of power amongst others.

Keywords: transactional, legislative. Executive. Institutions, Structure

Introduction:

Government as the enforcing arm of the state is divided into three, namely – Executive, Legislature and Judiciary. Each of these arms are enabled with different functions which they perform independently but cooperatively. The executive is charged with the responsibility of executing the laws made by the legislature while the legislature is empaneled with the function of law making and the judiciary with the powers to interpret the laws made by the legislature and the activities of the executive to ensure it complies with the laws. It is clear from the above that while each of the arms are different or independent their powers are interwoven or shared. This is true of almost all forms of government, however, it becomes clearer when the executive-legislative relation is considered in the two principal forms of government- the

presidential and parliamentary systems of government. As argued by shugart (2006)

A parliamentary system makes the executive an agent of the assembly majority, hierarchically inferior to it because the majority in parliament creates and may terminate the authority of the executive. A presidential system, on the other hand, features an assembly and executive that are elected independently for fixed terms, and thus have incentives to transact, or bargain, with one another, in order to produce legislation and to govern. (p 367)

The above position naturally makes the parliamentary system less conflictual because it has subjected the executive to the legislature but does not obliterate the interdependence and interrelatedness of the

functions of the arms. It does not also annihilate the principle of separation of power as propounded by Baron Montesquieu (1689-1755) a political philosopher. On the other hand, the presidential system which Nigeria practices ought not to be conflictual as each has its own functions clearly stated.

In theory the three arms are separate with different functions that are like parallel lines. However, in practice there is functional overlap that is balanced by the principle of checks and balances. Appadorai (2004) asserts that no state operates separation of power in absolute terms and this is true and was not intended to be. He outlines this fact when he asserted that

“If we look into the constitution of several states, we find that there is not a single instance in which the three departments or powers have been kept absolutely separate and distinct” (p518)

It is discernable that the desire of the framers of the Nigerian constitutions acknowledged the need for each arm to be separate but not in absolute terms hence the need for the arms to act as checks and balances to each other. However, the desire by the different arms to exert absolute autonomy over others instead of collaboration by the arms is the major cause of frictions amongst them. There is therefore the need for the three arms to understand that government is an organic whole and the need for separation of powers though necessary must be reconciled with the need for cooperation and dependency on each other for maximum harmony and efficient delivery of service to the people. It is in therefore clear that the three arms are separate branches that share power.

In the light of the above we will examine the legislative-executive relations in Nigeria, seeking to find answers to the following questions. Did the framers of the

1999 constitution as altered create conflictual relationship between the executive and legislature, what are the causes of the frictions between them, what can be done to minimize it?

Theoretical Framework:

Theoretical framework is the instrument that helps in the understanding of the variables under discuss. It provides the tool for the analysis and proper digestion of the issues and the relationship between them. It gives direction and purpose to intellectual discourse and enables the researcher to draw conclusions and make recommendations. This paper adopted Structural Functionalism theory which is a variant of the larger doctrine of functionalism as its theoretical framework. It was introduced into sociology by Talcott Parsons (1951), social anthropology by A.R. Radcliffe-Brown and political science by Gabriel Almond and Bingham Powell when they used it to compare political systems. Whether in sociology, anthropology or political science it is built on one strand which is the relationship between structures and the functions which they perform in a system for the overall performance of the system. Structural-functionalism, all elements and structures perform specific and identifiable functions and the performance of these functions by different structures contribute to the stability of the system (Ekwoona, 2014). Secondly, the one other assumption is that the structure will be maintained if the functional requirement of each structure is sustained. Despite its conceptual confusion due to different meanings associated with concepts such as structure and functions it is a perfect frame work for our work as it enables us explain the relationship between the different arms of government and how the performance of different functions by different arms separately but co-operatively leads to the stability of the system. The legislature is assigned the function of law making while the executive has that of executing the laws so made. The legislature

has the power of the purse while the executive collects the funds of government based on the law made by the legislature. Each of these arms while holding fast to its functions compliments the other in the performance of its functions and this leads to stability of the system. The conflicts that arise stem not from the functions allotted but from interference in each other's functions and the desire to dominate instead of corporation as allowed by law. This position is in line with Onuche (2021) position when he observed that

“it is imperative to note that inherent in the doctrine of Separation of Powers is the principle of Checks and Balances. This allows for accountability, independence of the various arms abhorring interference and encouraging coherence for efficiency. Interference in the functioning or usurpation of the responsibility of the other will amount to a violation of the independence of that arm”. (P69)

Conceptual Clarifications:

The Legislature as an arm of Government:

According to Davidson and Oliszek (1996), the legislature as a representative institution began in the medieval Europe. They argued that as monarchs gained control over large territories where inhabitants were divided into classes, the monarchs selected representatives from the different classes for “consultation” on how to vote taxes. These groups chosen evolved overtime into representative assembly not merely for voting for taxes but also for lawmaking. However, by the 17th century after the revolution, it consolidated its powers and turned into a sovereign body in the 19th century and the representation moved from a selected few from selected classes to embrace the whole masses. In the United States of America, the bastion of modern democracy the congress first met in New York City in 1789. The legislature, is one of the tripod that anchors democracy in any political system. It has an eminent stature

in the democratic architecture. It is considered as the most powerful of the tripartite. Drawing from the above late chief Awolowo described it as that institution that has the power to turn a man into a woman and vice versa.

As the legislature is called different names in different countries so do their functions differ. However, there is central function they perform which is that of law making. In the United States, it is called the Congress, in the United Kingdom it is called Parliament, Knesset in Israel and Duma in Russia. In Nigeria, it is known as the National Assembly.

The legislature can be defined as a body of people elected by their constituents to represent their interest that is charged with primary purpose of law making. Ezeani (2010) sees it as an elected body charged with the primary responsibility of formulating the laws that govern the society. Awotokun (1998) expanding the frontier defined it as an arm of government made up of elected representatives or constituted assembly of people whose duty is to make laws, control the activities of the executive and safeguard the people's interest. It is the basic and most potent instrument for the representation, accountability, agitation, etc. It could be bicameral or unicameral. It is bicameral when two legislative chambers exist in a country as is practiced in Nigeria - Senate and House of Representatives. The senate satisfies the principle of equality (each state has 3 senators) while the house of representative satisfies the principles of population and diversity as each state is allocated seats according to its population which accommodates its diversity.

In Nigeria, the first attempt to provide a legislature (the legislative council) was in the 1922 Clifford's Constitution eight years after the amalgamation of the Southern and Northern Protectorates to form Nigeria (though the North was excluded) This is in

contrast with the view of Adebo (1988) who traced it to 1861 when the colonial masters established a legislative council to oversee the administration of the colony of Lagos. By 1861 the country Nigeria wasn't formed as such we cannot refer to the legislative council then as our first legislature. From that humble beginning it has been one leg forward, four legs backward for the legislature as it had been the only casualty of the three arms whenever the military struck. The military in Nigeria's politics was a recurring decimal.

Functions of the Legislature

The legislative power of the federation was outlined in Section 4(1) & (2) of the 1999 constitution as amended. It places the legislative powers of the country under the National Assembly, that of the state under the State Houses of Assembly. Though it did not explicitly indicate that of the local government the outlining of the functions of the local government under the 4th schedule implied that the legislative function of the local governments is rested on the shoulders of the legislative councils of the 774 local government areas of the federation

The major legislative functions of the legislature are:

Law making: The primary purpose of the legislature from where it derives its distinctive nature is law making. This function enables the legislature to make laws that govern our society, regulate activities of government agencies and individuals. based on the constitutional provision, the National Assembly legislates on both exclusive and concurrent legislative lists. The state Houses of Assembly legislates on the concurrent and residual lists. This function includes repealing, altering provisions of existing laws etc. It should be noted that this function cannot be carried out by the legislature alone as the executive (president) is expected to give the final

assent to make a bill law. The legislature can veto the bill if the President refuses to give his assent to the bill as was the case with the law that established the Niger Delta Development Commission (NDDC) in 2000

Representation: This is a very important function of the legislature though overlooked by many. The law making function is derived from the fact that the legislators were elected to the legislature in the first place to represent the people of their constituency. Attending to the fears, hopes and aspirations of the constituents is the primary function of a legislator and this is the foundation of the legislature. The laws made are the aggregates of the desires and needs of the people they represent. As a representative institution Jean Blondel described it as a "communicating mechanism". It is the mechanism through which the people communicate their desires and aspirations to the government for action. (cited in Udeoji and Amanchukwu 2024)

Oversight and Investigative Functions: The legislature is empowered by section 88(1) of the 1999 constitution as amended to investigate (a) any matter or thing to which it has power to make laws and (b) the conduct of affairs of any person, authority, ministry and department charged or has responsibility for executing or administering laws enacted by the National Assembly. This power is sweeping and can only arise from the observations made by the legislature from its oversight function. Oversight function on the other hand means the overseeing of the other arms to ensure that the funds allocated are used for the purpose for which it was appropriated. It is a responsibility incumbent on the legislature as it puts everyone who has access to or controls public funds on his/her toes. It is the eyes and voice of the public on the executive. The objectives of oversight functions are varied and includes improvement in the efficiency and

effectiveness of government operations, ensuring executive compliance, gathering of information to develop new legislative proposals, amend existing statutes, protect individual rights and liberties etc. (Farmer;2006, Kaiser, 2006, Ojagbohmi; 2008) despite these laudable objectives it is still been conceived as a witch hunt

The Power of the Purse: The whole essence of governance is fund. Without funds, government activities will be brought to nothing. The power to determine the sources of revenue for the government, how the funds raised will be spent (not on what it will be spent) and the eventual cross checking of the expenditure lies in the hands of the legislature. This power to control funds is referred to as the power of the purse. The different sources of revenue and items of expenditure are product of law made by the legislature. Sections 162-168 of the 1999 constitution of Nigeria as altered is clear on this.

Approval Functions: We can group some other functions of the legislature under the heading ‘approval functions’ not because they are less important, but because they are interrelated. The legislature approves certain appointments made by the executive, ratifies treaties, approves the declaration of wars etc. All of these functions aid the executive in carrying out of its own functions and leads to good life for the people. These collaborative functions are intended to cement the relationship between the two arms.

Executive as an arm of Government:

It is a term used to express the aggregate of all the functions, areas and agencies which are concerned with the execution of the will of the state. It includes the president, governors, ministers, commissioners, civil servants, police, etc. There are basically two types of executives namely Bi and Uni cephalous executives. The prefix Bi and Uni simply means plural and single executives respectively. The Uni-cephalous

executive is executive with executive powers vested in one person (president), it is common in the presidential system of government where the president is an executive president with both executive (real) and ceremonial powers combined. The Bi-cephalous is a situation where the power of the chief executive is shared between two persons or more. This is very operative in the parliamentary system of government where the executive powers for the running of the government are vested on the prime minister while the head of state carries out ceremonial functions. Nigeria practiced this system in the first republic with powers shared between Alhaji T Belewa as prime minister and Dr. Nnamdi Azikiwe as president. In Switzerland, there is a council of seven members who run the government. They are equally responsible for the administration of the country. The chairman of the council does not exercise the powers exercised by the executive president in a presidential system of government. He does not have any power outside the council.

Functions of the Executive: The functions of the executive arm of government could be classified into 3 broad headlines namely

- Administrative functions
- Legislative functions and
- Judicial functions

Administrative functions of the Executive: The main function of the executive is to execute the laws passed by the legislature and carryout the pronouncement of the judiciary as well as the proclamation of the legislature. These activities are administrative in nature. It is also the functions of the executive to represent the state in international organisations like the United Nations, African Union etc. The executive appoints and deploy diplomats to other countries as well as receive foreign diplomats from other countries into their countries. The executive through its control of the armed

forces and police ensures the safety of the citizens as well as the territory of its country. Enforce laws and maintain law and order in the country. The executive also signs treaties with foreign countries though subject to approval by the legislature.

Judicial functions of the Executive: It is the duty of the judiciary to interpret the laws made by legislature as well as engage in other judicial functions. However, the executive also engage in the performance of judicial functions. Such functions include.

The discretionary power of the attorney general of the federation as captured in section 174(1)(c) of the 1999 constitution as amended to discontinue at any stage before judgment is delivered in any criminal case instituted by him or any other authority known as *nolle prosequi*. This power is not subject to review as was held by the supreme court in several cases. It was intended to further the cause of justice but the politicians have turned it into an avenue for “saving their boys” caught on the wrong side of the law.

Pardoning of convicts. The president or governor has the power to grant pardon to convicted persons. This power is known as the prerogative of mercy.

Legislative functions of the Executive; The executive has a hand in legislation through delegated legislation. This is the process which the legislature gives the executive the power to make laws basically administrative in nature.

Assent to laws; a bill does not become law until it is assented to by the president, though the legislature could veto the bill if he refuses to sign using two-third of the members but that is the exception rather than the rule.

Legislative-Executive Relations; An excursion into the Constitution

The 1999 constitution of Nigeria as amended did not intend to create a rancorous relationship between the executive and legislature arms of government. Rather, it made provisions for seamless relationship with each arm being independent and acting as a check on the others. Checks and balances is a corollary of the principle of separation of power. There cannot be separation of power without checks and balances, that will be a call to anarchy and dictatorship. The constitution in furtherance of this principle fashioned provisions to ensure that while each arm maintains its independence its actions or in actions are kept in check by other arms. This is the hallmark of democracy and the basis of executive-legislative relations. However, in practice it is a different ball game.

Section 4 of the 1999 constitution as amended gives the legislature powers to legislate at the different levels of government, while Section 5 gives the executive, the executive powers of the federation. It did not give an unlimited power to any of the arms without a check as that would be dangerous, it places restriction on the exercise of the powers so given by ensuring that there are checks and balances in place. In Section 4 (8 & 9), it places restriction on the legislature. In Section 5 (4 & 5) it not only place a restriction on the executive, it created a collaboration by stating that the executive in exercising its power to declare a state war must be done with consent of the legislature. This suggests a cordial relationship between them.

The constitution realizing that the spending of the funds will be done by the executive while the legislature is busy doing the legislative work ask the executive to get the approval of the legislature before the expenditure is made. It did not ask the Executive to request from the Legislature

what the funds should be spent on but approval to spend. Sections 80 and 120 of the constitution are clear on this issue. Sections 81 and 121 states the methods of making such requests. It went further in Sections 82 and 122 to give the executive the power to spend funds in the event that the legislature is unable to complete the approval within a specified period.

While Section 5 gives the law making powers to the legislature, the Executive was introduced into the process by Section 12(3) which mandates the President to give his assent to laws made by the legislature. The power of the President to assent is not absolute as the Legislature can veto the assent of the President through the mustering of the votes of 2/3 of the members of the house.

To further strengthen the bond between the legislature and the executive, the legislature is given the power of summon as stated in section 89 of the constitution. The summon/warrant is to be executed by the Nigeria Police, a member of the executive arm. This creates a synergy between the executive and the legislature.

To ensure accountability, the executive appoints the auditor general of the federation or of the state with the confirmation of the legislature but the audit report of the auditor general is not submitted to the executive but to the legislature.

In furtherance of the cordiality between them, the legislature gave some of its lawmaking power through the delegated legislation process to the executive to make laws though subject to its approval.

All these and many more provisions in this constitution were intended to ensure that each arm though separate will confine itself to its responsibility while cooperating with the other arms. From available records it is clear that the relationship between the executive and the legislature is frosty and

mutually suspicious. Momoh (2008) avers that the legislature has not been proactive in checking the executive especially as it concerns the appropriation act. During the Obasanjo regime legislative-executive face off was the other of the day, so also was the case during the tenure of Goodluck Jonathan. None of these face-offs were in the protection of the masses or based on ideology. What could be the cause or causes? Let us attempt to suggest possible causes of the friction between the executive and legislature.

Possible Causes of Legislative-Executive Frictions:

It is difficult to have a fair and objective assessment of the possible causes of the friction as most commentators have taken sides without recourse to the constitution. The constitution provided the basis of the relationship so attempts to solve the problems arising from that without recourse to the constitution is an exercise in futility. There is the contention that the legislature “too do” drawing from this argument Justice O. Aguda once said that “the legislature in Nigeria is systematically usurping the functions of both the executive and the judiciary” (<http://www.thenationonline.ng>) those towing this line did not consider what the situation would have been if the legislature does otherwise. However, Woodrow (1885, p.11) understood it and posits in the case of US situation that

...“unless Congress have and use every means of acquainting itself with the acts and disposition of the administration agents of the government, the country must be helpless to learn of how it is being served; and unless Congress both scrutinize these sift them by every form of discussion, the country must remain in embarrassing, crippling ignorance of the very affair which it is most important it should understand and direct”

The relationship between them wouldn't have been a problem if as Justice Warren

Burger observed “the hydraulic pressure inherent within each of the separate branches to exceed the outer limits of its power even to accomplish desirable objectives had been resisted” Why are these “hydraulic pressures” on the increase in Nigeria? Some of the reasons are:

Oversight Functions: There is a misunderstanding of the oversight function by both arms of government. The legislature sees it as a time to “get back” at the executive while the executive sees it as a witch hunt, none of them is correct because it an attempt at ensuring good governance in the best interest of the people. As Ezeani (2020, p.7) posited the oversight function has been controversial in all ramifications in the political science, and has remained the major source of executive and legislature conflict in Nigeria. He is not alone, former President Obasanjo had faulted the approach of the legislature to this function and had directed his ministers not to appear before the legislature for oversight function. We are all witnesses to how ministers, heads of MDAs were harassed and intimidated in the name of oversight function. While not advocating for the legislature, the oversight function is an important ingredient that brings the activities of the executive to public glare and ensures the principles of good governance, transparency and accountability is sustained. Without oversight function we would have been in the dark. This is not to forget the abuse of the process by the legislature as expressed during the investigation of the activities of the NDDC that led to the “off your mic” episode. The Hon. Lawal Farouk’s committee that investigated the power sector was not spared of the abuse of this process. He intimidated the companies involved in the probe and collected bribe which landed him in prison and many more.

Budget Approval: This is another area of conflict. The power of the purse is with the

legislature but this power is shared with the executive. The budget is prepared by the executive and presented to the legislature for approval. The legislature invites the executive for defense of the budget and other procedures follow. This on the surface is a simple and seamless process but it is not. The executive has made serious allegations on the legislature on this issue. They have been accused of “budget padding” as well as demanding gratification before passage of the appropriation bill into law. President Obasanjo sacked his minister who bribed the legislature to increase his ministry’s budgetary allocation. Budget passing are being delayed due to the refusal of the executive to pay bribe. In the first tenure of President Buhari (2015-2019), the budget was never passed before April of the budget year because it was alleged that he refused to bribe the legislature while the legislature on the other hand argued that it is carrying out its constitutional duty diligently.

The Impeachment Clause: This is part of the provisions of the constitution that was made to ensure that the executive is kept in check. Section 143 & 144, as well as 188 & 189 are clear on how and when to impeach the president or governor. However, we have seen the legislature turn it into an instrument of witch hunt. The governors, especially are threatened at the slightest opportunity with impeachment. The sole purpose being to “extract” from the governors. The matter is made worse by section 188(11) and 143(11) where the major plank of impeachment – gross misconduct is as defined by the legislature.

Unhealthy Rivalry: Beyond constitutional issues, there is the case of unhealthy rivalry. The legislature and executive see themselves as being in competition. This ought not to be so. They are separate branches with separate powers only coordinating where and when necessary. The legislature cannot be the executive and

vice versa. This point becomes manifest when an Executive Governor becomes a legislator. Each arm must come to terms with the fact that they are different arms that have different functions that are inter-dependent and inter-related.

Personal interest of the legislators: the legislators in most cases allow their personal interest to override national interest. They see confrontations as a sign of strength and superiority. Probably because their constituents are far and wide they prefer publicity and as such turns every opportunity into a show biz.

Possible Solutions to the conflict:

To pretend there is no friction in the legislature, executive relations is to leave in self denial. The best option is to find solutions to the frictions. Below are some of the possible solutions.

Building Trust: The first solution is for each of the arms to have trust in each other. The moment each arm realizes that its duties and powers are sacrosanct if properly used, the tension will go away. If the executive believe that the oversight function of the legislature is meant to monitor, supervise government agencies, activities and policy implementation for efficient service delivery and not to witch-hunt them, the relationship will be smooth. The executive is large and not putting a tab on the components of the executive by the legislature will leave the top hollow while the bottom will have a field day.

Adopting diplomatic approach: Both parties must employ diplomacy in solving frictions that may arise. It must not always be fight; violence does not pay. Different conflict resolution mechanisms should be employed in solving the problems. The mediation approach should be adopted. There are elder statesmen in the different parties or non-partisan ones who could be approached to resolve issues before it is escalated.

The Political Party: Except in rear cases, the party that controls the executive also controls the legislature, so the political parties must be up and doing. The whips of the legislature must be properly elected so that he/she will properly represent the party in the house. Whenever there is a conflict between the two arms the political parties must step in to resolve it

Falling back on the Constitution: The constitution is the foundation of the relationship so each of the arms must seek wisdom from it. Where there is a conflict based on misunderstanding, the court should be approached for interpretation. A clear interpretation of the constitution is likely to assuage any ill feelings than resorting to self-help. The judiciary in interpreting the constitution must be fair and just.

Cautious Use of Veto: The legislature should be cautious in its use of the veto power. If for any reason the executive withholds its assent the grey areas should be looked into instead of rushing to veto the bill. The executive on its part must be explicit in stating its reason for the withholding of its assent and it must be cogent. The executive is the executing arm of the government, if it withholds assent on an issue it will be reluctant in implementing such law when passed and the people will be worse off

Searching for Knowledge: The two arms must seek for knowledge. In most cases the friction is out of ignorance, either of their functions or limitations. Seminars, workshops, etc. should be organized for both arms to acquaint them of the letters of the constitution, their powers and limitations.

Conclusion:

The framers of the constitution had the best of intentions for the legislative-executive relations and did their best to actualize it

through the provision of the system of separation of power as well as checks and balances but the operators have not shown good faith in dealing with each other. Legislative-executive relations will get better if we realize that politics is for service to the people and not a goldmine or an arena for the struggle for power between

the two arms. Though they are separate branches of the same government they share power for the benefit of the people and must subsume their individual desires to the general good of the people and work towards positive action for development of the society.

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Effects of Climate Change on Agricultural Production in Nigeria: A Review

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Abstract

Climate change is both the product of nature and man's activities that negatively impacted people's livelihood. It has been there since creation but with population explosion, the effects become more severe and alarming. Before now, climate change has been coming from nature e.g temperature and rainfall variabilities, earth rotation and revolution including the seasons. These resulted in many variations in solar radiation that release greenhouse gas emissions into the atmosphere. Today, with increasing population and human activities like burning of fossil fuels, for power generation, deforestation, cement production, agricultural practices etc have compounded environmental pollution for human survival. These activities increase greenhouse gas emissions which end up in the destruction and depletion of the ozone layer that protects the environment from harmful effects of ultra-violet rays of solar radiation. The non-existence of contingency planning and measures in Nigeria does not mean that the problems are over. Due to climate change effects, many crops have disappeared and more farmlands have been submerged or flooded. Climate change effects on agricultural productivity increase daily with impending doom of famine, hunger, poverty and constrained accessibility to resources. The threats from climate change is no respecter of national boundaries and so the community of man must be aware and take appropriate measures to reduce greenhouse gas emissions like chlorofluoro-carbon, carbon dioxide, methane, nitrous oxide etc on the environment. The study recommends, immediate review of all laws regulating oil and gas development in Nigeria, cut down the use of fossil fuels to remove CO₂ from smokestack and vehicle emissions, shift from coal to natural gas, encourage afforestation, adoption of modern production technology/innovation conducive for maximum crop output and yield, formation of farmers' cooperatives, loans to farmers' should be more of technical assistance rather than cash. Encourage more researches in climate change and agricultural productivity.

Keywords: Climate Change, Agricultural Production, Greenhouse Gase emissions, Ozone depletion, Human Activities, Nigeria.

Introduction

The major objective of present government policy on agriculture and rural development is increased productivity of small-scale farmers; thus enhancing food security in the country and by extension providing employment, reducing poverty and inequality, increasing investment opportunities and stemming rural-urban migration in Nigeria (Poronakie et al, 2021, Mbatu, 2017). The over-riding national goal underlying this policy is that in the prevailing economic hardships confronting

Nigeria, she must attain a high level of industrialization for Sustainable development by 2030, particularly now that the country is in dire need to realize vision 20:2020.

Conversely, many environmental factors, most especially climate change and other global elements in the atmosphere have besieged Nigeria's space-economy, spelling out numerous environmental problems that combined to foreshadow

doom on the country in the presence of high population (ie over 220 million) with their complex characteristic impacts posing as major barriers to sustainable agricultural development (Poronakie et al, 2024, FAO, 2022). Climate means the average weather conditions and its variability of a place measured over a long period of time for at least, 35 years (Oyegun, 2007, Anyadike, 1993, Adeleke and Leong, 1978). However, climate varies from place to place depending on latitude, continentality, vegetation cover and terrain characteristics as it pertains to the presence or absence of mountains (Umeuduji, 2017). It also varies spatially in time from decade to decade on longer time scales which extend to millions of years.

The weather, being a component of climate is the day to day state of the atmosphere within and around us (Ayoade, 1993, Oguntoyinbo, 1983). According to Abali (2021), climate is often very chaotic in nature, non-linear and highly unstable system today which results from rapidly developing and decaying weather systems with limited predictability. Hence, Oyegun and Ologunorisa (2002) reported that the climate of any place depends on three major groups of factors. They are;

1. The amount of solar energy received by the climate system on the solar output, the extent of radiation losses in space before reaching the earth's atmosphere, the distance of the earth from the sun and the angle of tilt of the earth's axis of rotation.
2. The way this energy is been distributed and absorbed over the earth's surface depends on the earth's atmospheric composition, its topography, the extent of ice and snow cover and the distribution pattern of continents and Oceans.
3. The nature of the interaction between the components, that constitute global climate system.

Arising from this, Ayoade (1994, 1993, 1988) affirmed that the global climate system consists of the atmosphere (Air), the hydrosphere (water bodies), the lithosphere (land) the biosphere (living organisms), the anyosphere (ice and snow) and how these components of the climate system interact with one another under the influence of solar energy.

Consequently, the Intergovernmental Panel on Climate Change (IPCC, 2007) affirmed that statistically significant variations in the mean state of the climate or its variability which typically persisted for decades or longer are referred to as climate change. It could also mean the long-term warming of the planet due to increasing greenhouse gases (e.g chlorofluoro-carbon, carbon dioxide, methane, nitrous oxide etc) in the atmosphere leading to environmental pollution (Abali, 2021, Christopherson, 2002). The net effects of these greenhouse gases on living organisms including man and his environment is the destruction and depletion of the Ozone layer which besides protecting lives on the earth's surface also helps to filter out harmful ultra-violet rays in solar radiation from reaching the lower atmosphere where most of anthropogenic activities including agriculture are undertaken. In other words, climate is relatively predictable to some extent than weather because it is fairly stable over large continental or global scales even though extreme atmospheric conditions influence man's life and what he does for a living like agricultural activities.

The elements of weather and climate which influence man in all ramifications include average temperature, minimum and maximum temperature, wind near the earth's surface, various types of precipitation, humidity, cloud cover, solar radiation and the seasons (Johnson et al, 2021). Globally, climate stations record these climatic elements on hourly basis to generate valid data for environmentalists

(e.g climatologists, meteorologists, geomorphologists etc) about the atmospheric condition around us for both human adaptation and habitation (Trenberth, 2008). In essence, variations on the earth's atmosphere and processes taking place in other parts of the globe such as the Oceans and ice-cap including the adverse effects of complex anthropogenic activities can bring about climate change (Adedeji et al, 2014). These external factors which shape the climate of a place are called climate forcing and include processes like variations in solar radiation, the earth's Orbit and greenhouse gas concentrations. Again, glaciers have also been recognized as one of the most significant indicators of climate change because they progressively advance during the cooling phase of the climate. For instance, during the little ice age and retreat during phases of climate warming on moderate time scales. It has also been discovered in the last 100 years that the global climate reality reveals the unstable glaciers which generate enough ice during winter to compliment its losses in summer (Houghton and Woodwell, 1989). These variations are just a part of the various factors which determine the weather and climate of a place. Others include the vertical structure of the atmosphere, the influence of the underlying land and sea, atmospheric circulation and its interaction with ocean currents, the albedo of the earth's surface, vegetation and soil moisture. Thus, describing the atmospheric conditions observable in Nigeria with regards to climate change, Houghton and Woodwell in Oyegun (2007) opined;

The world is warming. Climate zones are shifting. Glaciers are melting. These are not hypothetical events from a science fiction movie; these changes and others are already taking place and we expect them to accelerate over the next years as the amounts of carbon dioxide, methane and other trace

gases accumulating in the atmosphere through increasing human activities (Oyegun, 2007:p8).

Arising from the above, Johnson et al (2021) reported that the amount of insolation reaching the earth's surface is probably the most single climatic parameter. They further stated that in agricultural research and development, information on its distribution is required in studies concerning energy balance, irrigation schemes and of plant growth in relation to the light energy available for photosynthesis. These are not only fundamentally natural but also pre-requisite for the understanding of the pressure distribution as well as total neglect to the impacts of climate change on agricultural production in Nigeria. In this tropical nation, there exists a sharp contrasting climate types between the north and South expressed by marked differences in vegetation cover, the operating winds and types of agricultural systems and its produce while we have very high and intensive temperature with longer sunshine duration, light or scanty amount of rainfall, drought, dominance of harmattan wind with the coldest effects, ubiquitous grass vegetation and desertification are indications of climate change in the north; leading to the production of cereal crops e.g rice, beans, onions, pepper, sweet potato, sorghum, leguminous plants with extensive grassland that favour pastoral farming. The reverse is obtainable in the South. Here, we have the south-west trade wind blowing over the Atlantic Ocean into the country which brings heavy rainfall with heavy thunderstorm of Convectonal type of rainfall, thick forest vegetation and relative high temperature, which account for the production of tuber crops e.g yam, cassava, palm oil from palm trees and sedimentary soils that trap oil and gas as the mainstay of Nigeria's economy. The spatial location and variations in resources exploitation in this country are simply the

functions of climate change and global warming.

The environmental consequences of tropicality in the country as expressed by excessive heat and moisture have given rise to rapid chemical decomposition with a comparatively deep weathering of surface rocks. Based minerals are leached and transported away by percolating water. The chemical analysis of soils compared with those of the temperate latitudes gives the impression that they are low in nutrient (Wike & Oku, 2023).

In other words, the type of agricultural systems and crops suitable for wether south could be unsuitable for the drier north which in this study observes as the manifestation of climate change. The general relationship between climate and human comfort in the country is no doubt controversial. This further implies that, the general impression is that the Nigeria's climate is too hot, too humid, too harsh and too monotonous for optimum physical and mental energy. Thus, its contrast in humidity is deemed detrimental to human comfort. All these climatic changes in the atmospheric system are occurring leading to climate change which adversely affected large scale agricultural production. Therefore, it is against this backdrop, that this study is of the view that any attempt to understand and accurately predict the causes and effects of climate change on agricultural production must factor these climatic elements with modern approaches into the development planning and implementation of agricultural policies and rural development programmes in Nigeria.

Conceptual Review

According to Oyegun (2007), many significant climatic fluctuations of the recent past such as the El Nino Southern Oscillations, the Pacific Decadal Oscillation, the North Atlantic Oscillation and the Artic Oscillation owe their origin and occurrence mainly to the different heat

been stored in the oceans and its motion between the different reservoirs. Over longer time scales, thermohaline circulation which is movement of ocean waters over temperature and salinity gradients play significant role in redistributing heat, thus bringing about the observable dramatic changes in climate.

Generally, there exists different climatic zones with adverse characteristic effects been experienced at any given time over time and space. This occurs because of the sun's energy emitted as heat radiations caused by anthropogenic activities which produce greenhouse gases in the atmosphere (Odjugo, 2010, Meehl, 1997). Most of the radiations taking place near infrared rays are absorbed and retained by the earth's surface.

Ochuko (2009) noted that the temperature of the earth's surface is determined by the energy balance between the heat energy reaching the earth's surface while the energy is been radiated back into space. Consequently, fossil fuel-based industrialization and man's degenerative lifestyle due to inefficient exploitation and utilization of the natural resources e.g coal, oil and gas which take generations to rejuvenate has resulted in significant and unprecedented rise in the concentration of greenhouse gases like carbon dioxide, methane chlorofluro-carbone, ozone depletion and water vapour (Salau, 1993).

These greenhouse gases in the lower atmosphere act like glass that is transparent to the near infrared rays with short wave length but in reality, are opaque to the radiated heat by the heated earth (longwave length or heat rays) and finally trapped them. Thus, by blocking the solar energy not to escape into space, greenhouse gases is added to the heat already present on the earth's surface. This brings about increase in temperature commonly known as the greenhouse effect while on a global scale, it is called global warming. Environmental

threats arising from greenhouse gas effects which led to increasing global temperature results in the melting of ice masses in both the Arctic and Antarctic regions as well as rising of the sea level while many low lying coastal communities are being submerged. Flooding of these areas has caused massive soil erosion, sedimentation and siltation of waterways, contamination of water and spread of water borne diseases. In the temperate region, the winter is shorter and warmer such that the already dry tropical areas become wetter, desert encroachment, drought and famine become more pronounced than before leading to migration due to decrease in plant growth and crop yield which brings about nutrition depletion from the soil as well as disruption of the ecosystem by increase in rainfall amounts (9-10%), altered crop patterns and extinction of valuable plant and animal species (Dhameja, (2007).

Contrary to this, Cetus in Abali (2021) reported a pronounced warming trend that began as far back as 1880 in which over global temperature have been gradually rising. It was also observed that the 20th century (the warmest century) recorded for the past 60 years with 1990s having the hottest decade of the century. Acknowledging this claim, Okebukola (1997) noted that the total amount of carbon dioxide present in the earth's atmosphere virtually remained constant until the 20th century when the burning of fossil fuels e.g coal, fuel oil, petrol, kerosene, diesel and natural gas began to release large quantities of carbon-dioxide into the atmosphere. According to Miller (2002), the past 900,000 years of the 4.7 billion year of earth history have experienced prolonged periods of global cooling and warming. Thick layers of glacier ice covered vast areas of the earth's surface for about 100,000 years during the cold or glacial periods, leading to significant decrease in atmospheric temperature.

Oyegun (2007) admitted that these glacial periods alternate with warmer interglacial periods which lasted between 10,000 and 12,500 years with significant increase in the atmospheric temperature. This further implies that the world is passing through an interglacial phase and for the past 10,000 year prior to today, has experienced a stable atmospheric temperature of 15^oc even though the temperature of the earth's atmosphere has been on the increase since the 1980s. There are also some non-climate factors interchangeably operating which also brings about climate change and global warming. Recent studies have shown that the radiative forcing of greenhouse gases is the basic cause of modern changes in global climate.

The United Nations Intergovernmental Panel on Climate Change (IPCC) made up of 2000 scientists among whom are physicians, geochemists, geographers, Oceanographers, botanists, limnologists and paleoclimatologists selected across the world was established in 1988 to study global warming and make recommendations. In 2001, IPCC released its third assessment report which projected a probable temperature increase of at least 1.4^oc(2.5^of) by 2100. Under its worst scenario, the increase would be 5.8^oc (10.4^of). The panel also reported that climate change is caused by a number of factors which include deforestation, ozone layer depletion, increased carbon dioxide and greenhouse gas emissions into the atmosphere. Human beings cut down luxuriant trees and processed them as timbers, firewood fuel, clearing of land for farming or building of houses or other construction works. These have combined to release carbon stored in trees and significantly reduced the number of available trees to absorb carbon dioxide on the earth's surface.

In 2007, the IPCC reported a rising levels of carbon dioxide to 379ppm at an average of 1.9ppm per year. In areas of higher

emission of carbon dioxide, it was projected to reach 970ppm by 2100, implying more than tripling the pre-industrial concentrations (Manstrandrea and Schruider, 2009). Such a trend in carbon dioxide concentrations is alarming and very detrimental to people's health; healthy environment and livelihood sustainability with particular reference to agricultural production. African countries specifically Nigeria is under severe pressure of climate stress and thereby her citizens are forced to be highly vulnerable to the impacts of climate change. The constant rise in Sea levels have also submerged many communities in virtually all the 36 states in the country bordering the Indian and Atlantic Oceans (NEMA/UNICEF, 2024). The net effects of these environmental problems e.g flooding is that the country is hit by acute shortage of food as the people's farmlands are covered with water, destroying their crops and render them homeless.

Many factors contributed to frequent flood disaster in Nigeria and have compounded the current climate variability with marginal ability to handle and cope with lowland the annual trend in climate change. These include poverty, illiteracy, lack of entrepreneurial skills, institutional fragility, inadequate infrastructure, lack of modern technology and information, low level of education and health care delivery system, poor access to resources, low management capabilities and armed-conflict (UNFCCC, 2007). Acknowledging this claim, President Yar'Adua in Adeyemo (2008) while inaugurating the energy council to handle the problems of regular energy supply in Nigeria lamented thus;

Our country has had for too long, a very narrow focus in the management and utilization of the hydrocarbon resources. The enormous potentials of our oil and gas industry for generating economic growth, the provision of mass employment and for

providing a strong foundation for the transformation of our industrial and agricultural sectors have never really been prioritized (Adeyemo, 2008: p16).

Again, the over exploitation of land resources including forests, high population growth rate, desertification and land degradation have posed more severe threats to agricultural activities. In the areas bordering Sahara desert, Sahel, Sudan and Savanna regions; dust, sandstones, desert encroachment, droughts etc are common natural phenomena with negative impacts on agriculture, infrastructure and health. The physical conditions of poor soils, irregular and inadequate supply of moisture, ubiquitous pests and diseases, shortage of land for practicing farmers and excessive heat have combined to render the soils infertile for optimum crop yield. (FAO, 2022, 2021). According to Dagogo (2023), heat generally debilitates individuals. He maintained that extremes of heat and humidity also deteriorate the quality of the soil and contribute to low productivity of certain crops. Hence, Nigeria's climate is predicted to be more variable and extreme weather vagaries; are becoming more intolerable and severe with increasing health risks in the presence of bad leadership. These include the risk of increasing droughts in the north and erosion, sedimentation, siltation and flooding in the south in the new areas as well as inundation due to sea level rise in the coastal belts (Christensen, 2007).

In the past, many of the low-lying areas next to rivers in Nigeria where hardly cultivated by farmers because of problems of diseases particularly malaria and River Blindness (Nnaji, 211). Consequently, they were mainly used for grazing by nomadic herdsmen.

Although, they had no officially certified ownership of these lands; they regarded

themselves as the owners by right of use. There has been small-scale riverside cultivation for centuries in Nigeria, especially along the river system (a hand operated water-lifter) – however, population in Nigeria during the 20th century and most recently rainfall variability that have forced both the herdsman and farmers to sick arable land. for the nomadic herdsman their response to climate change was to move into arable farmlands in the South-east or South west of Nigeria, thereby causing who now abandoned their farmlands for security reasons (Nnaji, 2008, 1999).

Consequently, Mc Michael et al (2006) observed that Africa and Nigeria in particular is vulnerable to a number of sensitive climate diseases such as malaria, tuberculosis, typhoid fever and diarrhea. In Nigeria, the 1994 estimate of carbon uptake from forest and non-forest tree growths including the abandonment of poorly managed lands was 36.75Tg CO₂. Similarly, the gross emissions of carbon from biomass harvests and conversion of forest and Savanna vegetations to agricultural lands was estimated to be 112.23 Tg CO₂ (FME, 2003). Still in 1994, Nigeria's gas flaring contributed to 58.1 million tonnes or 50.4% of the gross carbon dioxide emissions from the energy sector. The consumption of liquid and gaseous fuels in this sector led to emissions of 51.3 and 51.4 million tonnes of carbon dioxide respectively (FME, 2003). Therefore, it is projected that sea level will rise by 10cm to 30cm in 2025, 44cm to 71cm in 2075 and 66cm to 110cm in 2100 respectively (UNFCCC, 2007).

Thus, against the background of induced subsidence along Nigeria coast; these values would be much higher (Oyegun, 2007). Similarly, Fubara and Alabo (2007) also observed that as much as 20km strip of the Niger Delta inland from the coast will be submerged in the next 50 years if the current rate of increase at the sea level

persists. They added that this would lost over 2500km² of land of flooding disaster including all the coastal settlements in the country to the Atlantic Ocean.

Some evidents of Climate Change in Nigeria

In Nigeria, the analysis of long-term meteorological data (temperature, rainfall, duct-haze etc) showed a discernible proofs of climate change. Annual rainfall has declined over time and space with reduction between 100mm-311mm depending on location and topography (NEST, 1992). It also revealed fewer wet days and higher rainfall intensities which shortened crop growing periods. From 1970 till date, many parts of Nigeria are experiencing marked variations in on-set and retreat of rainfall relative to the period in 1941-1970. In other words, many parts of the country are experiencing more warmer than cool conditions. This implies that climate change in Nigeria are indicated by increasing surface air temperature, increasing heat waves, sea level rise, flooding, salt-water intrusion, desert encroachment and increased evapotranspiration (Nnaji, 2011). Studies by NEST (1992) identified the following sectors as the most affected by climate change. They include agriculture, forestry, human ecology, energy, water resources and coastal resources. In the rainforest and coastal agro-ecological zones of South-Eastern Nigeria, common ecological challenges are those adversely affecting agriculture and forestry, water resources and energy especially fuel woods. For instance, soil erosion is one of the most striking features in the area (Odjudo, 2010).

The incidence of flood is a recurrent phenomenon in the coastal and riverine areas, whereas coastal and marine erosion and land subsidence have also been recorded (Oyegun, 2007). Desertification is a problem in the northern fringes of the country just as we have increased evaporation resulted in the loss of much

surface water in the area e.g Lake Chad. On the other hand, drought has become a feature of climate across the country if rainfall regime changes adversely. Consequently, recent reports of Nigeria's state of the environment indicated that though, massive afforestation programmes have been embarked upon by successive governments, few structural and sustainable efforts seem to be in place to mitigate the impacts climate of change in Nigeria.

According to Adeyemo (2008), and Oyegun (2007), the causes and consequences of climate change are the products of natural phenomena and human economic activities. From the natural perspective; the cooling and retreatment of glacier phases at different climatic zones, the types and patterns of precipitation in response to wet and dry seasons of the year are proves. Consequently, climate change effects dictated the distribution patterns of flora and fauna species, planting and harvesting periods of different crops. This is manifested by the climatic variability in the area because many different crops have different climatic conditions suitable for

their adaptation growth and yield. In other words, it determines the different types of agricultural systems and production patterns to be done in any given locality. For instance, trace or contour farming is suitable for mountainous or rugged terrains while bush fallow/rotational agricultural system is best for plain and undulating farmlands. Agricultural activities and crop yield are also determined by the variations between wet and dry seasons.

Again, the high concentration and emissions of greenhouse gases (e.g chlorofluoro-carbons, carbondioxide, methane, nitrous oxide etc) in the atmosphere leads to the destruction and depletion of the Ozone layer thereby exposing people and their economic activities not only to the different toxic gases but also to weather vagaries most especially the harmful ultra-violet rays in Solar radiation (Ayoade, 1977). It is also evident that complex human economic activities aggravated the spread incidence of natural greenhouse effects of radiative gases in the earth's atmosphere (see table 1).

Table 1: Major Greenhouse Gases from Human Activities

Greenhouse Gas	Human sources	Average Time in the Troposphere	Related Warming Potential Compare to Co ₂
1. Carbon dioxide (Co ₂)	Fossil fuel burning especially coal (70-75%). Deforestation and plant burning	50-120 years	1
2. Methane (CH ₄)	Rice paddies, guts of cattle and termites, landfills, coal production, coal seams and Natural gas leaks from oil & gas production and pipelines	12-18 years	23
3. Nitrous oxide (N ₂ O)	Fossil fuel burning fertilizers, livestock wastes and Nylon production	114-120	296
4. Chlorofluoro-carbons (CFCs)	Air conditioners, Refrigerators plastic forms	11-20 years 65-110 years in the stratosphere	900-8,300
5. Hydro chlorofluoro carbons (HCFCs)	Air conditioners Refrigerators Plastic forms	9-390 years	470-2000
6. Hydrofluoro carbons (HFCs)	Air conditioners Refrigerators Plastic forms	15-390 years	130-12,700
7. Halons	Fire extinguishers	65 years	5,500
8. Carbon Tetrach chloride	Cleaning solvents	42 years	1,400

Source: Miller (2004: p282).

Today, most of these radioactive gases are from oil and gas production related activities in Nigeria (See Table 2).

Table 2: Oil and Gas Infrastructure and Production Related Activities in the Niger Delta Region of Nigeria

1.	% Contribution of crude oil export to national forex earning	Over 80%
2	Average daily crude oil and gas production	2 million b/pd
3	Number of oil wells drilled in the Niger Delta (Nigeria)	5,284
4	Number of flow stations for crude oil processing	257
5	Length of oil and gas pipelines in the Niger Delta Region (Nigeria)	Over 7000km
6	Number of export terminals	10
7	Land-use within which the network of pipelines are located	31,000km ²
8	Number of communities hosting oil and gas facilities	Over 1,500
9	Gas flares out target date	Dec. 2007
10	Number of petroleum training institutes in the region	1
11	Number of free export/industrial zones in the region	2
12	Number of gas plants in the Niger Delta Region (Nigeria)	10
13	Number of marginal oil fields farm out to multinational oil and gas companies	30

Source: Poronakie & Okpor (2021:p125), Adeyemo (2008:p13), Niger Delta Regional Development Master Plan (2006)

Each of these oil and gas infrastructure and production related activities has deprived the people of their means of livelihood (e.g farming, fishing and craftsmanship); and have also directly or indirectly endangered their health due to environmental pollution (air, water and land/soil) occasioned by the frequent emissions of greenhouse gases associated with oil and gas exploitation in the area. For example, the 5,284 oil wells, 257 flow stations, over 7000km pipeline coverage area and 30 marginal oil fields have negatively impacted the people including agricultural production in the country. In essence, these activities have reduced farmland and its productivity while water pollution has reduced annual fish catch in the country. According to UNEP'S Report (2011), environmental pollution is so severe in the area that the farmlands located within and around oil and gas facilities are so devastated and rendered barren that farmers had to abandon them and migrate to other fertile lands in neighbouring communities. The impact of climate change in general, should be viewed with grave concern particularly when related with land productivity,

available farmland and level of poverty scenario in the country.

Nevertheless, Nigeria is blessed with abundant human and material resources. The country is endowed with a large number of productive population, potentially cultivable expands of land and fishery resources. The potentials of Nigeria in the area of primary agricultural production existed in a variety of cash and food crops eg palm oil and palm kernel, rubber and cocoa etc are large. Others include yam, cassava, plantain, cocoyam, beans, sweet potato, onions, pepper and vegetables in terms of food crops. In reality, these abundant resources are fast disappearing away as a result of climate change and global warming Salau (1993) cited in Fubara and Alabo, (2007) admitted that the environment should be adequately protected and maintained if the tragedy of wanton life destruction and livelihood sustainability are to be avoided and guaranteed headlong.

According to Ruddiman et al (2005), the first early formulated anthropogenic

hypothesis which suggested the rise of agriculture and its accompanying deforestation during the period (500-800) years ago, led to increases in Carbon dioxide (CO₂) in the atmosphere. He argues that these increases which reverse previous declines may have been responsible for the prolonged delay of the next glacial period on the earth's surface.

Methane, (CH₄), being a radiative gas contributes the overall greenhouse effects in the atmosphere with an annual increase of 1%. Arising from this, Oyegun (2007:12) identified some human activities which contribute significant amounts of greenhouse gases in the troposphere where agricultural activities are undertaken, They are;

1. The sharp rise in the use of fossil fuels that release large amounts of greenhouse gases such as carbon-dioxide (CO₂) and methane (CH₄) into the atmosphere
2. Aerosols – particulate matter of sulphur from fossil fuels combustion in the atmosphere which exert a cooling effect on weather and climate.
3. Cement manufacture – 3rd largest cause of man-made CO₂ emission.
4. Land-use arising from urbanization and industrialization.
5. Ozone depletion of the stratosphere
6. Animal husbandry which accounts for 18% of World's greenhouse gas emissions.
7. Deforestation, clearing and burning of grasslands to grow crops, which release carbon-dioxide (CO₂) and noxious gases into the atmosphere.
8. Cultivation of rice in paddies and the use of inorganic fertilizers that release nitrous oxide (N₂O) into the atmosphere.

Challenges of Agricultural Production and Sustainable Food Security in Nigeria
Sustainable agricultural development addresses the issues of equity, accessibility,

adequate job opportunities, enhanced living conditions as well as optimum, adequate and judicious utilization of natural resources (Poronakie et al, 2021). Regrettably enough, Nigeria approaches as indicated by previous development programmes eg DFRRL, OMPADEC, NAPEP, NDDC, Micro-Finance Bank, N-Power Programmes amongst others whose major objective is the improvement of human capital formation have proved counter-productive (Ojo and Ojo, 2009). This implies that the current agriculture and its related activities still remain the mainstay of Nigerian economy after oil and gas sector. As a matter of fact, any nation which is unable to improve the skills and knowledge of its citizens in the agricultural sector to the extent of providing the people with adequate supply of food items both for domestic and industrial uses will be unfit to get out of poverty trap or economic dependency relationship with the developed countries of the world (Adeyemo, 2008). Besides the effects of climate change on agriculture. Nwanyanwu in Poronakie et al (2021:10) also noted the constraints/declining contributions of agricultural sector to the nation's gross domestic product in what follows:

1. Shortage of qualified manpower in key areas
2. Poor and inadequate supply of agricultural inputs e.g subsidies, incentives, credit facilities and improved seedling species
3. Poor conditions of feeder roads and other transport facilities across the country
4. Inadequate number of extension workers to direct, supervise and educate farmers on modern farm practices as well as the use of modern environmentally friendly technologies.
5. The problem of land ownership imposed by land tenure system in most parts of Nigeria.

6. The challenges of epidemic, diseases, pests, erosion and flooding as observed in the Niger Delta Region of the country.
7. Lack of adequate storage and processing facilities.
8. The problem of labour shortage (skilled and unskilled) labour due to incessant insecurity and rural-urban migration.
9. Lack of registered cooperative societies to save farmers from undue exploitation by the middle men
10. Use of crude farm implements e.g cutlass, hoe, machet etc instead of tractors, planters, harvesters, refrigerators etc that require constant electricity supply.
11. Lack of ready markets to avoid fluctuation of farm produce in periodic markets located in rural areas.

Current Measures to Sustain agriculture and food security in Nigeria

The current trends in climate change and global warming are no respecter of national boundaries when they occur. Hence, the global society of man need to be environmentally conscious in all activities embarked upon and to respect human dignity. The listed items below aim to reducing the impacts of climate change on man, environment and farming activities.

1. Immediate review of all laws regulating oil and gas development in Nigeria
2. Cut down the use of fossil fuels e.g coal and remove CO₂ from smokestack and vehicle emissions
3. Shift from coal to natural gas and store or sequester CO₂ by introducing afforestation/tree planting.
4. Transfer energy efficiency and renewable energy technologies to developing countries

5. Improve energy efficiency by Sequestering CO₂ in soil through no-till till cultivation techniques.
6. Shift to renewable energy resources and sequester CO₂ in deep ocean salt water aquifers.
7. Reduce deforestation and encourage afforestation which will help to absorb excess CO₂ in the atmosphere.
8. Regular inspection, monitoring, repair and maintenance of oil and gas facilities in the country.
9. Adoption of modern production technology/innovation for maximum output and yield.
10. Use feeds that reduce methane (CH₄) emissions by batching cows.
11. Reduce poverty and growth of population
12. Development and provision of agricultural insurance scheme against weather hazards
13. Commercial banks should be compelled to lend certain proportion of their loans to practicing farmers without collateral.
14. Loans to farmers should be more of technical assistance rather than cash. Experience showed that most of the farmers always divert their loans to other frivolous areas that are not related to agricultural enterprise.
15. Encourage more researches in climate change and agricultural development in Nigeria.
16. Multinational oil and gas companies, being the worst offenders of greenhouse gas emissions should be compelled not only to pay adequate compensation to victims of pollution in their host communities but also foot the bill of environmental restoration.
17. Formation of farmers cooperative societies.

Conclusion

There is no exaggeration to state the obvious that climate change is controlled

by natural variations in sunspot activity. However, the orbit of the earth during its movements around the world, plate tectonics and the exchange of atmospheric heat and carbon dioxide, revealed that current climatic change come from human activities. These include the burning of fossil fuels for power generation, deforestation, cement production and unsuitable agricultural practices. Consequently, they increase greenhouse gas emissions with its associated greenhouse effects and increases in the troposphere's temperature. With Ozone depletion, people are exposed to frequent and severe weather hazards eg extreme heat exchange, sedimentation and siltation of water ways leading to riverbank overflow and flooding that destroy everything including agricultural farmlands. Thus, the net effects is severe environmental pollution which are responsible for ecological destruction and economic underdevelopment in Nigeria.

Recommendations

1. Capacity building for sustainable environmental restoration agenda in Nigeria.

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2. Diversification of the economy from oil and gas to commercial agriculture
3. Construction of all-weather roads and flyovers to link both the riverine and upland areas in the country.
4. Stiff penalties should be given to defaulters of environmental laws including the closure of such activity eg Multinational oil and gas companies.
5. Government of developing countries should stop planning without focus and develop efficient energy systems for public utilities.
6. Developed countries must see Nigeria as their younger/sister nation in all transactions and stop using the country as dumping ground to discharge their toxic wastes and obsolete technologies
7. Adoption of environmental impact assessment and clean-up strategies before, during and after all development projects in Nigeria.
8. Government should encourage more relevant researches in climate change and agricultural development in Nigeria.

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Collective Security System: A Panacea for Achieving Sub-Regional Peace and Sustainable Development in ECOWAS

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Abstract

The ECOWAS sub-regional states are for decades bedeviled with myriads of security threats due to the activities of violent extremist terrorist groups and trans-border criminal organisations which have resulted in the death of hundreds of people, destruction of public and private properties, and displacement of millions of people. An inclusive security approach is therefore inevitable option for the sub-regional states to protect the region against contemporary security threats. This study examines the role of collective security system as a panacea for achieving peace and sustainable development among the sub-regional states of ECOWAS. The major objectives of the study is to examine the impact of collective security mechanism among ECOWAS region and also to examine challenges facing ECOWAS in the management of its collective security system. The findings of the paper revealed that insufficient logistics, poor fundings, lack of cooperative synergy among members state and abuse of rules of engagement are among the major stumbling blocks that clogged the efficiency of collective security system. The paper recommends sufficient funding, adequate and timely supply of needed logistics, and a sincere and honest commitment of member states, adequate sanction and punishment of troops that violated the rules of engagement as some the major ways of consolidating the collective security system. The method of analysis adopted for this study is the qualitative method of data analysis. The study adopted regional security complex theory as its theoretical framework for the study.

Keywords: collective security, sustainable development, peace, ECOWAS

Background to the Study

The rationale for collective security at both global, regional, and sub-regional level is to ensure global peace and prosperity. The world for decades has been grappling with numerous security threats and tensions that are grossly inimical to the global peace and sustainable development ECOWAS as a sub-regional organisation has in the past, been successful in managing intrastate conflicts in the region through troop deployments and mediation (Akokpari, 2019). In order to halt the future occurrences of the future conflict numerous global, regional, and sub-regional organisation were established.

The international system formed various regional organizations as a fall out of the provisions of Article 52 of the UN Charter, such as the European Union (EU), North Atlantic Treaty Organization (NATO), African Union (AU), and Economic Community of West African States (ECOWAS). These organizations were to cater to the concerns of member countries in the areas of economic, political, security, humanitarian, and environment.

However, with the inception of globalization and the post-September 11 world order, new and emerging security threats from terrorism, cybercrimes, and organized transnational and cross-border

crimes have engulfed West Africa (Kich & Kalu, 2018). There are two schools of thought on the subject of security, the narrow and wide approach. The proponent of the narrow approach equates security with the military and the use of force (Ibrahim, 2018). While the proponents of the wide approach view security through five distinct sectors, military, societal, political, environmental, and economic as a threat to security (Ibrahim, 2008). Considering the trends and dynamics of security challenges in today's world is academically naïve and illogical to consider security as exclusive obligation of the military alone. As postulated by minimalists proponents which contradict the postulation of the maximalist school of thought.

Moreover, ECOWAS has had significant successes in the management of security in West Africa, the organization has so far operated only in the realms of peace operations and conflict mediation (Akopari, 2019, Lar, 2019, Odobo, 2017). As new and emerging threats to peace and security in the region worsen without a plausible regional approach, it became apparent that West Africa's security challenges were going to deteriorate further (Kich & Kalu, 2019). Even though the outcomes of the changing security dynamics were anticipated, ECOWAS operational concept in managing security in the region remains problematic (Onuoha & Ezirim, 2018; Tejpar & de Albuquerque 2019).

The need for Collective Security has made nations to jointly combine their security intelligence and form alliances to repel any aggressor. According to-Ko Annan (1999), "Ours is a world in which no individual, and no country, exists in isolation". This assertion has become one of the fundamental bases which established international organisations as the quest for peace in the global system continues to be

inevitable. The sub-region of ECOWAS is today among the major region at the global scale that is seriously affected by myriads of security tensions that have crippled and thwarted the giant strides of the regional states towards achieving the pre-determined developmental goals. For decades the region has suffered untold hardships and economic stagnation due to one conflict or the other. According to Evans and Newnham (2017), the concept of collective security ascertains that the security dilemma of states can be best overcome not through national self-help and balance of power but through the institution of communal commitments, where by each country undertakes to unite in collective actions against those, which impede the territorial integrity or political independence of others. The Peace of Westphalia, in 1648, firstly conceived the idea of Collective Security, which brought about the Treaty of Westphalia and the establishment of a joint security system to end the war among European countries. This security management affirmed that each state accepted that the security of every nation was everyone's responsibility. The League of Nations (LON), with the commitment of its member countries and laudable objectives, could not avert the outbreak of World War II. After the war, the United States of America spearheaded another joint security arrangement to prevent the outbreak of another world war. This security arrangement led to the establishment of the United Nations (UN).

Chapter 1, Article 1(1) of the UN Charter proposes the need to maintain international peace and security, and to that end to take effective collective measures for the prevention and removal of threats to the peace, and for the suppression of acts of aggression or other breaches of the peace, and to bring about by peaceful means, and in conformity with the principles of justice and international law, adjustment or settlement of international disputes or

situations which might lead to a breach of peace (The United Nations, 2007), Collective Security Mechanism, which included the ECOWAS Standby Force (ESF), which later replaced the Economic Community of West African States Monitoring Group (ECOMOG), Meditation, and Security Council (MSC) are among the pillars of promoting peaceful coexistence within the ECOWAS boundaries etc.

Statement of the Problem

The ECOWAS sub-regional states are today bedeviled with pervasive and endemic activities of terrorists, drug traffickers, human traffickers, and political instability and trans-border crimes among others. The conditions of ECOWAS sub-regional states have caused another great concern on how best to handle the state of insecurity in the region. The incessant terrorist attacks carried out by the different terrorist groups on daily basis have affected the peace and peaceful coexistence of the region. This development has generated tension and apprehension in the international community that the attack should not spread to other parts of the region not yet affected by the activities of the terrorist groups. The aftermath of the terrorist activities had caused significant economic consequences, discouraging investors and tourists, and hindering developmental projects (Sanusi, 2019).

However, the phenomenon of terrorism is more pronounced in Nigeria and Mali than any other country in the sub-region, as both countries are homes to some of the notorious terrorist groups in the world. While Nigeria is home to Boko Haram, Mali houses to AQIM, Ansar Dine. MOJWA, known by its French acronym Mouvement pour l'unicite et le jihad en Afrique de l'Ouest (MUJAO), and al-Mourabitoun, which has links with AQIM (Boas 2019; United Nations [UN] 2012). These groups are by far the deadliest terrorist groups in the sub-region, as their

violent activities have had devastating effects on the socio-political, economic and corporate existence of the countries where they are situated. In pursuance of their agenda, armed attacks were launched, in the first instance, against state security officials and public infrastructure, including schools, hospitals and government offices in the northeast, particularly Borno, Yobe and Adamawa states (Akanji, 2019). The violent attacks were later extended to civilians and private properties, including houses, farms and farmsteads, churches, mosques and palaces of traditional rulers in the states in the northeast, as well as in Abuja and Nasarawa, Kaduna, Kano and Bauchi states, all of which are outside the remit of the northeast geopolitical zone of the country in the process, heinous crimes, such as decapitation, rape and kidnapping. were committed, and millions of people were displaced internally and across the borders to neighbouring countries (Akanji 2019). Women and girls were the most affected by the activities of Boko Haram, as several of them were kidnapped, raped, forced into marriage with warlords, sold into sex slavery and prostitution, used as human shield against attacks by government forces and used as bomb carriers (Akanji, 2019). The ruthlessness of the Boko Haram and bandits undermined socio-economic, political and cultural activities and interactions of ECOWAS regional states there was disruption of educational activities in primary, secondary and tertiary institutions in Borno State, as schools were closed because of incessant attacks by Boko Haram (Agbibon 2018; Akanji 2018).

Henceforth, the prevailing security situation in the ECOWAS sub-regional states have showed that a number of security approaches implemented to confront insecurity in the region have not improved the security predicament in the region rather it has weakened it to a contemptible state. Based on this premise,

advocates of collective security theory contend that a well planned and effective collective security policy is the most probable and auspicious security method to enforce regional and global peace.

Moreover, the most important tool in fighting insecurity, the political will is not there, without the concrete legal backing and involvement of nation-states in the fight against modern security threats, it is difficult to make headway in the fight against emerging security threats in the ECOWAS sub-regional states. For collective security to be achieved regional states must rally against any aggressive state or non-state actor either as a friend or foe. The main reasons ECOWAS states become an ideal meeting point for drug traffickers, terrorists groups are attributed to lack of improper security system, its geographical location, no modern technological facilities to detect drugs, and patronage of political persons by drug barons. The frequent unconstitutional change of governments which always lead to political instability encouraged civil disturbance, metamorphosing into civil wars, insurgency operations, and coups thereby allowing the activities of drug traffickers and smugglers to thrive in the region.

Additionally, the current military takeover in Niger republic and withdrawal of some ECOWAS states from the regional umbrella body is a big threat to sustainable peace and development. The time to review the present security structure in the region is now, postponing it, is allowing the contemporary security threats in the region to escalate and continue to pose danger to lives and property in the ECOWAS region. The functioning and use of multinational task force through alliance has become outmoded, it is time to replace it with a well-structured collective security system to take the fight to the doorsteps of terrorists, drugs smugglers, human

traffickers, and trans-border criminal gangs. It is against this background that this study attempt to examine the impact of collective security on achieving sub-regional peace and sustainable development in ECOWAS. The study is guided by the research questions below:

Research Questions

- what are the ECOWAS security mechanisms in respect of collective security system?
- what are the challenges facing ECOWAS in the management of collective security system?
- how has collective security influence Peace and Sustainable development among the ECOWAS region?

Research Objectives

- to examine the impact of collective security mechanisms among ECOWAS region
- to examine challenges facing collective security operation among ECOWAS region
- to examined the impact of ECOWAS collective security in the promotion of peace and sustainable development

Conceptual Review

Concept of Collective Security

Chaturvedi (2019) defines collective security as an arrangement agreed upon by some states to protect their important interests, integrity and ensure safety against a common enemy or threat over a specified period through a combination of their powers. Onyemaechi Eke (2019) sees collective security as an idealist one which hinges on the prevention of hostilities by the formation of an overwhelming military force by member states to deter aggression or, by implication, to launch a reprisal attack capable of defeating the recalcitrant member.

However, collective security can only be fully effective if the Member States are strong enough to withstand any form of aggression, and if decisions to deter any attack is decisively enforced. The United Nations. During the 18^o Century, Immanuel Kant, in his book titled 'Perpetual Peace' states that "the law of nations focuses on one federation of free states" (Kant, 1795). Thus, by embracing collective security, any member state is barred from engaging in a manner that could breach global peace, thereby eliminating potential conflicts. Since collective security deals with the security of sovereign states, it connects to liberal democracy, which is strengthened by strong economic ties within the region, for the rule of law. The enforcement implies that the state needs to implement necessary measures, sanctions, or war, if necessary, the international community established the idea of Collective Security to propose new ways of building mutual trust amongst states, resolving common security problems through acceptable methods of cooperation. Most countries view Collective Security as a means of achieving stability and strengthening their security mechanisms through collaboration with state and non state actors that address security challenges.

Ebegbulem (2018) asserted that "within an international organisation, threats or attacks against one state invariably implies a threat against all member states, allowing them to act jointly in repelling the aggressive state." Others like Mwangwabi have added to the concept that peaceful and stable world order can only be maintained with the benefit of a collective security system, with the military as an integral part of that cause. (Mwangwabi, 2018). Collective Security protects the security of each member state in the world against potential committed by a state against another. Collective Security is as an assurance system in which member states defend each other against the potential threats. The principle of

indivisibility of peace opposes the concept of neutrality, as it is quite impossible to maintain a neutral position in conflict since all disputes should be of concern to all states as it threatens global peace. In such instances, being is a reason of duty (Liska, 2019).

Issues in Collective Security in ECOWAS

Political Crises

Political crisis for decades have crippled socio-economic development, peace, and peaceful coexistence of ECOWAS member states. The crises led to the massive destruction of lives and properties across region and neighboring countries. Numerous mechanism were adopted by ECOWAS to intervene in socio-political crises and conflicts in its regions. Despite the Community's interventions in conflicts in its Member States, its efforts were not entirely successful.

Lack of political will by the Member States

Anglophone and Francophone dichotomies have affected the political will of regional leaders in implementing ECOWAS security objectives. Member States tend to view and explain situations in the community from the prism of their colonial affinity. Francophone countries in West Africa opposed the ECOWAS interventions as they viewed it as a tool to enhance Anglophone domination in the region further. According to Peter de Costa, the Francophone countries saw the ECOWAS Peace Plan as an "Anglophone roadshow." (Costa, 1990). The Francophone countries believed that the crises in Liberia and Sierra Leone were Anglophone problems, and Anglophone countries such as Nigeria and Ghana should resolve the crises.

Weak Institutions within the Member States

The political and economic institutions in the region were perpetually weak, which

made collective interventions to curtail crises in member states without the support of foreign donors difficult, if not impossible. Despite ECOWAS's lofty dreams of ensuring that peace prevails in the sub-region, attainment of the vision could not be realized by ECOWAS because institutions that could drive such a goal in the Member States were non-existent. The Member States have to go caps-in-hands to foreign donors, especially their former colonial masters, to achieve these dreams.

Inadequate Funding

Inadequate funding for decades has affected the efficiency and effectiveness of collective security system in ECOWAS many member states are not financially committed to the organization's effort of maintaining peace in West Africa. For instance, in its Ministerial Meeting held on 24th 25th May 1999, in Lome, Togo, ECOWAS explained the reason for withdrawing their troops from Guinea Bissau just five months after their deployment based on financial difficulties (ECOWAS Recommendation, 1999 as cited in Rodriguez, 2018).

Logistics, Structural and Operational Challenges

The of collective security objectives is dependent on prompt deployment and availability of required logistics and operational apparatus. ECOWAS Security Mechanism depends on how far Member States tackle many of the operational challenges that continue to undermine ECOWAS military operations. ECOMOG's previous interventions have exposed the logistical weakness of West African armies, some of which include; the problem of command and control, doctrine, administration, and logistics. According to ECOWAS Workshop Report, ECOMOG experienced problems such as lack of standardization of equipment, arms, and ammunition, the poor sea and airlift capabilities as well as absences of vital air

to ground support assets (particularly ground attack helicopters); lack of logistics support for some contingent, and inadequate resources to deal with humanitarian problems (ECOWAS Report, 2005).

Unprofessionalism of ECOMOG Troops

One of the challenges that confronted ECOWAS collective security in enforcing peace in the region is the character of the personnel of ECOMOG troops, many of whom did not act professionally. There were records of looting, raping, violation of human rights, and involvement of ECOMOG troops in illicit businesses during its peacekeeping operations in the sub-region. The ECOMOG peacekeepers became so notorious for stealing the country's resources that the acronym ECOMOG came to mean "every car or moving object gone" (Macqueen, 2002 as cited in Rodriguez, 2018).

Interventions of ECOWAS Collective Security in the sub-region

The Liberian Civil War that started in 1989, emanated as result of political and economic upheavals that bedeviled the government of the day President Samuel Kanyon Doe's regime was characterized by mal-administration, corruption, which resulted to lack of support within and outside Liberia. The President upon assumption in office immediately suspended the constitution and assumed dictatorial leadership. He failed to fulfill, promises made to the people before the coup that brought him to the office and became enemies of majority. The president actions and reactions are contrary to expectations of the majority

Moreover, his actions made the United States put an end to granting aid to Liberia, and this measure by the United States greatly affected the economy of the country, leading to the fall in the standard of living of Liberians, and the resultant increase in opposition to his government. By late 1989,

severe violence broke out after a failed coup attempt against Doe and several members of Gio and Mano tribes that had been maltreated by Doc, revolted in the northeast.

Additionally, the maltreatment by President Doe led to the creation of the rebel group, National Patriotic Front of Liberia (NPFL), led by Charles Taylor, who had been prominent in the Doe Regime as Director-General of the General Services Agency before being dismissed in 1984 for corruption (Jackson:2005). The group commenced a violent attack on the government of Samuel Doe on 24 December 1989. Unfortunately, the NPFL action began a civil war that lasted over eight years, which resulted in more than 200,000 deaths and a refugee population of about one half of Liberians 2.5 million population (Macqueen, 2002 quoted in Rodriguez, 2018). The civil war also resulted in genocides and unspeakable acts of barbarism. Following various platforms of negotiations, the SMC in 1990 created and deployed ECOMOG. ECOWAS mandated to restore peace in Liberia by 2nd February 1991. ECOWAS deployed its second force on 4 August 2003 to Monrovia and renamed the mission in Liberia ECOMIL (ECOWAS Military Invention in Liberia) with troops not only from Nigeria but also from Senegal and Mali (Arthur, 2019).

Theoretical Framework

The Regional Security Complex Theory was adopted for this study. The regional security complex theory was propounded in 2003 by Barry Buzan and Ole Wæver. These scholars advanced the securitization theory to include regional security, particularly how regional security complexes shape regions and the interactions within each of the regions. Barry Buzan, Ole Wæver and Jaap de Wilde (1998) argue that security concerns at the regional level relate to international

security, which is about how human collectivism interact in the circumstances of perceived threats. Some of the threats and vulnerabilities could be manifest or latent in nature, which often undermines the relationship between different actors in the regions. It is in this context that Buzan (1986) viewed regional security complexes as localized sets of anarchy that mirrors the international system. In the regional sense, a set of states exists on the perceptions and concerns that their security is linked closely together such that it is unrealistic to state that their national security perceptions are apart from each other. This conception of security creates the atmosphere for interdependence in an intense manner, excluding a set that is external to the sets of states (Buzan, 1986; 1989). Barry Buzan and Ole Wæver (2003) put it that all states in the system are to some extent enmeshed in a global web of security interdependence. But because insecurity is often associated with proximity this interdependence is far from uniform. Anarchy plus the distance effect plus geographical diversity yields a pattern of regionally-based clusters where security interdependence is markedly more intense between the states inside the complex than those outside it, from the foregoing, it is deducible that the regional security complex theory presents a situation where security of states is interdependent in an intrinsic pattern of common and conflicting interests, interconnected perceptions and interdependent behaviour. The purpose is to mitigate the tendency towards volatile relations. Therefore, a security threat is an ideational social construction build around the fact that security concerns are not usually distant from the region. The regional security complex theory offers an understanding of the concept of security from the horizontal and vertical planes (Buzan & Wæver, 2003). On the horizontal plane, security is expanded to include non-military sectors such as political, economic, societal and environmental sectors while on the vertical

plane and it goes beyond the state as the main actor in international relations to include individual, social groups and humanity as a whole. Both the horizontal plane and vertical plane have the capacity to shape the security architecture of a region. Applying the theoretical construct to ECOWAS, it presents the supranational organisation as existing on a security complex composed of states in the West African sub-region. However, the supranational organisation motivated by shared interests rather than rivalry became a major interest of ECOWAS. Therefore, interdependence in terms of securitization of member states is clearer. The characters of the states as major actors in ECOWAS are conditioned by a rule-governed practice determined and directed by the charter governing ECOWAS which they collectively admitted (Bah, 2005).

Methodology

The historical research design was adopted for this study. The historical research design was adopted because it accords the researcher the opportunity to examine and analyze written document relating to the subject matter under study. Scholars have previously exposed the positive impact of applying historical research design. Thomas (1999), asserted that it is easy to apply, and is less costly, and permits the use of historical materials.

This study adopted secondary source of data collection. Secondary source of data collection refers to data collated through documentary sources. This kind of data is accessed by utilising textbooks, newspapers, journals, magazines, print media, internet, seminar papers, etc. The paper adopted content analysis as a method of data analysis. Content analysis is systematic, rigorous, approach to analysing documents obtained or generated in the course of research. Where the researcher perused through relevant documents in order have more insight on the subject matter under

study. It describes the position of scholars on a given subject matter

Data Presentation and Analysis

The impact of Collective Security Strategies among ECOWAS Region

The ECOWAS Standby force lack the financial strength to muscle their logistic capability in conditions of large-scale conflicts. For instance, the ECOWAS depot in Sierra Leone suffers from member states not deploying their troops to the depot. This is because most of the member state faces internal security threats and they complain of not having enough troops to tackle their own internal security problems.

On the contrary Abbas, (2018) asserted that effective implementation of collective security at any regional level is not perfect. However, ECOWAS seems to have made significant development in partnership with agencies and multi-nationals on conflict management and prevention. For instance the European Union have assisted ECOWAS with substantial finance for the effective implementation of their Conflict Prevention Framework and institutional capacity building (Paradise, 2022).

Magaski (2019) posited that ECOWAS as a sub-regional body has recorded huge successes within its region in an attempt to restore peace and order. As the four cases of Liberia, Sierra Leone, Guinea and Guinea-Bissau demonstrated, the ECOWAS security mechanism has not been as engaged in Guinea, Guinea-Bissau, and Sierra Leone as it has been in Liberia. These three countries present ECOWAS with an opportunity to be pro-active and to begin to employ its Mechanism more effectively in managing conflicts. The current withdrawal of some member states from ECOWAS unarguably portrayed a bad image of the ECOWAS failure to squarely and diplomatically address issues.

Furthermore, states support is the only guarantee that these several interventions will work effectively in the ECOWAS agenda. It is exigent that the region must take responsibility and ownership of their security. According to Salamatu Hussain Suleiman, commissioner for Political Affairs, Peace and Security for ECOWAS, said ECOWAS is facing severe "financial difficulties" and can no longer fight terrorism and other threats in the sub-region. According to the ECOWAS commissioner, member states have continually failed to honour the payment of their mandatory community levies. This is hugely affecting the operation of the commission in the wake of increasing reports of insecurity, terrorism and piracy challenges among others. This has forced the commission to reprioritize their scheduled activities in maintaining peace and security in West Africa. Ordinarily, each country is supposed to pay 0.05 percent of the imports as levy to the ECOWAS commission. Unfortunately, the community levy is not being respected funding gap has affected in no small measure the operation of the commission (Salamatu, 2016).

The Challenges facing Collective Security Operation among ECOWAS

Based on the established facts on relevant literatures the migrants in ECOWAS region constitute a great challenge to the security architecture. The movement of migrants across borders was considered one of the major factor contributing to the escalation of insecurity in the region. Victor (2009) maintained that apart from networks of parallel trade in mining of solid minerals, violent crimes such as armed robbery, car theft and smuggling, in North-East Nigeria are allegedly linked to the presence of immigrants from neighbouring countries, especially Niger and Chad.

Ngaski (2017) asserted that differences in political orientation, economic imbalance between states, individual self-interest,

inadequate funding, obsolete equipment, and poor logistics, are major challenges faced by ECOWAS from achieving its regional aims.

Magosim (2019). Lack of funding by member states made Nigeria contribute the most significant resource to the ECOMOG Mission to ensure the promotion of its national interest and regional development. According to the ECOWAS commissioner, member states have continually failed to honour the payment of their mandatory community levies. This is hugely affecting the operation of the commission in the wake of increasing reports of insecurity, terrorism and piracy challenges among others. Each country is supposed to pay 0.05 percent of the imports as levy to the ECOWAS commission. Unfortunately, the community levy is not being respected funding gap has affected in no small measure the operation of the commission (Salamatu, 2016).

ECOWAS Collective Security in the Promotion of Peace and Sustainable Development

Article 58(2)(1) of the treaty called upon members to create a regional peace and security observation mechanism, and peacekeeping forces where suitable, to interfere in conflicts posed a danger to regional stability, such as in Sierra Leone (Dumbuya, 2018). ECOWAS primarily utilized the 1978 Protocol of Non-aggression to solve member states' inter- and intra-conflicts. After the Conakry and Abuja summits in 1997, ECOWAS decided to send peacekeeping forces into Sierra Leone as part of the counter-insurgency strategy of conflict resolution. The United Nations approved Chapter VIII of its provision to support bloc involvement in Sierra Leone in 1998. In 1999, ECOWAS further approved a protocol to address conflict resolution, management, peacekeeping, and prevention as strategic processing tools for counter-insurgency to uphold security, peace, and stability in the

sub-region (Bamfo, 2017; Iwiladel & Agbo, 2018). ECOWAS used conflict resolution strategies including diplomacy, mediation, negotiation, power, and peacekeeping. ECOWAS, Protocol on Democracy and Good Governance, which compels political best practices in respect of presidential terms of office as well as the zero tolerance for unconstitutional seizure of power. Through its electoral assistance mechanism, ECOWAS has continued to help in ensuring free, fair and credible elections in the member states and also resisted unconstitutional change of government. The classical example is the current resistance of unconstitutional change of government in Niger and other ECOWAS member states by the ECOWAS which is currently under diplomatic round table discussion. Despite this record of activity, the crisis in Niger poses an exceptional challenge for ECOWAS. The July 26, 2023, coup in Niger follows on the heels of successive coups in ECOWAS member states since 2020, including in Mali (2020, 2021), Guinea (2021), and Burkina Faso (twice in 2022). Following ECOWAS's initial response of threatening military intervention to restore constitutional order in Niger, two coup-affected countries, Burkina Faso and Mali, formalized an alliance with Niger

Discussion of Findings

Based on the data presented the following findings were made

1. It was observed that numerous crises and conflict affecting conflict zones and fragile zones within the EOWAS states are orchestrated by illegal migrants that come to settle through illegal routes most of these individuals are utilized by enemies of peace to perpetuate numerous atrocities at the expense of peace and peaceful coexistence and development
2. The study observed that the ECOWAS and its people are deeply

concerned about the emerging trend of election-related conflicts and violence, the resurgence of coups d'état and other forms of unconstitutional change of government occurring on the continent including the manipulations of constitutions and electoral laws in violation of constitutional provisions, as well as the Boko Haram wave of attacks in Nigeria. The consequences of armed conflicts in Africa's socio-economic development have been very glaring. The effects of armed conflicts as well as other types of violence continue to establish the true extent of this interconnectedness. The resurgence of buying and selling of human beings or human trafficking in sub-Sahara Africa has shown the level of insecurity and state fragility

3. However, ECOWAS remained weak in the prevention phase of the conflict cycle and insufficient capacity continues to limit its post-conflict capacities in the region. Today ECOWAS functions on a regular platform with four pillars: Peace and Security, Developing Infrastructure, Policy harmonization (to facilitate trade) and Good Corporate Governance.

Summary, Conclusion and Recommendation

Summary

This study is composed of four chapters. Chapter one discusses the background of the study as it's relates to collective security and the attainment of sub-regional peace among the ECOWAS sub-regional states. The chapter also put in a clear context the bedeviled problems that for decades undermines the peace and security of the region. Three research questions were raised to guide the study and three research objectives are established to serve as the motives for undertaking the research. Finally, the chapter highlighted the actors

that would unarguably find this work academically viable and relevant in the future.

Chapter two discusses the concept of collective security, the challenges and mechanisms adopted by the ECOWAS for decades towards achieving sub-regional peace and sustainable development. The methodological technique and research design that was adopted. The chapter also encapsulate the theoretical model adopted.

Chapter three. Discusses and analysed the content of data generated in the course of the study. By taking into cognizance empirical evidences and facts considered relevant to the study.

Chapter four discusses the summary, conclusion and recommendation as it's relate to the study. Several recommendations were made as a panacea and pathway for achieving peace and sustainable development among ECOWAS sub-regional states

Conclusion

ECOWAS objectives could only be achieve if steps are taken to improve the direct and intermediate regional security challenges, including securing external borders against terrorist incursions, combating drug trafficking and related cross-border crime, and enhancing regional preparedness against natural disasters and humanitarian crises. Emphasis must be put on building up local capacities in the security sector. The security forces and services in the region are grossly underfunded. The failure of the military, border quards, and custom officials to control trafficking and other crimes is not effective enough due to lack of suitable equipment and motivation In the developing world of incomplete state

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formation, weak institutions, and competing demands between regime and human security, the state has often failed in this cardinal responsibility Collective responsibility by diverse actors has often been called upon either to complement national efforts or to defend and promote human and regional security.

Recommendation

1. There is a need for the ECOWAS to place more emphasis on improving the knowledge, expertise, and professionalism of ECOWAS troops through seminars, workshops, trainings, symposia etc. That will help in boosting troop morale, enhance their efficiency, and promote collective productivity

2. Funding should be adequately provided to all relevant sub-system within the larger system of the ECOWAS regional collective architecture. The relevance of finance in meeting the objectives of the ECOWAS. Member states need to constantly give their support timely and adequately

3. There is a need for a cooperative synergy and robust engagement of all member states in ensuring effective collective security system. The spillover effects of conflict can only be

achieve if all other members work sincerely and cooperatively and positively to address the challenges.

4. There is a need for a paradigm shift of managing security challenges in ECOWAS states. Modern scientific and technological strategies need to adopted in order to curtail security challenges that are changing hapes and dynamics. Most of the methods adopted today are outdated with outdated tools and equipment's

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Green Manufacturing and Organizational Productivity in Demcock Paints Ltd in Port Harcourt, Rivers State Nigeria

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Abstract

The study investigated “Green Manufacturing and Organisational Productivity in demcock Paints LTD in Port Harcourt. Two research questions and two hypotheses guided the study. A sample size of 25 employees comprising of production staff and managers was drawn from a population of 98 staff. A 12 items titled “Green Manufacturing and Organizational Productivity Questions” (GMOPQ) structured on a four point Likert type scale was used for data collection. Cronbach Alpha was used to obtain a reliability value of 0.81. Mean and standard deviation were used to answer the questions while the Chi-Square (X^2) test of goodness of fit was used to test the hypotheses at 0.05 level of significance. The study agree that green manufacturing significantly relates with organizational productivity. The study concluded that green manufacturing correlates with organisational productivity. The study recommends among others that managers should empower employees with regular training to enable them display expertise in the production process and managers should constantly apply green processes that improve profit margins. of Demcock paints LTD in Port Harcourt.

Keywords: Green manufacturing, organizational productivity, labour, capital, productivity, profitability

Introduction

The prominence of sustainability has risen as a result of economic globalization, increasing social and environmental awareness, media attention, and pressure from a variety of stakeholder groups. Thus, the world has been making progress towards sustainable development. According to Opatha (2019, p. 3), sustainability is defined as “deliberate constant endeavour to utilize human and other resources, and natural environment to meet needs of current human beings as well as non-human beings, while maintaining and if possible enhancing human and other resources, and natural environment to meet needs of future human beings and non-human beings.”

Organizations have faced pressure from stakeholders to adopt environmentally friendly business practices to boost sustainability. Thus, several organizations

respond to this issue by applying several green practices such as green management, green human resource management, green accounting, green marketing, etc. to reduce their ecological footprint and satisfy their stakeholders (Walisundara, Thevanes & Arulrajah, 2022).

Green manufacturing (GM) is defined in most generic manner as “manufacturing practices that do not harm the environment during any of its journey phases” (Srivastava, 2007). It involves green design of products, use of environmentally friendly raw materials, eco-friendly packing, distribution, and reuse after end of life of product. It slows the depletion of natural resources and lowers the trash (Foster and Foster, 2001). Its emphasis is on reducing parts, rationalising materials, reusing components. It covers a number of manufacturing issues, including 6Rs i.e.

reduce, reuse, recycle, recover, redesign and remanufacturing (Jawahir et al., 2006) conservation, waste management, environmental protection, regulatory compliance, pollution control, and other allied requirements. There are ample opportunities for improving organisational efficiency through GM practices, influencing financial gains along with environment protection (Roy and Khastagir, 2016). Balancing environmental and economic performance has become significant for organisations facing regulatory, competitive and community pressures (Bai et al., 2015). Many countries have started campaigns to promote GM, and are emphasizing on use of recycled material with reduced energy consumption (Woo et al., 2016).

The pressure of global competition has forced companies to focus on strategies to improve productivity in order to improve internal efficiency and thus competitiveness of a business unit (Hannula, 2002). It is universally recognized that most organizations, including businesses and nonprofit organizations, are input and output systems. This is also true of subsystems organizations, since any process can be viewed as an input-output system (Hannula, 2002). Organizational sustainability is operationalized based on the triple bottom line (TBL) framework which includes three performance dimensions, namely, economic, social and environmental performance (Willard, 2002). As a result, contemporary organizations need to focus equally on environmental and social performance in addition to economic performance in order to ensure organizational sustainability.

Most models and definitions of productivity intend to evaluate the efficiency of these types of systems, either directly or indirectly (Hannula, 2002) and, despite extensive research on the concept, new and alternative measures of

productivity and efficiency are required to reality current (Dorfmana & Koop, 2005). Thus, the understanding of productivity and its measurement is of vital importance not only for organizations, but also for national and global prosperity (Bernolak, 1997). Productivity means how much and how well the organization produces from the resources used. If it is produced more or better products (outputs) from the same resources (inputs), increase productivity. Or if the same goods are produced with fewer resources also increase productivity (Bernolak, 1997).

In recent years, an increasing number of researchers have added to our knowledge of green manufacturing (Deif, 2011; Shrivastava & Shrivastava, 2017; Neto et al., 2009; Rehman & Shrivastava, 2013; Afum et al., 2020a; Afum et al., 2020b). In this context, researchers link the relationship between green manufacturing practices and sustainability performance in an organizational context (Afum et al., 2020a; Afum et al., 2020b). Moreover, most empirical studies on the association between green manufacturing practices and organizational sustainable performance have focused on manufacturing companies in developed nations (Zhan et al., 2018). However, only a few research studies have been done in green manufacturing and organizational productivity in paint production companies, hence the need for this research. This study looks at green manufacturing and organizational productivity in Demcock paints LTD in Port Harcourt.

Statement of the Problem

The productivity of manufacturing firms is crucial for their profitability and long-term survival, particularly in a competitive business environment like that of Rivers State. However, many firms, including those in the Demcock manufacturing sector, face challenges in adopting sustainable practices such as green manufacturing. Green manufacturing

involves optimizing resource utilization, reducing waste, and minimizing environmental impact while maintaining efficiency (Adebayo & Ojo, 2021). Despite the growing global emphasis on sustainability, many manufacturing firms struggle with the financial burden of transitioning to eco-friendly operations, which can initially affect productivity and profitability (Okonkwo et al., 2020). Additionally, inadequate government support, lack of technical expertise, and resistance to change hinder the adoption of green manufacturing practices, ultimately impacting firms' ability to remain competitive and achieve long-term survival).

Moreover, the lack of clear performance measurement frameworks further complicates the implementation of green manufacturing in Demcock manufacturing firms. Productivity, measured by efficiency

and output levels, often faces short-term declines due to the costs of adopting new technologies and restructuring production processes (Adekunle & Yusuf, 2019). Profitability, which depends on cost reduction and revenue generation, may also be affected by initial investments in sustainable practices before firms start realizing long-term financial benefits. Additionally, survival in the industry requires firms to adapt to evolving environmental regulations and consumer preferences, which demand innovative strategies to balance sustainability and economic performance. Without a well-structured approach to measuring and managing green manufacturing processes, Demcock firms may struggle to achieve optimal productivity, sustain profitability, and ensure long-term survival in an increasingly eco-conscious market. in Demcock Paints LTD in Port Harcourt?

Conceptual Framework

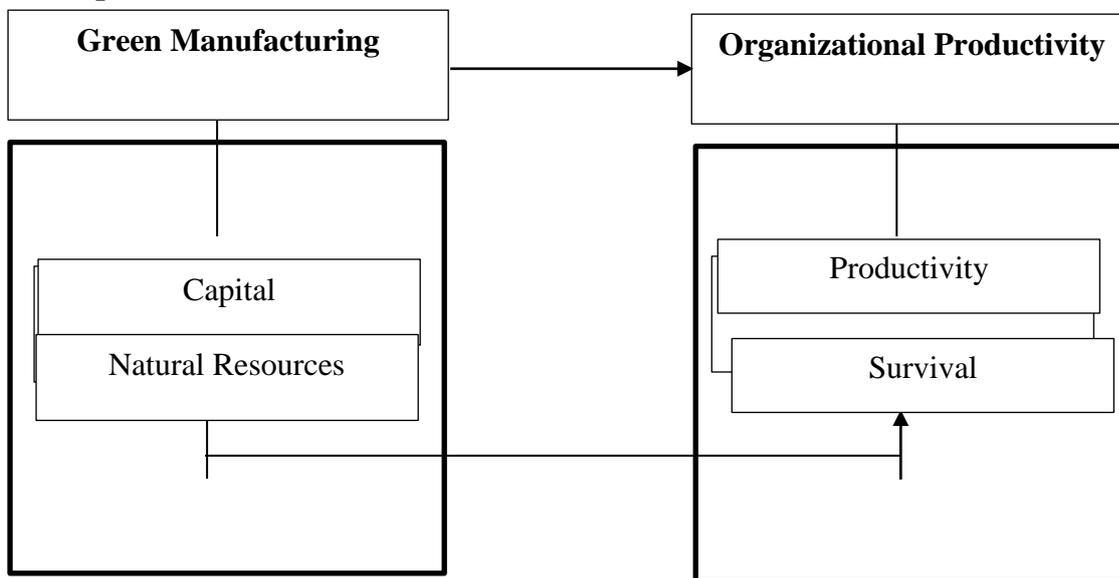


Fig. 1: Conceptual framework showing the dimensions and measures of green manufacturing and organizational productivity.

Source: Dimensions of green manufacturing and measures of organizational productivity conceptualized by the Researcher.

Aims and Objectives

The purpose of this study is to examine the relationship between green manufacturing

and organizational productivity, while the specific objectives were to:

1. determine the relationship between labour and profitability of Demcock paints ltd in Port Harcourt.
2. determine the relationship between capital and productivity of Demcock paints ltd in Port Harcourt.
3. determine the relationship between natural resources and survival of Demcock paints ltd in Port Harcourt

Research Question

This study has the following research questions:

1. what is the relationship between labour and profitability of Demcock paints ltd in Port Harcourt?
2. what is the relationship between capital and productivity of Demcock paints ltd in Port Harcourt?
3. what is the relationship between natural resources and survival of Demcock paints ltd in Port Harcourt?

Hypotheses

This study has the following research hypotheses

H0₁: There is no relationship between labour and profitability of Demcock paints Ltd in Port Harcourt.

H0₂: There is no relationship between capital and productivity of Demcock paints Ltd in Port Harcourt.

H0₃: There is no relationship between natural resources and survival of Demcock paints Ltd in Port Harcourt.

Review of Related Literature

Conceptual Review

Green Manufacturing

Green Manufacturing is a 'new' manufacturing model that puts into consideration environmental sustainability and resource optimization throughout the product life cycle (Deif, 2011). The model aims at maximizing resource efficiency and minimizing negative impacts to the

environment while reaping maximum economic and social benefits. Green manufacturing puts emphasis on abating the environmental effect by reducing, reusing, recycling, and remanufacturing which leads to source reduction, optimization of resource consumption, and enhancing use intensity (Fore & Mbohwa, 2014; Shang, 2010). Green manufacturing dimensions also include green design and development, GSCM, investment recovery, and efficient processes (Shrivastava & Shrivastava, 2017; Neto et al., 2009; Rehman & Shrivastava, 2013). Green manufacturing involves recycling, waste reduction management, regulatory compliance, environmental protection, and pollution management (Rehman & Shrivastava 2013; Orji & Wei, 2016). According to Eltayeb (2019), green manufacturing has four dimensions: sustainable product design, sustainable process, sustainable supply chain management, and sustainable end-of-life management.

Dimensions of Green Manufacturing Labour

In the context of green manufacturing, the labor dimension refers to the workforce's involvement and engagement in sustainable and environmentally friendly practices within an organization. This involves educating and training employees on eco-friendly procedures, encouraging their participation in green initiatives, and fostering a culture of environmental responsibility. Ahi, P., & Searcy, C. (2013).

Capital

The capital dimension in green manufacturing involves investments in sustainable technologies and practices. This includes allocating financial resources to implement energy-efficient equipment, renewable energy sources, waste reduction systems, and green infrastructure. Capital investments are critical for transitioning to more environmentally responsible production processes. Zhu, et al., (2007).

Capital is essential for the transformation of traditional manufacturing into green manufacturing. It enables companies to make the necessary investments in technology, compliance, efficiency, and sustainability practices. While the initial capital outlay can be significant, the long-term benefits often include reduced operational costs, improved competitiveness, and a positive impact on the environment and society, making green manufacturing a financially and ethically responsible choice for many companies.

Natural Resources

The natural resources dimension focuses on the efficient use of raw materials and natural resources within the manufacturing process. This involves minimizing resource consumption, reducing waste generation, and optimizing resource utilization through strategies such as recycling, reusing materials, and adopting sustainable sourcing practices. Sundin, E., & Seigerroth, U. (2010).

These dimensions are integral to the concept of green manufacturing, as they collectively contribute to reducing environmental impacts, enhancing sustainability, and improving organizational performance. Integrating labor, capital, and natural resource considerations into green manufacturing strategies can lead to more eco-friendly and economically viable production processes.

Measures of Organizational Productivity Profitability

Profitability is a key aspect of organizational performance. In the context of green manufacturing and sustainability, it's important to consider not only traditional financial measures but also those that account for environmental and social impacts Birkin, F., & Dear, M. (2013).

Birkin pointed some measures of profitability that can enhance performance in the organization, these include:

Net Profit Margin: This traditional financial measure assesses the percentage of profit relative to revenue. In green manufacturing, it should consider cost savings from sustainability efforts.

Return on Investment (ROI): ROI evaluates the financial return on investments in green technologies or practices.

Environmental Profit and Loss (EP&L): EP&L calculates the monetary value of an organization's environmental impacts and helps in understanding the true costs and benefits of sustainability efforts.

Productivity

Productivity means how much and how well the organization produces from the resources used. If it is produced more or better products (outputs) from the same resources (inputs), increase productivity. Or if the same goods are produced with fewer resources also increase productivity (Bernolak, 1997).

The same applies to the service, but with the addition of the interference of the consumer in the production process (Johnston & Jones, 2004). If services are provided more or better services from the same resources, productivity increased. Or also, if you provide the same services from fewer resources, will also improve productivity (, 1997). By "resources" or "inputs" means all human and physical resources, i.e., the people who produce the goods or provide the services and goods that people use to produce goods or provide services (Bernolak, 1997). The features considered include land and buildings, fixed machinery and furniture, equipment, tools, raw materials, inventory and other current assets (Bernolak, 1997).

Survival

Survival in the context of green manufacturing is about the long-term viability and adaptability of an organization. Measures of survival include:

Environmental Regulatory Compliance: Ensuring compliance with environmental regulations is crucial for avoiding legal issues and ensuring continued operations.

Market Resilience: Assessing the organization's ability to adapt to changing market preferences for sustainable products and services.

Sustainability Reporting: Regular sustainability reporting helps track progress, demonstrates commitment to stakeholders, and ensures transparency. KPMG. (2020). The KPMG Survey of Sustainability Reporting 2020.

These measures of profitability, productivity, and survival provide a holistic view of organizational performance in the context of green manufacturing and sustainability. By adopting and monitoring these measures, organizations can navigate the challenges and opportunities of a more sustainable future.

Theoretical Review

Ecological Modernization Theory

Ecological Modernization Theory explains how pressures exerted by external institutions force manufacturing firms to adopt green manufacturing. The theory encompasses the evolving politics of pollution that refer to dynamism of regulations and their impact on environmental innovations. The theory also posits that manufacturers can gain operational performance improvements through innovations and enhancing their competitive advantage (Murphy & Poist, 2003). Furthermore, manufacturers are adopting production systems that minimize the negative impacts of operations on the environment and natural resources (Kazancoglu et al., 2018; Bai & Sarkis, 2018; Laosirihongthong & Tan, 2013). Manufacturers are also striving to comply with regulations and policies set by governments and environmental institutions on carbon emission limits through the use

of 6R strategy which involves redesign, reduce, remanufacture, recycle, reuse, and recover (Toptal, Ozlu & Konur, 2014; Vachon & Klassen, 2007; Ouardighi, Sim & Kim, 2016). The formulation of international environmental regulations such as RoHS, WEEE, and ISO 14000 series coupled with increased environmental awareness of consumers have a significant impact on manufacturing firms and global trade (Chen, 2011; Terlaak, 2007).

Empirical Review

Shrivastava and Shrivastava (2017) opined that by adopting green production processes coupled with efficient use of energy, Indian cement manufacturers were able to cut cost and reduce negative effects of production to the environment without losing quality, reliability, and performance. Also, according to a study carried out by Fore and Mbohwa (2014), most of the South African Cement manufacturers used archaic methods. It was necessary for the industries to invest in process optimization and process control innovations in order to minimize waste and reduce the environmental impact on lime production. The manufacturing industries that adopted green methods such as bucket transport minimized the spillage and this led to reduction in waste of the raw materials and reduced emissions to the environment. They suggested that good housekeeping practices such as maintaining optimal inventories leads to reduction in production costs.

Eshikumo (2017) opined that green manufacturing practices such as waste reduction and use of energy efficient processes has an effect of reducing cost of the production in cement manufacturing and thus enhancing operational performance. From the study, the firms that adopted green manufacturing practices minimize cost while preventing environmental pollution. They suggested that in Kenya, there was a need to enforce

laws and regulations on environmental pollution since most of the industries had not adhered to the laws and regulations laid down. The study further revealed that green manufacturing practices are positively related to reduction of cost, which results from reduction of waste. A study by Orji and Wei (2016) established that the overall production cost of green manufacturing firms is much less than that in conventional manufacturing firms.

Methodology

Correlational design was adopted for the study. The sample size of 20 production staff and 5 managers were drawn using the simple random sampling technique from a population of 86 product staff and 12 managers in Demcock paints manufacturing company in Port Harcourt. A researcher designed questionnaire with

12 items titled “Green Manufacturing and Organizational Productivity Questions” (GMOPQ) was the instrument used for data collection. The instrument was validated by two exists in measurement and evaluation, Ignatius Ajuru University of Education, Rivers State. Cronbach Alpha method was used to ascertain a reliability index of 0.81 which was considered adequate for the study. The questionnaire was structured on a four-point Likert scale of Strongly Agree (SA) = 4; Agreed (A) = 3; Disagree (D) = 2 and Strongly Disagreed (SD) = 1. The research questions were answered using mean and standard deviation while the hypotheses were analyzed using Chi-Square (X^2) statistics at 0.05 level of significance. Items above 2.50 which is the criterion mean were regarded as agreed while items before 2.50 we're regarded as disagree

Data Analysis

Research Question 1:

Labour and Profitability

S/No.	Item	SA	A	SD	D	Mean	SD	Decision
1	Utilizing Product design often required by is immediate environment both economic Performance	11	10	2	2	3.20	0.91	Accept
2	Use experts who specialize in product designing.	9	14	2	0	3.32	0.88	Accept
3	Product design takes into consideration materials necessary for the product life.	9	9	3	4	2.92	0.86	Accept
4	Product designs are done in such a way to minimize wastages of materials.	11	8	3	3	3.12	0.94	Accept
5	Ensures that products are designed with the aim of being recycled.	12	11	1	1	3.36	0.76	Accept
	Grand					3.18	0.87	

Table 1 shows the mean ratings of 3.20, 3.32, 2.92, 3.12 and 3.36 and the corresponding standard deviation of 0.91, 0.88, 0.86, 0.94 and 0.76 respectively. This implies that green

product designates its economic performance of Demcock Paint factory. The grand mean value of 3.18

**Research Question 2:
Capital and Productivity**

S/No.	Item	SA	A	SD	D	Mean	SD	Decision
6	Utilize green energy that are society friendly.	11	14	0	0	3.44	0.61	
7	Processes are done in such a way to minimize rejects or reworking of products	7	10	4	4	2.88	1.01	
8	Process have the tendency to minimize production of solid wastes	9	7	5	4	2.84	1.10	
9	Efficient production processes takes into consideration production standards and quality control measures	8	11	4	2	3.26	0.95	
10	Utilize minimum resources in the manufacturing process which are socially acceptable.	12	9	4	0	3.28	0.71	
11	Recycles waste products	11	13	0	1	3.36	0.66	
12	Utilizes safety measure to prevent accident and damages during the production process	12	13	0	0	3.42	0.52	
	Grand Mean					3.21	0.79	

Table 2 shows the mean ratings of 3.44, 2.88, 2.84, 3.26, 3.28, 3.36 and 3.42 and the corresponding standard deviation of 0.61, 1.01, 1.10, 0.95, 0.71, 0.66 and 0.52

respectively. This implies that capital and productivity designates its economic performance of Demcock Paint factory. The grand mean value of 3.18

**Research Question 3:
Natural Resources and Survival**

S/No.	Item	SA	A	SD	D	Mean	SD	Decision
1	Our organization actively seeks ways to recycle and reuse materials in manufacturing processes.	7	10	0	0	3.44	0.61	
2	I believe that reducing waste and optimizing resource utilization can enhance manufacturing efficiency	10	10	4	4	2.88	1.01	
3	Government regulations and incentives should encourage companies to adopt green manufacturing practices	10	7	5	4	2.84	1.10	
4	Cost considerations often hinder the adoption of sustainable manufacturing practices in our industry.	7	10	4	2	3.26	0.95	
5	The organization actively seeks ways to reduce its carbon footprint	11	10	4	0	3.28	0.71	
6	Our organization invest in research and development to develop eco-friendly products and processes.	11	9	0	1	3.36	0.66	
7	Our organization monitor and report on our environmental performance regularly.	10	12	0	0	3.42	0.52	
	Grand Mean					3.19	0.79	

Table 2 shows the mean ratings of 3.44, 2.88, 2.84, 3.26, 3.28, 3.36 and 3.42 and the corresponding standard deviation of 0.61, 1.01, 1.10, 0.95, 0.71, 0.66 and 0.52

respectively. This implies that capital and productivity designates its economic performance of Demcock Paint factory. The grand mean value of 3.18

**Test of Hypotheses
Hypothesis 1**

Table 3: Showing Chi-Square (X^2) relationship between labour and profitability of Demcock Paint Manufacturing Company Ltd.

Variable	N	\bar{X}	significant	df	X^2 Cal	X^2 table	Decision
Labour	25	3.18	0.05	3	8.351	7.815	Reject
Profitability	25						

Table 3 showed chi-square result for the relationship between labour and profitability which revealed that at 0.05 level of significance and 3 degree of freedom, the chi-square calculated value of 8.351 was greater than the table value of

7.81. The null hypothesis is therefore rejected. Hence, there is a significant relationship between labour and profitability in Demcock Paint Manufacturing Company Ltd; Port-Harcourt.

Hypothesis 2

Table 4: Showing Chi-Square (X^2) relationship between capital and productivity of Demcock Paint Manufacturing Company Ltd.

Variable	N	\bar{X}	significant	df	X^2 Cal	X^2 table	Decision
Capital	25	3.21	0.05	3	8.662	7.815	Reject
Productivity	25						

Table 4 showed chi-square result for the relationship between capital and productivity which revealed that at 0.05 level of significance and 3 degree of freedom, the chi-square calculated value of

8.662 was greater than the table value of 7.81. The null hypothesis is therefore rejected. Hence, there is a significant relationship between capital and productivity.

Hypothesis 3

Table 4: Showing Chi-Square (X^2) relationship between natural resources and survival of Demcock Paint Manufacturing Company Ltd.

Variable	N	\bar{X}	significant	df	X^2 Cal	X^2 table	Decision
Natural Resources	25	3.19	0.05	3	8.562	7.615	Reject
Survival	25						

Table 4 showed chi-square result for the relationship between natural resources and survival which revealed that at 0.05 level of significance and 3 degree of freedom, the chi-square calculated value of 8.562 was greater than the table value of 7.61. The null hypothesis is therefore rejected. Hence, there is a significant relationship between natural resources and survival.

(2004), who found that efficient processes lead to better service provision and increase in productivity. The findings corroborate with Rosen & Kishawy (2012) who maintained that resources materials processing must make ways for minimization of wastes and must make provisions for recycling of waste products.

Discussions

The findings of the study which revealed a significant relationship between green product design and economic performance in Demcock paint manufacturing companies, Port Harcourt is cardinal and crucial if the aims and objectives of utilizing green manufacturing practices must be achieved. This study is in line with the works of Khor & Udin (2013), who argued that products designed to have manufacturability and have minimal space consumption are better manufactured. In agreement, the works of Deif (2011), found that green product design helps to eliminate hazardous materials from the environment. The findings of the study also revealed a significant relationship between efficient processes and social performance in Demcock paint manufacturing companies, Port Harcourt. The results of this study is in line with the works of Johnson & Jones

Conclusions

The findings of the study revealed that green manufacturing significantly relate with organisational Productivity

Recommendations

The following recommendations were made in this study:

1. Managers should empower employees with regular training to enable them display expertise in the production process.
2. Managers should constantly apply green processes that improve profit margins.
3. Managers should continue to employ market friendly product designs.
4. Chief executives should provide equipment and machine parameter controls that would minimize wastages in the production process.

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Green supply chain management
implications for “closing the loop”.

Transportation research part E:
*Logistics and Transportation
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Service Excellence Orientation and Customer Retention of Commercial Banks in Port Harcourt, Rivers State, Nigeria

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Abstract

This study investigated the relationship between Service Excellence Orientation and Customer Retention of Commercial Banks in Port Harcourt. Specifically, the objectives of the study were to determine how customer centric approach and service reliability relate with customer satisfaction and sales volume growth of commercial banks in Port Harcourt. The survey research design was adopted and the population of the study comprised twenty-six (26) commercial banks operating in Port Harcourt. 130 respondents were drawn from the population through a census approach in which 5 managers were selected from each of the commercial banks operating in Port Harcourt. However, only 114 respondents provided data for the study through questionnaire that was designed in the Likert 5-point scale of strongly disagree to strongly agree. Spearman Correlation (ρ) was used to test the four null hypotheses developed. From results of the analysis it was revealed that customer centric approach and service reliability which are the constructs of service excellence orientation positively and significantly relate with customer satisfaction and sales volume growth (i.e. measures of customer retention) of commercial banks in Port Harcourt. Based on these findings, it was concluded that banks which prioritize understanding and meeting the needs of their customers through a customer-centric approach can achieve higher levels of satisfaction. Similarly, ensuring service reliability fosters trust and confidence among customers, leading to improved satisfaction and increased sales volume. Therefore, the study recommended amongst others that commercial banks should develop and implement strategies that prioritize the needs and preferences of their customers. This could include personalized service offerings, tailored financial products, and proactive customer support to enhance satisfaction and encourage long-term loyalty.

Keywords: Service Excellence; Customer Centric; Service Reliability; Customer Retention; Customer Satisfaction; Sales Volume

Introduction

The competitive nature of the banking industry in Port Harcourt has placed significant pressure on commercial banks to focus on customer retention strategies. Service excellence orientation, defined as a business's commitment to consistently delivering high-quality service that meets or exceeds customer expectations, is

increasingly seen as pivotal to maintaining a loyal customer base. Customers today are more informed, discerning, and have higher expectations for service standards (Afolabi & Olabisi, 2023). As the market becomes more saturated and customer acquisition costs continue to rise, it is imperative for commercial banks to adopt a service

excellence orientation as a tool for retaining existing customers, which is often more cost-effective than acquiring new ones (Adeoye et al., 2023).

Port Harcourt, being a major commercial hub in Nigeria, experiences a high degree of competition among banks, with customers constantly assessing the quality of services offered by various institutions. Studies show that customers tend to remain loyal to banks that consistently provide excellent service, which includes swift response times, personalized services, and problem resolution efficiency (Eze & Nwogu, 2023). These elements contribute to creating a customer-centric environment that fosters trust and satisfaction, ultimately leading to customer retention. As a result, banks with a robust orientation toward service excellence are likely to enjoy a competitive advantage by securing long-term customer relationships (Olowookere & Ogunleye, 2023).

Furthermore, the shift in consumer behavior brought about by technological advancements has also heightened the demand for service excellence. Customers now expect seamless interactions across various digital platforms, in addition to in-branch services. Research suggests that customers who experience consistent excellence, whether in person or digitally, are more likely to stay with a particular bank, even when faced with competitive offers from rival banks (Musa & Adams, 2023). In this context, commercial banks in Port Harcourt must continuously innovate and elevate their service standards to meet the evolving expectations of customers in an increasingly digital banking environment.

In light of the above, this study aims to explore the relationship between service excellence orientation and customer retention within the commercial banking sector in Port Harcourt. By investigating how banks' commitment to service quality

influences customer retention, this research will provide insights into the key elements of service excellence that drive customer loyalty. Recent findings underscore the importance of identifying specific service dimensions that have the most significant impact on customer retention, as these can serve as strategic focal points for banks looking to enhance their competitive standing (Uzo & Chinwe, 2024).

Research Problem

The persistent challenge of customer attrition remains a significant issue for commercial banks in Port Harcourt, despite efforts to enhance service quality. Many banks continue to receive complaints from customers regarding long wait times, unresponsive customer service, and poor issue resolution across both physical and digital platforms (Eze & Nwogu, 2023). These service failures, coupled with increasing competition, have made it difficult for banks to retain customers, who are often enticed by competitors promising better service experiences. As customer expectations rise, driven by technological advancements and the availability of alternative banking solutions, the inability of banks to consistently deliver excellent service has become a critical problem, threatening customer loyalty and long-term retention.

Furthermore, while some commercial banks have made investments in improving service delivery, there is limited evidence to suggest that these initiatives have effectively translated into increased customer retention. Current literature offers general insights on the importance of service excellence but lacks specific research on its impact within the unique context of Port Harcourt's commercial banking sector (Olowookere & Ogunleye, 2023). Without a clear understanding of which service excellence strategies are most effective in fostering customer loyalty, banks face uncertainty in their retention efforts. This gap in knowledge

underscores the need for empirical research to identify the key dimensions of service excellence that most significantly influence customer retention, providing commercial banks with actionable strategies to improve

customer loyalty in an increasingly competitive market.

Conceptual Framework

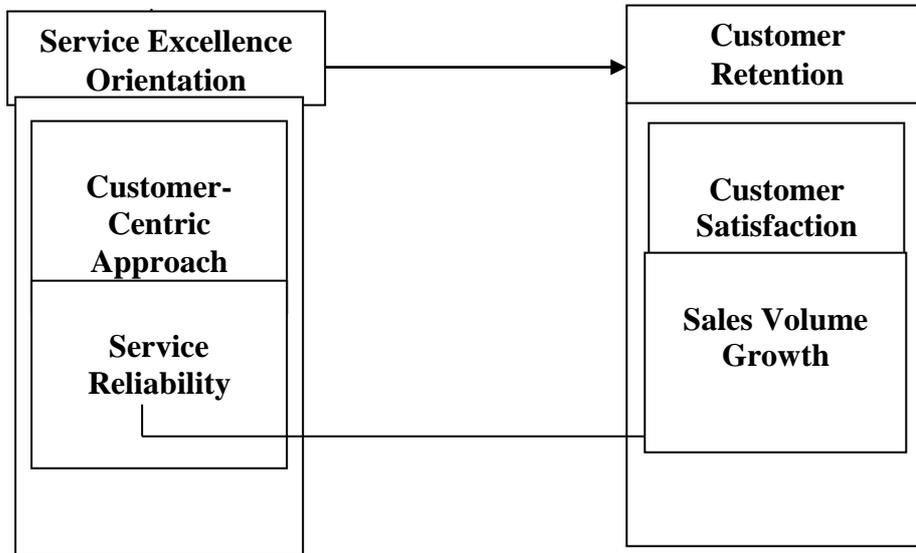


Figure 1: the conceptual framework showing the relationship between service excellence orientation and customer retention of commercial banks in Port Harcourt.

Source: Martin, (2022); Uzo & Chinwe, (2024).

Research Aim and Objectives

The aim of this study was to investigate the relationship between service excellence orientation and customer retention of commercial banks in Port Harcourt. The objectives of this study include:

1. To determine the relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt.
2. To ascertain the relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt.
3. To explore the relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt.
4. To investigate the relationship between service reliability and

sales volume growth of commercial banks in Port Harcourt.

Research Questions

The following research questions guided this study:

1. What is the relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt?
2. What is the relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt?
3. What is the relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt?
4. What is the relationship between service reliability and sales volume

growth of commercial banks in Port Harcourt?

Research Hypotheses

The following hypotheses was tested using alpha level of 0.05

H₀₁: There is no significant relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt.

H₀₂: There is no significant relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt.

H₀₃: There is no significant relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt.

H₀₄: There is no significant relationship between service reliability and sales volume growth of commercial banks in Port Harcourt.

Review of Related Literature

Theoretical Framework

The theory that underpinned this study is expectancy-disconfirmation theory. This theory and its relevance to the study was further be explained below:

Expectancy-Disconfirmation Theory

Expectancy-disconfirmation theory (EDT) is a widely applied model in consumer behavior research that explains customer satisfaction based on the comparison between prior expectations and actual performance. According to EDT, customers form expectations about a product or service before consumption, and their level of satisfaction is determined by how well the actual experience meets or exceeds these expectations (Oliver, 1980). If the service performance exceeds the customer's expectations, this leads to a positive disconfirmation, resulting in satisfaction. Conversely, when performance falls short of expectations, negative disconfirmation occurs, leading to dissatisfaction (Santos & Boote, 2003). The core of the theory lies in the

assumption that expectations serve as a benchmark against which actual experiences are compared, shaping the overall satisfaction or dissatisfaction of the consumer.

In the context of the current study on service excellence orientation and customer retention in commercial banks in Port Harcourt, EDT is particularly relevant as it provides a framework for understanding how customers perceive and evaluate the quality of banking services. Customers approach commercial banks with certain expectations regarding service quality, such as timely service, responsiveness, and the reliability of digital platforms. When these expectations are met or exceeded, it results in satisfaction, increasing the likelihood of customer retention. However, if banks fail to deliver the expected level of service, leading to negative disconfirmation, customers may become dissatisfied and potentially switch to competing banks offering better service experiences (Giese & Cote, 2000). This makes service excellence orientation a critical factor in shaping customer satisfaction and, ultimately, retention.

By applying EDT to the study, it becomes clear that commercial banks must focus on not only meeting but exceeding customer expectations to achieve positive disconfirmation and retain customers. The theory underscores the importance of continuously assessing and managing customer expectations to ensure that service delivery aligns with or surpasses these expectations. In doing so, banks can foster long-term customer loyalty, reduce churn, and gain a competitive advantage in the market. Understanding how expectancy-disconfirmation operates in the banking sector will provide valuable insights into the role of service excellence in driving customer satisfaction and retention, which is central to this study (Oliver, 2010).

Concept of Service Excellence Orientation

Service excellence orientation refers to an organization's commitment to consistently delivering superior service that meets or exceeds customer expectations, thereby creating a positive and memorable customer experience. It involves embedding a customer-focused culture across all aspects of the business, where every employee is aligned with the goal of enhancing service quality (Ibidunni et al., 2022). Organizations with a strong service excellence orientation prioritize the continuous improvement of their service delivery processes, invest in training programs to enhance employee skills, and foster an environment that encourages innovation in customer service. This orientation not only addresses current customer needs but also anticipates future demands, positioning the organization to build long-term customer loyalty and trust.

In the banking sector, service excellence orientation plays a pivotal role in customer retention. As financial services are often viewed as intangible and experience-based, the quality of customer interaction becomes a key differentiator for commercial banks (Adeoye et al., 2023). Banks that emphasize service excellence focus on providing seamless, personalized services across both physical and digital touchpoints. This can include reducing wait times, ensuring quick issue resolution, and providing customers with easy access to services through user-friendly digital platforms. With heightened competition and increasing customer expectations, especially in dynamic markets like Port Harcourt, banks that fail to orient themselves toward service excellence risk losing customers to competitors who offer more reliable and efficient services (Olowookere & Ogunleye, 2023).

Furthermore, a service excellence orientation is not only about improving customer satisfaction but also about

building sustainable relationships with customers. Research suggests that when customers perceive a bank to be consistently delivering excellent service, they are more likely to exhibit loyalty and recommend the bank to others (Eze & Nwogu, 2023). This orientation also plays a crucial role in responding to the evolving demands of customers, particularly in the era of digital transformation, where customers expect real-time solutions and personalized interactions. Banks that adopt a service excellence orientation can better align their service offerings with customer expectations, which is essential for retaining a competitive edge and ensuring long-term customer retention in the ever-evolving financial landscape.

Dimensions of Service Excellence Orientation

Customer Centric Approach

A customer-centric approach is a fundamental dimension of service excellence orientation, emphasizing that all business strategies, processes, and interactions are designed with the customer's needs, expectations, and satisfaction at the core. This approach requires an organization to deeply understand its customers' preferences and tailor services that provide maximum value. In adopting a customer-centric mindset, businesses focus on building long-term relationships rather than just pursuing immediate gains. This often involves creating personalized experiences, actively listening to customer feedback, and consistently exceeding expectations (Nwankwo & Ibeh, 2023). Such an approach helps organizations position themselves as problem solvers, ensuring that every interaction leaves customers feeling valued and understood.

In the context of the banking sector, a customer-centric approach is vital for ensuring service excellence and achieving customer retention. Banks that adopt this approach invest in understanding the

specific needs of their customers through data-driven insights, allowing them to offer personalized financial products and services (Adeoye et al., 2023). For example, providing tailored loan options, real-time customer support, and personalized digital banking platforms are ways in which banks can cater to the diverse needs of their clients. This proactive stance not only enhances the customer experience but also fosters loyalty, as customers are more likely to remain with a bank that demonstrates an understanding of their individual needs. In competitive markets like Port Harcourt, such a focus on personalization is crucial for differentiating a bank from its competitors.

Moreover, the customer-centric approach aligns closely with the idea of continuous improvement, where banks actively seek feedback and make necessary adjustments to services based on customer insights. Research shows that businesses that regularly engage customers and implement feedback tend to enjoy higher customer satisfaction and retention rates (Olowookere & Ogunleye, 2023). In essence, by adopting a customer-centric approach as part of their service excellence orientation, banks can build a more resilient and loyal customer base. This approach allows for deeper customer engagement, creating an emotional connection that extends beyond transactional interactions, which is crucial for sustaining competitive advantage and ensuring long-term success.

Service Reliability

Service reliability is a critical dimension of service excellence orientation, referring to an organization's ability to consistently deliver dependable and accurate services that meet customer expectations. It involves ensuring that every aspect of the service process functions as promised, without errors or delays. Customers judge a company's reliability by its ability to

fulfill its commitments, such as timely service delivery, accurate information, and prompt problem resolution (Kumar & Srivastava, 2023). In the context of service-oriented businesses, such as banks, service reliability becomes even more crucial, as customers expect precision and efficiency in every transaction, from handling inquiries to processing financial transactions.

In commercial banking, service reliability significantly influences customer satisfaction and retention. Customers expect seamless and error-free services when conducting their financial transactions, such as withdrawals, deposits, and online payments. Any disruption or failure to meet these expectations can lead to dissatisfaction, and in extreme cases, customer attrition. For instance, delays in processing transactions or frequent system downtimes can erode trust in the bank's reliability (Adeoye et al., 2023). On the other hand, banks that consistently deliver reliable services build a reputation for dependability, which fosters customer loyalty. This is especially important in competitive markets like Port Harcourt, where customers have multiple banking options and are likely to switch to competitors if they perceive a lack of reliability.

Additionally, service reliability extends to the consistency of customer support, where banks are expected to provide timely and effective assistance whenever issues arise. Research shows that when customers feel confident that their bank will promptly resolve issues without complications, they are more likely to remain loyal (Olowookere & Ogunleye, 2023). In this way, service reliability is a cornerstone of service excellence orientation, as it not only ensures that operational processes run smoothly but also reinforces customers' trust in the organization's ability to meet their needs

consistently. Reliable service delivery strengthens the overall service experience, reducing the likelihood of customer complaints and enhancing long-term retention.

Concept of Customer Retention

Customer retention refers to the ability of a business to maintain its existing customer base over time by consistently meeting or exceeding their expectations. It is a vital aspect of business strategy because retaining current customers is often more cost-efficient than acquiring new ones. Loyal customers typically make repeat purchases, are less price-sensitive, and may serve as brand ambassadors, providing free word-of-mouth promotion. Organizations that focus on customer retention aim to build long-term relationships by delivering ongoing value, personalized experiences, and addressing customers' evolving needs (Afolabi & Olabisi, 2023). In today's competitive marketplace, businesses, especially in service-driven sectors like banking, must emphasize customer retention to sustain profitability and growth.

In the banking industry, customer retention is closely tied to service quality, trust, and customer satisfaction. Customers are more likely to remain loyal to a bank that offers consistent, reliable services and demonstrates a commitment to addressing their financial needs through personalized solutions (Adeoye et al., 2023). Factors such as service excellence, effective problem resolution, and the availability of digital banking solutions are critical drivers of customer retention. Banks that prioritize customer retention often see higher lifetime customer value, reduced churn, and greater resilience in competitive environments. This is particularly important in regions like Port Harcourt, where the banking sector is highly competitive, and customers are quick to switch to competitors if dissatisfied.

Moreover, customer retention is not only a result of delivering high-quality service but also of cultivating strong emotional connections with customers. Research shows that customers who feel valued and appreciated are more likely to remain loyal, even in the face of minor service issues (Olowookere & Ogunleye, 2023). This highlights the importance of creating a customer-centric culture that prioritizes relationship-building and continuous engagement. By focusing on retention, banks can improve customer satisfaction, enhance brand loyalty, and reduce the costs associated with acquiring new customers. Ultimately, customer retention serves as a key metric for long-term success and sustainability in the banking sector.

Measures of Customer Retention

Customer Satisfaction

Customer satisfaction is a critical measure for customer retention, as it directly reflects how well a company meets or exceeds customer expectations. It is an emotional response that customers experience based on the quality of the product or service received. When customers are satisfied with their interactions with a business, they are more likely to remain loyal and continue engaging with its offerings (Nwankwo & Ibeh, 2023). High levels of customer satisfaction signal that a company is consistently delivering value, which in turn fosters trust and encourages repeat patronage. As a measure of retention, customer satisfaction acts as a key indicator of the likelihood that customers will stay with a brand over the long term. In the banking industry, customer satisfaction plays a particularly pivotal role in customer retention. Banks that deliver excellent service, provide personalized financial solutions, and maintain high service reliability are better positioned to retain their customers (Adeoye et al., 2023). Satisfaction in this context is often

shaped by factors such as the ease of accessing banking services, the responsiveness of customer support, and the efficiency of problem resolution. When customers perceive their needs are met in a timely and effective manner, their satisfaction increases, reducing the chances of switching to competitors. Thus, ensuring a high level of customer satisfaction is integral to any bank's strategy for maintaining a loyal customer base.

Moreover, customer satisfaction is not a one-time achievement but requires continuous attention. Banks must consistently monitor satisfaction levels through customer feedback, surveys, and performance metrics to identify areas of improvement. Satisfied customers not only stay loyal but are also more likely to recommend the bank to others, further enhancing retention efforts (Olowookere & Ogunleye, 2023). Consequently, customer satisfaction serves as a key measure for predicting customer retention, as satisfied customers tend to have stronger emotional connections with the bank, making them less likely to churn. By focusing on maintaining high satisfaction levels, banks can build long-lasting relationships that contribute to sustained growth and competitive advantage.

Sales Volume Growth

Sales volume growth is a measure of customer retention that reflects the increase in the quantity of products or services sold over a specific period. This metric not only indicates the overall success of a company in expanding its market share but also serves as an indirect indicator of customer loyalty and retention. When customers consistently make repeat purchases or increase their spending, it signifies a strong level of satisfaction and trust in the brand (Kumar & Srivastava, 2023). In essence, growing sales volumes suggest that existing

customers are remaining engaged and that the business is effectively maintaining its customer base.

In the context of retail and service sectors, including banking, sales volume growth can be a strong indicator of customer retention. For instance, if a bank experiences a rise in the volume of transactions or the uptake of additional financial products by existing customers, it reflects not only successful retention efforts but also the ability to cross-sell and upsell services effectively (Adeoye et al., 2023). Increased sales from existing customers often result from their positive experiences and satisfaction with the services provided, demonstrating their continued engagement and trust in the bank. Therefore, tracking sales volume growth helps banks gauge the effectiveness of their customer retention strategies and identify areas for further enhancement.

Moreover, sales volume growth can also reveal the impact of customer retention initiatives, such as loyalty programs or personalized offers. When such initiatives lead to higher sales volumes, it indicates that they are successfully encouraging customers to make repeat purchases or increase their level of engagement (Olowookere & Ogunleye, 2023). This growth not only underscores the success of retention strategies but also provides valuable insights into customer behavior and preferences. By leveraging this data, businesses can refine their approaches to better meet customer needs and drive further growth, reinforcing the connection between effective retention strategies and increased sales performance.

Empirical Review

Krumah et al., (2019) carried out a study on Complaint Handling Processes among Ghanaian Rural Banks and its Influence on Customer Satisfaction. The purpose of the study is to understand how effective

customer complaint handling procedure among Ghanaian rural banks enhances customer satisfaction. A cross-sectional research on 72 rural banks and 3,622 rural banking customers through questionnaire is conducted. The sample framework included customers of the rural banks who frequently visit the bank premises for transactions and have accounts with the bank for at least 5 years. Responses are analyzed using Chi-square goodness of fit test, ANOVA, multiple regression and Pearson moment correlation. The regression results predicted that effective complaint handling procedures among rural banks will significantly influence the level of satisfaction among customers. The Pearson-moment correlation as well confirms that there exist a significant and stronger relationship between complaint handling procedures and customer satisfaction among rural banking. This study focuses on rural banking customer service management and satisfaction in Ghana. The area of complaint handling processes among rural banks remains a gap in previous literature which needed to be filled.

Ateke et al. (2015) conducted a study on Customer Complaint Handling and Relationship Quality. This study sought to determine the connection between customer complaint management and relationship quality. The study used customer satisfaction, trust, commitment and conflict resolution as metrics of relationship quality. Adopting a descriptive research design, the study utilized questionnaire as instrument of primary data collection. Data collected and used for the study was drawn from one thousand and twenty (1,020) respondents drawn from twenty (20) money deposit banks in Port Harcourt. The test statistic used in the study was the Spearman's Rank Order Correlation (ρ), relying on SPSS version 20.0. The findings are that complaint handling has positive and statistically significant correlation with

conflict resolution, customer satisfaction and trust, while the relationship between complaint handling and commitment is found to be positive but weak. The study concluded that complaint handling drives relationship quality through conflict resolution, customer satisfaction and trust, and recommend that firms which crave quality relationship with their customers must design appropriate complaint handling schemes that do not only effectively address customer complaints when they arise, but also ensures conflict resolution, customer satisfaction and build trust. The study also recommends that firms must train their customer service personnel to be creative, constructive and professional in handling customer complaints in order to resolve conflicts quickly and satisfactorily.

In the same vein, Anne et al., (2019) also carried out a study on the Effect of Communication and Complaints Handling Strategies on Customer Loyalty at Almasi Beverages Limited, Kenya. The study was guided by the following research questions: What is the effect of communication on customer loyalty at ABL? What is the effect of the complaints-handling strategies on customer loyalty at ABL? A survey research design was employed and the target population was the Coca-Cola retailers who sold through the company-owned Cold Drink Equipment (CDEs) for over a period of three years. The sample size was 369 respondents. Data was collected through the use of structured questionnaires and content validity of the instruments was achieved by incorporating the views and recommendations of marketing experts who assessed the research instruments. Data collected was analysed through quantitative statistics and presented in charts, graphs and frequency tables. The study adopted chi-square to test the hypotheses. The findings established that effective communication and satisfactory complaint-handling strategies are vital in

developing and nurturing healthy business relationships that subsequently lead to loyalty. The study concludes that when an effective communication and complaints-handling oriented program is implemented correctly, an organization begins to focus

Stable partnerships. Evidently, organizations are confronted with complaining customers and despite the precautionary measures taken by an organization to avoid conflict with customers; problems are bound to occur in the relationship. Therefore, the study recommends that companies should focus effective communication and proper complaints handling in order to keep the customers delighted. One implication of this study is that companies like ABL need to have in place proper mechanisms for registering and addressing customer complaints.

more on managing its customers rather than its products. This enables companies to establish strong performance that lead to long-term profits and increased competitive edge as result of

Methodology

This study adopted the survey research design. The main benefit of survey research is that it provides the researcher with first hand primary data that is collected and analyzed to meet researcher's goal. The population of this study comprised of twenty twenty-six (26) commercial banks operating in Rivers State. The information was obtained from <https://www.cbn.gov.ng/out/2022/fprd/list%20of%20deposit%20money%20banks%20as%20at%20december%2031,%202021.pdf>. With a population size of twenty-six (26) commercial banks in Rivers State, same number was adopted as the sample size for this study (Kothari, 2004). Therefore, this study adopted the census approach in choosing the respondents. The census approach enabled the researcher to study the entire population with a focus on managers. Five managers (bank managers, social media managers, customer service managers, IT managers, digital managers, operations manager and content manager) was targeted in obtaining information for the study. To generate data for the study, the questionnaire was distributed in the frame of five (5) copies per commercial bank. A total of one hundred and thirty (130) respondents was used as the study subjects. The primary source of data was utilized in this study. The questionnaire was the main instrument for data collection in this study. The questionnaire was designed after reviewing related literature on the subject matter. The validity of the instrument was determined using the face and content analysis, the test-retest method was used to determine the reliability of the instrument. A reliability index of 0.92 was obtained which implies that the research instrument is very reliable. Also, it showed that variables in the study have high correlation coefficient, surpassing the threshold of 0.7 set by Nunally. The formulated hypotheses was tested using the Spearman Rank Order Correlation Coefficient (ρ), this was done using of the SPSS (Statistical Package for Social Sciences) version 24.0.

Data Analysis

For the data analysis of this study, one hundred and thirty (130) copies of the questionnaire was produced and distributed, however only one hundred and fourteen (114) managers properly filled and their returned their questionnaire, hence the analysis was done based on the 114 responses coded.

Testing of Hypotheses

Research Question One: What is the relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt?

Hypothesis One: There is no significant relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt.

Table 1: relationship between customer-centric approach and customer Satisfaction of commercial Banks in Port Harcourt

Correlations			Customer-Centric Approach	Customer Satisfaction
Spearman's Rho	Customer Centric Approach	Correlation Coefficient	1.000	.892**
		Sig. (2-Tailed)	.	.000
		N	114	114
	Customer Satisfaction	Correlation Coefficient	.892**	1.000
		Sig. (2-Tailed)	.000	.
		N	114	114

** . Correlation Is Significant At The 0.01 Level (2-Tailed).

Source: SPSS output, 2024.

The SPSS output on Table 1 shows that a Spearman's Correlation was run to assess the relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt using a sample of 114 respondents. The strength and direction of the relationship between the variables are indicated by the Spearman's rho which is 0.892. This means there is a very strong and positive relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt. Furthermore, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship

between the variables is statistically significant. In other words, there is a very strong, positive and statistically significant relationship between customer-centric approach and customer satisfaction of commercial banks in Port Harcourt.

Research Question Two: What is the relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt?

Hypothesis Two: There is no significant relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt

Table 2: relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt

Correlations			Customer Centric Approach	Sales Volume Growth
Spearman's rho	Customer Centric Approach	Correlation Coefficient	1.000	.885**
		Sig. (2-tailed)	.	.000
		N	114	114
	Sales Volume Growth	Correlation Coefficient	.885**	1.000
		Sig. (2-tailed)	.000	.
		N	114	114

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

Source: SPSS output, 2024.

The SPSS output on Table 2 shows that a Spearman's Correlation was run to assess the relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt using a sample of 114 respondents. The strength and direction of the relationship between the variables are indicated by the Spearman's rho which is 0.885. This means there is a very strong and positive relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt. Furthermore, significance of the relationship is shown by the probability value which is 0.000 less than the threshold

of 0.05 indicating that the relationship between the variables is statistically significant. In other words, there is a very strong, positive and statistically significant relationship between customer-centric approach and sales volume growth of commercial banks in Port Harcourt.

Research Question Three: What is the relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt?

Hypothesis Three: There is no significant relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt.

Table 3: relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt

Correlations

			Service Reliability	Customer Satisfaction
Spearman's rho	Service Reliability	Correlation Coefficient	1.000	.687**
		Sig. (2-tailed)	.	.000
		N	114	114
	Customer Satisfaction	Correlation Coefficient	.687**	1.000
		Sig. (2-tailed)	.000	.
		N	114	114

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

Source: SPSS output, 2024.

The SPSS output on Table 3 shows that a Spearman's Correlation was run to assess the relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt using a sample of 114 respondents. The strength and direction of the relationship between the variables are indicated by the Spearman's rho which is 0.687. This means there is a strong and positive relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt. Furthermore, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship

between the variables is statistically significant. In other words, there is a strong, positive and statistically significant relationship between service reliability and customer satisfaction of commercial banks in Port Harcourt.

Research Question Four: What is the relationship between service reliability and sales volume growth of commercial banks in Port Harcourt?

Hypothesis Four: There is no significant relationship between service reliability and sales volume growth of commercial banks in Port Harcourt.

Table 4: relationship between service reliability and sales volume growth of commercial banks in Port Harcourt

			Correlations	
			Service Reliability	Sales Volume Growth
Spearman's rho	Service Reliability	Correlation Coefficient	1.000	.916**
		Sig. (2-tailed)	.	.000
		N	114	114
	Sales Volume Growth	Correlation Coefficient	.916**	1.000
		Sig. (2-tailed)	.000	.
		N	114	114

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

Source: SPSS output, 2024.

The SPSS output on Table 4 shows that a Spearman's Correlation was run to assess the relationship between service reliability and sales volume growth of commercial banks in Port Harcourt using a sample of 114 respondents. The strength and direction of the relationship between the variables are indicated by the Spearman's rho which is 0.916. This means there is a very strong and positive relationship between service reliability and sales volume growth of commercial banks in Port Harcourt. Furthermore, significance of the relationship is shown by the probability value which is 0.000 less than the threshold of 0.05 indicating that the relationship between the variables is statistically significant. In other words, there is a very strong, positive and statistically significant relationship between service reliability and sales volume growth of commercial banks in Port Harcourt.

Conclusion

The study on service excellence orientation and customer retention in commercial banks in Port Harcourt highlights that both customer-centric approach and service reliability are positively and significantly related to customer satisfaction and sales volume growth. These findings imply that banks which prioritize understanding and

meeting the needs of their customers through a customer-centric approach can achieve higher levels of satisfaction. Similarly, ensuring service reliability fosters trust and confidence among customers, leading to improved satisfaction and increased sales volume. This suggests that focusing on these dimensions can substantially enhance overall business performance and customer loyalty.

The implications of these results are significant for commercial banks aiming to boost customer retention and financial performance. By adopting a customer-centric approach and enhancing service reliability, banks can better meet customer expectations, which in turn drives satisfaction and growth. These strategic focuses can help banks differentiate themselves in a competitive market, leading to stronger customer relationships and higher revenue.

Recommendations

1. Banks should develop and implement strategies that prioritize the needs and preferences of their customers. This could include personalized service offerings, tailored financial products, and proactive customer support to

- enhance satisfaction and encourage long-term loyalty.
2. Ensuring consistent and reliable service is crucial for maintaining customer trust. Banks should invest in robust systems and processes that minimize service disruptions and enhance the overall reliability of their services, thereby increasing customer confidence and satisfaction.
 3. Establish mechanisms to regularly gather feedback from customers about their service experiences. Use this information to make informed

improvements and adjustments to both service delivery and customer-centric initiatives, ensuring that the bank continually meets customer expectations.

4. Provide comprehensive training for bank staff on customer service best practices, emphasizing the importance of a customer-centric approach and reliable service. Empowering employees with the skills and knowledge to deliver exceptional service can directly impact customer satisfaction and contribute to sales volume growth.

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Skill Acquisition Policies and Unemployment in Obio Akpor Local Government Area of Rivers State, Nigeria, 2015-2023

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Abstract

The study investigated the impact of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area, 2015-2023. Four research objectives and four questions were drafted for this study. The study adopted system model as a framework for analysis. Ex-post facto research design was adopted for the study. A sample size of four hundred (400) respondents was determined using Taro Yamene formula. Purposive sampling technique was used in selecting five (5) communities from Obio Akpor Local Government Area. Purposive sampling technique was also employed in the selection of the respondents for this study. The instrument used for gathering data for this study was a structured questionnaire. However, the researcher successfully retrieved 380 copies of questionnaire from the respondents, which were used for analysis. The study used simple percentage to analyse the research questions. The study found out that since the introduction of skill acquisition policies (Agribusiness Based Skill Acquisition Policy; Product Based Skill Acquisition Policy; Vocational Skill Acquisition Policy; White Collar Skill Acquisition Policy; Media Skill Acquisition Policy) in Obio Akpor Local Government Area, the policies have helped in reducing the level of unemployment in the local government area. However, lack of fund for training and empowering beneficiaries; lack of adequate equipment for training; poor training delivery; inadequate qualified instructors at the training centres; low awareness of importance of skills acquisition by the people; poor planning; and corruption are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. The study recommends that the Government should create strong awareness of the importance of skills acquisition programmes to the people by carrying out house to house campaign in the various communities. This step will help in encouraging more people to participate in the programmes, thereby reducing the level of unemployment in Obio Akpor Local Government Area.

Keyword: Policy, Skill Acquisition, Unemployment, Reduction, Programme,

Introduction

Unemployment is one of the developmental problems that face every developing economy in this twenty-first century, and Nigeria is not exempted. According to the National Bureau of Statistics (2011), the national unemployment rates for Nigeria between 2000 and 2011 showed that the number of unemployed persons constituted 31.1% in 2000; 13.6% in 2001; 12.6% in 2002; 14.8% in 2003; 13.4% in 2004; 11.9% in 2005; 13.7% in 2006; 14.6% in 2007; 14.9% in 2008; 19.7% in 2009; 21.1% in 2010 and 23.9% in 2011. In 2012,

unemployment rate in Nigeria increased to 24%. Such wide rate of unemployment was transmitted through the various states' unemployment rates. For instance, within the period under review (2015-2022), unemployment rate in Rivers State fall from 18.5% in 2015 to 12.3% in 2017. However, from then onward, it maintained a steady increase from 14.4% in 2018 to 15.3% in 2019, falling slightly to 13.5% in 2020 and then moving onward to 34.1% in 2021 and falling slightly to 25.3% in 2022 (Osita et al., 2022).

The Nigeria Economic Report in Utebor and Enwemasor (2021) stated that unemployment rate worsened from “12% of the working population in 2006 to 24% in 2011”. Being among the top richest state in terms of crude oil production and federal allocation in the south: south region of Nigeria, unemployment rate in Rivers State is also increasing at an alarming rate. According to the National Bureau of Statistics (2022), the unemployment rate of Rivers State was the second highest in the south-south zone with 46.1%. The situation has been on the increase and this has resulted in increase in social vices in the state over the years.

Therefore, skill acquisition is the first step in the fight for the reduction of hunger and poverty, unemployment in the society and reduction of crime and other social vices through effective engagement of youths. Skill acquisition is a form of training obtains by individuals which can lead to accession of knowledge for self-development. It encourages training of people in different fields of trade or services under formal agreement which involves the trainers and the trainees for a fixed period of time (Idoko, 2014). It also has to do with the process of cultivating the habit of active thinking or behaviour in a specific area of learning (Ochiagha, 2019). Similarly, skill acquisition which is the manifestation of uncommon idea, that is made manifest through training and injecting in individual the spirit of entrepreneurship which triggers self-development and reliance is what the economy of most developing economies are in dire need of. When individuals are equipped with relevant skills needed for self-sustenance in the economy, it will encourage their charisma, undependability, social and economic acceptability in the polity, and it has the potency of bringing unemployment, economic doom and other social vices to a minimal degree (Osita et al., 2022).

Statement of the Problem

However, over the years, there have been different skill acquisitions policies introduce by successive leaderships in Obio Akpor Local Government Area to train the people of the local government area in different skills in order to be self-employ and self-independent. Although, since the introduction of skill acquisition policies in Obio Akpor Local Government Area there are no empirical study justifying its impact on unemployment reduction in the local government area to the awareness of the researcher. It is against these backdrops, this study seeks to examine the impact of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area, Nigeria, 2015-2022.

Research Questions

- What are the impacts of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area?
- What are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area?
- What are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area?

Objectives of the Study

The study aimed to assess the impact of skill acquisition policies on reducing unemployment in Obio Akpor Local Government Area, Nigeria, 2015-2022. The specific objectives are:

- To examine the impact of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area.
- To examine the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area.
- To proffer measures that can strengthen skill acquisition policies

towards reducing unemployment in Obio Akpor Local Government Area.

Conceptual Review

Concept of Policy

There is no general acceptable definition of public policy by scholars. However, Easton in Lascoumes and Galès (2017) define policy as the output of the political system, and “public policy” as “the authoritative allocation of values for the whole society”. In the same vein, Friedrich in Obamwonyi and Aibieyi (2014) sees public policy is a proposed course of action of a person, group, or government within a given environment providing obstacles and opportunities with the policy was proposed to utilized and overcome in an effort to reach a goal or realize an objective or purpose. Similarly, Dye (1972) sees public policy as “anything a government chooses to do or not to do”. Jatau and Dung (2014) defines public policy as a script adopted and pursued by the government. Obamwonyi and Aibieyi (2014,) sees public policy as the process of making relevant institutional and organisations decisions which include the identification of different alternatives such as programmes or priorities on expenditures, and making choices among them based on the impact they will have.

According to Mackay and Shaxton (2011), public policy provides guidance to governments and accountability links to citizens. Decision making is clouded by values, rather than based purely on objective data. Most issues tend to involve deeply held values/ interests and large amounts of money, making the policy process very complex. Similarly, Obona (2016) sees public policy as any type of analysis that generates and presents information in such a way as to improve the basis for policymakers to exercise their judgment. In the same vein, Okoro (2005) sees public policy as hard patterns of resource allocation represented by projects

and programmes designed to respond to perceived public problems or challenges requiring government action for their solution. To Ikelegbe (2006), public policy is the integrated course and programmes of action that government has set and the framework or guide it has designed to direct action and practices in certain problem areas.

Concept of Skill Acquisition

The concept of skill acquisition is susceptible to wide interpretations. There are as many views on the meaning of the concept as there are scholars and practitioners. Therefore, before we reveal the concept of skill acquisition, it's necessary we know the meaning of skill. According to Ikechi et al (2019), skill as an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills). According to Vanpatten and Benati (2010), skill refers to the ability to do rather than underlying competence or mental representation.

Skill acquisition, therefore, is the process of learning that helps one build his ability or capacity to seamlessly and effortlessly do that which he is exposed to do (Ayinde, 2018). For, Okolocha et al (2020), skill acquisition is a significant instrument of empowerment that endeavors to provide the individuals with various skills, vocation and enterprising capacity like bead making, cap making, sewing, fashion designing, shoe making and making workers to have more enthusiasm for their occupations while enhancing their current skills. The idea of skill acquisition is aimed for battling and decreasing poverty level in Nigeria. According to Ifeakor et al (2021), there are five types of skill acquisition policies in Nigeria. These include:

- **Agro-business Based Skill Acquisition Policy:** These involve in

arable/cash crop, animal/livestock, agro-processing, marketing of produce and input dealership skill acquisition trainings.

- **Product Based Skill Acquisition Policy:** This involves soap making (liquid and bar, perfume making, after shave, cosmetics (hair, body, shampoos) air freshner, paint making, insecticides, disinfectants (dettol, izal), tissue paper & serviet, petroleum jelly (vaseline), bottled water. This kind of skill acquisition policies lead to release of products and ultimately can be regarded as quick wins and are tangible.
- **Vocational Skill Acquisition Policy:** This involves barbing, fashion design, automobile repairs, painting, tiling, P.O.P, hardware engineer, catering. The vocational skill acquisition is the process of getting skills that don't require excessive mental exercise. There are lots of certain vocational skills that are very profitable to get.
- **White Collar Skill Acquisition Policy:** This is a type of skill acquisition policy allows educated people get the skills that would help them become experts in certain fields. These involve information technology – computer hardware engineering, network engineering, web design, web application development, graphics design, software development, cyber-security and many others. Skills got under this sector are for those who are interested in the management and administration.
- **Media Skill Acquisition Policy:** These include: cinematography, video editing, script writing, sound editing, graphics design, content writing.

Skill acquisition has been conceived as an effective and efficient tool for self-reliance and sustainability of skills. The whole notion is that, young people should acquire skill training mechanism in addition to their

regular academic programme/ curriculum in the crucial sectors in order to remain relevant in this contemporarily competitive world (Osita et al., 2022). Gumbari (2011) noted that, skill acquisition is a vital key, needed in eliminating hunger and poverty in a society, because it helps in reduction and elimination of joblessness in any given society. Adofu (2015) declares that skill acquisition is the capacity to be prepared on a specific task or capacity. Also, skills acquisition has to do with different ways through which graduates and youths (educated and non- educated) can be trained to achieve self-reliance rather than waiting for jobs in the formal sector alone. It is believed that training through skill acquisition programmes will enhance their sustainability in different fields of trade. This is possible when the culture of creative thinking is infused in them at early stage in life to make them self-reliant members of the society and employer of labour. It is the ability to do or perform an activity that is related to some meaningful task, assignment or job. The skill to be gained, behavior, and qualities of character are transmitted to enable the trainee develop intellectual, and moral character which prepares him/her for self-reliance (Ochiagha, 2019).

Concept of Unemployment

There is no acceptable definition of unemployment among scholars. However, according to Eminue in Adesoji (2010), unemployment refers to the non-utilization, underutilization or misutilization of a vast number of employable people in a nation; people who are unsuccessful but actively seeking work. Similarly, Adebayo in Akonbede (2013) sees unemployment as a number of the economically active population who are without work but available for and seeking work, including people who have lost their jobs and those who have voluntarily left work. Ani (2013) sees unemployment as the situation where people who do not have a job, have actively looked for work in the past four weeks, and

is currently available for work. Also, people who were temporarily laid off and are waiting to be called back to that job are included in the unemployment statistics. He further explained that those who have not looked for work within the past four weeks are no longer counted among the unemployed. Most people leave the labour force when they retire, go to school, have a disability that keeps them from working, or have family responsibilities.

The ILO report in Edomwonyi-Otu and Edomwonyi-Otu (2020), showed that the proportions of world unemployed are steadily increasing and that the number of those without jobs remained at an all time high of more than 195 million, or 6.3 percent, in 2007. Africa had the highest unemployment rate in the world at 12.2 percent, followed by sub-Saharan Africa Nigeria inclusive at nearly 10 percent. East Asia's unemployment rate of 3.6 percent remained the lowest. The report affirmed that population growth, especially in South Asia, the Middle East, North Africa, and Sub Saharan Africa, was putting a lot of pressure on job creation. The report concluded that half of all workers in the world - some 1.4 billion working poor - lived in families that survived on less than US \$2 a day per person. These people work in the vast informal sector - from farms to fishing, from agriculture to urban alleyways - without benefits, social security, or healthcare. Some 550 million working poor lived on US \$1 or less per day. In absolute terms, it is estimated that there are about 122 million youths on the African continent (Bilikis, 2013). Therefore, projections of the population growth into the 21st century indicated that the proportion of youths, in relation to the overall population, will continue to grow. Dike (2009) pointed out that the high rate of unemployment is a result of continuous transfer of economic activities, especially the youths from rural to urban areas.

Unemployment, takes a doomsday scenario in Nigeria, it developed a decade after Nigeria had her independence in 1960. Akintoye in Bassey and Aten (2012) opined that the rate of unemployment rose from 4.3% to 6.4% and further rose to 7.1% in 1987. This rise in unemployment rate came as a result of economic depression which engulfed the nation and spread its effects that resulted to massive closure of businesses and retrenchment of workers. This was followed by the placement of embargo on recruitment which further worsened the situation. However, Nwafor (2022) opined that various empowerment programmes had a salutary effect on job creation leading to a sharp fall in unemployment figure from 45.5% in 1999 to 82.10% in 2022. However, the rate of unemployment in Nigeria kept on increasing.

Skill Acquisition Policy and Unemployment Reduction

There various empirical study showing the impact of skill acquisition policy on unemployment reduction. However, in the study by Akpama et al (2011) observed that acquisition of vocational skills lead to a significant reduction of poverty among young adults who participated on skills acquisition programmes. Entrepreneurial studies are inter-disciplinary training that focuses on the tools needed to start a new business or vocation. Because Nigeria is fast becoming a predominantly youthful society with high rate of unemployment, it requires training the youth in entrepreneurship skills in technical vocational education and training to tackle unemployment which has reached alarming proportions. Amadi and Abdullah (2012) reported from their study that a greater percentage of the sampled youth reported high and moderate levels of their capacity building: implying that the vocational skills acquisition and development was a successful scheme. They however recommended that the constraints that impede the success of the scheme be

addressed by policy makers to make the outcome of the skills training more successful.

Adofu and Ocheja (2013) investigated the conduct of skill acquisition and training in alleviating poverty and unemployment in Kogi state, Nigeria. This relationship between entrepreneurship skill acquisition and poverty/unemployment was analyzed using descriptive statistics. The descriptive tools consisted of the use of percentages and frequencies presented in a tabular form. A chi-square test (χ^2) was employed to test the validity or otherwise of the effect of entrepreneurship skill acquisition on poverty alleviation and unemployment reduction in Nigeria using primary data obtained in six local government areas that made up the four district of the state. The result shows that 65% of the respondents accepted that lack of entrepreneurship skills among youth is responsible for the high rate of poverty/unemployment in Nigeria. The result also revealed that at least 60% of the people that benefitted from the skills acquisition programme can now afford the basic necessity of life. The study therefore recommended that since most of the people that benefited from the programme could afford the basic necessity of life, the government should begin to think of the way of developing the programme to the status of poverty/unemployment eradication programme.

Theoretical Framework

For the purpose of this research work, this study is predicated on the systems theory approach which formed the model framework of analysis. Systems model was first propounded by a biologist named Ludwig Von Bertalanffy, William Ross Ashby and others between the 1940s and 1970s on principles from physics, biology and engineering and later grew into numerous fields including philosophy, sociology (Peter, 2009). It was from the biological since works of scholars like Emile Durkheim, A. R. Radcliffe, Brown

and Bronislaw Malinowski, among others (Joanna, 2012). From social anthropology, it was applied by sociologist like Robert K. Merton and Talcott Parsons and so on. Further, it finally got into use in the master science discipline-political science, David Easton, Gabriel Almond, Mortan Kaplan, among others (Isaac in Joanna, 2012). Within the purview of political science, David Easton popularized the systems model which has been widely acknowledge political phenomenon such as corporate government and public policy making in a democratic system.

To Easton in Peter (2009), the basic methodological foundation or assumption of systems model is that political system consists of all interacting elements, which contribute to the authoritative allocation of values for a society. Also, the theory posits that political life, therefore, concerns all activities that significantly influence the formulation and implementation of authoritative policies and programmes for a society. The theory further assumes that political phenomena can best be analysed by viewing them as part of a whole. As Okoro in Okpara, and Iheanacho (2014) aptly put it, system model reduces every phenomenon to a whole, made up of interdependent parts, which contributes to the proper functioning of the whole.

Certain key concepts are central to the understanding of the systems model, input and output. Input refers to the forces generated in the environment that affect the political system. It can take the form of demand and supply. Demand involves actions by individuals and groups seeking authorities' allocation of values from the authorities. Support comprises of actions rendered in favour of government such as obedience to the law and payment of taxes. Inputs are generated from the environment and are fed into the black box of decision making (otherwise called the conversion box) to produce output. Outputs are the

decision and policies of the authorities, which reflect the input, made into the political system. Another concept used in the systems theory is the concept of feedback and conversion box. The conversion box implies decision-making authorities in a political system that may be referred to as the government. The feedback is a mechanism of sending the outcome of a policy back to the conversion box (Idike in Okpara & Iheanacho, 2014).

The relevance of the system model to this study is immense. The system model enables us to understand the interrelationship and cooperation between the Government and the people in using skill acquisition policies in achieving unemployment reduction in Obio Akpor Local Government Area. The Government has the power to use the established skill acquisition policies to reduce unemployment by training the unskilled people on various skills acquisition programmes such as hairstyle, makeup and beauty, fashion design, crop – arable/cash crop, animal/livestock, marketing of produce and many others in Obio Akpor Local Government Area.

If the skills acquisition policies are ineffective it breeds unemployment, poverty and crime in the whole local government area.

Methodology

The study adopted ex-post factor research design. Obio/Akpor Local Government Area of Rivers State has a population of 665,000 persons, made up of 327,968

males and 337,032 females. There are 66 communities in Obio/Akpor Local Government Area (National Population Census Projection, 2022). The sample size of 400 was determined using Taro Yamane’s formula. The study selected five (5) communities from Obio Akpor Local Government Area using purposive sampling technique, namely; Rumokoro, Ozuoba, Rumuodomaya, Rumuolumeni and Rumuigbo. The reason for the selection of these communities is because they have experience more skill acquisition programmes and also have more population than other communities in Obio Akpor Local Government Area. However, purposive sampling technique was adopted in selecting Chiefs, Youths, Farmers, Businessmen/women and applicants, which cut across male and female in Obio Akpor Local Government Area. Primary data were collected by means of questionnaires administration on the sample population. The questionnaires were designed for the respondents to answer the questionnaire. The questionnaire was designed in such a way that all members of the population would easily understand. The first part is the background of the respondents and the second part the study adopted four Likert scale of Strongly Agree (SA); Agree (A); Disagree (D); and Strongly Disagree (SD) for each research questions in the questionnaires. The researcher used simple percentages in scrutinizing the information collected. The information were presented in tables in order to ensure good explanation and comparison of the information generated from the respondents to answer the research questions.

Data Presentation

Table 1: Questionnaire Distribution and Response Rate

Response Rate	Frequency	Percentage
Copies of Questionnaire distributed	400	100%
Copies of questionnaire returned	380	95%
Copies of questionnaire not returned	20	5%
		100%

Source: Researcher’s Field Report, 2025

From table 1 above, a total of 400 copies of the research questionnaires were distributed by the researcher in line with the objectives of the study. Out of the 400 copies, 380 copies were retrieved successfully, representing 95% of the total copies of questionnaire and used to generate data for the study. The researcher could not retrieve

20 copies of the questionnaire, representing 5% of the total copies of the questionnaire, and therefore could not use the 20 copies as source of data for the study. In this section, the researcher analysed the data contained in the questionnaire. The analysis of this data took two forms. First, the demographic data of the respondents were analysed, secondly, the data relating of the subject matter under study were analysed in tables.

Demographic Analysis

Table 2: Gender of Respondents

Gender	Frequency	Percentage
Males	208	54.7%
Female	172	45.3%
Total	380	100%

Source: Researcher's Field Report, 2025

The above table shows that 208(54.7%) are males and 172(45.3%) are females. This is because during the distribution of the

questionnaire male are more available than the female in the study area.

Table 3: Marital Status of Respondents

Marital Status	Frequency	Percentage
Single	122	32.1%
Married	220	57.9%
Divorced	23	6.1%
Widow	15	3.9%
Total	380	100%

Source: Researcher's Field Report, 2025

The above table shows that 122(32.1%) are single, 220(57.9%) are married, 23(6.1%) are divorced and 15(3.9%) are widow. The married men/women are more experienced

and unbiased on the issue of skill acquisition policies and unemployment in Obio Akpor Local Government Area unlike others.

Table 4: Age of Respondents

Age	Frequency	Percentage
20 – 30 years	143	37.6%
31 – 40 years	170	44.7%
41 – 50 years	40	10.5%
51 year and above	27	7.1%
Total	380	100%

Source: Researcher's Field Report, 2025

The above table shows that 143(37.6%) are of the age range of 20-30 years, 170(44.7%) are of the age range of 31-40 years, 40(10.5%) are of the age range of 41-50 years, 27(7.1%) are of the age range

of 51 years and above. The age bracket of 31 to 40 years is more knowledgeable than other age brackets and also important for the study

Table 5: Educational Qualification of Respondents

Qualification	Frequency	Percentage
FSLC	35	9.2%
SSCE	68	17.9%
OND/NCE	111	28.5%
HND/B.Sc	176	46.3%
Total	380	100%

Source: Researcher’s Field Report, 2025

The above table shows that 35(9.2%) have FSLC, 68(17.9%) have SSCE, 111(28.5%) have OND/NCE, and 176(46.3%) have HND/B.Sc certificates. This implies that those with HND/B.Sc are more knowledgeable on the issues of skill acquisition policies on unemployment in Obio Akpor Local Government Area unlike

others and they are very important to the study.

Data Analysis

Table 6: What are the impacts of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area?

S/N	Statement	SA	A	D	SD	Total
1	It has made the beneficiaries to be self-employ	193(50.8%)	140(36.8%)	32(8.4%)	15(3.9%)	380(100%)
2	It has created wealth among the beneficiaries	213(56.1%)	147(38.7%)	15(3.9%)	5(1.3%)	380(100%)
3	It has generated employment	231(60.8%)	127(33.4%)	12(3.1%)	10(2.6%)	380(100%)
4	It has made the beneficiaries to be self-reliant	244(64.2%)	124(32.6%)	8(2.1%)	4(1.1%)	380(100%)
5	It has promoted entrepreneurial skills among the beneficiaries	240(63.2%)	130(34.2%)	6(1.6%)	4(1.1%)	380(100%)

Source: Researcher’s Field Report, 2025

Table 6: showed the impacts of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area. Item 1, found that 193(50.8%) and 140(36.8%) respondents strongly agree and agree that skill acquisition policies has made the beneficiaries to be self-employ in Obio Akpor Local Government Area. Item 2, show that 213(56.1%) and 147(38.7%) respondents strongly agree and agree that skill acquisition policies has created wealth among the beneficiaries in Obio Akpor Local Government Area. Item 3, show that 231(60.8%) and 127(33.4%) respondents strongly agree and agree that skill acquisition policies has generated employment in Obio Akpor Local

Government Area. Item 4, show that 244(64.2%) and 124(32.6%) respondents strongly agree and agree that skill acquisition policies has made the beneficiaries to be self-reliant in Obio Akpor Local Government Area. Finally, item 5, show that 240(63.2%) and 130(34.2%) respondents strongly agree and agree that skill acquisition policies has promoted entrepreneurial skills among the beneficiaries in Obio Akpor Local Government Area.

Table 7: What are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area?

S/N	Statement	SA	A	A	SD	Total
1	Lacks of fund for training and empowering beneficiaries	245(64.5%)	120(31.6%)	10(2.6%)	5(1.3%)	380(100%)
2	Lack of adequate equipment for training	231(60.8%)	127(33.4%)	12(3.1%)	10(2.6%)	380(100%)
3	Poor training delivery	240(63.2%)	130(34.2%)	6(1.6%)	4(1.1%)	380(100%)
4	Inadequate qualified instructors at the training centres	213(56.1%)	147(38.7%)	15(3.9%)	5(1.3%)	380(100%)
5	Low awareness of importance of skills acquisition by the people	193(50.8%)	140(36.8%)	32(8.4%)	15(3.9%)	380(100%)
6	Poor planning	240(63.2%)	130(34.2%)	6(1.6%)	4(1.1%)	380(100%)
7	Corruption	213(56.1%)	147(38.7%)	15(3.9%)	5(1.3%)	380(100%)

Source: Researcher's Field Report, 2025

Table 7: showed the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 1, found that 245(64.5%) and 120(31.6%) respondents strongly agree and agree that lacks of fund for training and empowering beneficiaries are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 2, show that 231(60.8%) and 127(33.4%) respondents strongly agree and agree that lack of adequate equipment for training are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 3, show that 240(63.2%) and 130(34.2%) respondents strongly agree and agree that poor training delivery are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 4, show that 213(56.1%) and 147(38.7%) respondents strongly agree and agree that inadequate qualified instructors at the training centres

are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 5, show that 193(50.8%) and 140(36.8%) respondents strongly agree and agree that low awareness of importance of skills acquisition by the people are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. Item 6, show that 240(63.2%) and 130(34.2%) respondents strongly agree and agree that poor planning are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area; and 213(56.1%). Finally, item 2, show that 147(38.7%) respondents strongly agree and agree that corruption are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area.

Table 8: What are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area?

S/N	Statement	SA	A	D	SD	Total
1	Adequate fund for training and empowering beneficiaries	193(50.8%)	140(36.8%)	32(8.4%)	15(3.9%)	380(100%)
2	Adequate equipment for training	213(56.1%)	147(38.7%)	15(3.9%)	5(1.3%)	380(100%)
3	Adequate training delivery	231(60.8%)	127(33.4%)	12(3.1%)	10(2.6%)	380(100%)
4	Employing adequate qualified instructors at the training centres	244(64.2%)	124(32.6%)	8(2.1%)	4(1.1%)	380(100%)
5	Strong awareness of the importance of skills acquisition by the people	240(63.2%)	130(34.2%)	6(1.6%)	4(1.1%)	380(100%)
6	Proper planning	213(56.1%)	147(38.7%)	15(3.9%)	5(1.3%)	380(100%)
7	Prosecution of corrupt individual involved in embezzlement of skill acquisition funds	244(64.2%)	124(32.6%)	8(2.1%)	4(1.1%)	380(100%)

Source: Researcher's Field Report, 2025

Table 8: showed the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 1, found that 193(50.8%) and 140(36.8%) respondents strongly agree and agree that adequate fund for training and empowering beneficiaries are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 2, show that 213(56.1%) and 147(38.7%) respondents strongly agree and agree that adequate equipment for training are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 3, show that 231(60.8%) and 127(33.4%) respondents strongly agree and agree that adequate training delivery are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 4, show that 244(64.2%) and 124(32.6%) respondents strongly agree and agree that employing adequate qualified instructors at the training centres are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 5, show that 240(63.2%) and 130(34.2%) respondents strongly agree and agree that strong awareness of the importance of

skills acquisition by the people are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Item 6, show that 213(56.1%) and 147(38.7%) respondents strongly agree and agree that proper planning are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. Finally, item 7, show that 244(64.2%) and 124(32.6%) respondents strongly agree and agree that prosecution of corrupt individual involved in embezzlement of skill acquisition funds are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area.

Discussion of findings

The impacts of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area

The research study revealed the impacts of skill acquisition policies on unemployment reduction in Obio Akpor Local Government Area. According to the respondents, skill acquisition policies have made the beneficiaries to be self-employ; created wealth among the beneficiaries; generated employment; made the beneficiaries to be self-reliant; and promoted entrepreneurial skills among the

beneficiaries in Obio Akpor Local Government Area. This can be attest to table 7, item 1, 2, 3, 4 and 5 respectively, which revealed that majority of respondents strongly agree and agree that skill acquisition policies have on unemployment reduction (made the beneficiaries to be self-employ; created wealth among the beneficiaries; generated employment; made the beneficiaries to be self-reliant; and promoted entrepreneurial skills among the beneficiaries) in Obio Akpor Local Government Area. According to Gumbari (2011), skills acquisition policies is the key in the fight for the elimination of hunger and poverty, reduction or elimination of joblessness in the society and reduction of crime through effective engagement of youths. Persons with relevant skills will be fully engaged in a society like ours where opportunities are many and waiting for the prepared to take them. Such engagements will not only provide them with the basic needs of life but will in turn provide job for others. This is in tandem with the opinion of Nwanaka and Amaehule (2011) that possession of skills is important in preventing youths from becoming social misfits; because, these skilled persons become gainfully employed through vocational training and acquisition of skills.

The constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area

The study also revealed the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. According to the respondents, lack of fund for training and empowering beneficiaries; lack of adequate equipment for training; poor training delivery; inadequate qualified instructors at the training centres; Low awareness of importance of skills acquisition by the people; poor planning; and corruption are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local

Government Area. This can be attest to table 8, item 1, 2, 3, 4, 5, 6 and 7 respectively, which revealed that majority of respondents strongly agree and agree that lacks of fund for training and empowering beneficiaries; lack of adequate equipment for training; poor training delivery; inadequate qualified instructors at the training centres; low awareness of importance of skills acquisition by the people; poor planning; and corruption are the constraints faced by skill acquisition policies in its effort to reduce unemployment in Obio Akpor Local Government Area. This is in agreement with Odike and Menkiti (2019) who revealed that the factors hindering effective skill acquisition policies in reducing poverty and unemployment in Nigeria are lacks of fund for training and empowering beneficiaries; lack of adequate equipment for training; poor training delivery; inadequate qualified instructors at the training centres; low awareness of importance of skills acquisition by the people; poor planning; and corruption.

The measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area

The study also revealed the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. According to the respondents, adequate fund for training and empowering beneficiaries; adequate equipment for training; adequate training delivery; employing adequate qualified instructors at the training centres; strong awareness of the importance of skills acquisition by the people; proper planning; and prosecution of corrupt individual involved in embezzlement of skill acquisition funds are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. This can be attest to table 9, item 1, 2, 3, 4, 5, 6 and 7 respectively, which revealed that majority

of respondents strongly agree and agree that adequate fund for training and empowering beneficiaries; adequate equipment for training; adequate training delivery; employing adequate qualified instructors at the training centres; strong awareness of the importance of skills acquisition by the people; proper planning; and prosecution of corrupt individual involved in embezzlement of skill acquisition funds are the measures that can strengthen skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. According to Utebor and Enwemasor (2021), the possible ways to strengthen skill acquisition programmes in Nigeria are adequate fund for training and empowering beneficiaries; adequate equipment for training; adequate training delivery; employing adequate qualified instructors at the training centres; strong awareness of the importance of skills acquisition by the people; proper planning.

Conclusion

Skill acquisition policies are a vital tool for reducing unemployment, curbing crime rate and boosting of the economy of any nation. However, the study discovered that since the introduction of skill acquisition policies (Agribusiness Based Skill Acquisition Policy; Product Based Skill Acquisition Policy; Vocational Skill Acquisition Policy; White Collar Skill Acquisition Policy; Media Skill Acquisition Policy) in Obio Akpor Local Government Area, the policies have helped in reducing the level of unemployment in the local government area. However, there some issues affecting skill acquisition policies towards reducing unemployment in Obio Akpor Local Government Area. These include: lacks of fund for training and empowering beneficiaries; lack of adequate equipment for training; poor training delivery; inadequate qualified instructors at the training centres; low awareness of importance of skills acquisition by the people; poor planning; and corruption. It is

on this premise that skills acquisition policy should be encouraged and properly founded in Obio Akpor Local Government Area and Nigeria at large as this will create a means of livelihood for everybody.

Recommendations

The following recommendations are made based on the findings of this study.

- i. Obio Akpor Local Government should provide adequate fund and equipment for effective skill training delivery to all participants in various skill acquisition training centres in the local government area. Government should also provide adequate funds for empowerment of beneficiaries at the end of the training programmes. This will help the beneficiaries to be self-employ, self-reliant and thereby reducing the level of unemployment in the local government area.
- ii. Obio Akpor Local Government should employ adequate qualified instructors or teachers and also provide enabling environment at the various skill acquisition training centres in the local government area. This will help the participants to easily understand the various skills taught by the instructors or teachers at the skill acquisition training centres.
- iii. Obio Akpor Local Government should create strong awareness of the importance of skills acquisition programmes to the people by carrying out house to house campaign in the various communities. This step will help in encouraging more people to participate in the programmes and thereby reducing the level of unemployment in Obio Akpor Local Government Area.
- iv. Obio Akpor Local Government should collaborate with various skill acquisition training centres to properly draft out a good master plan on how to accommodate large number of people in skill acquisition training in various communities in the local government

area. Proper planning will help the government and skill acquisition training centres to know how to utilize the skill acquisition policies to reduce unemployment rate in the local government area.

- v. Obio Akpor Local Government should collaborate with anti-graft agencies in

prosecuting corrupt individual involved in embezzlement of skill acquisition funds in the local government area. Prosecution of corrupt individuals will serve as a lesson to others who want to go into such act.

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Consumer Trust and Purchase Decisions of Telecommunication Firms in Port Harcourt, Nigeria

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Abstract:

This study investigated consumer trust and purchase decision of telecommunication firms in Port Harcourt. The main objective of the study is to find out the relationship that exist between consumer trust and purchase decisions of telecommunication firms in Port Harcourt. The population of the study comprised of the ten telecommunication firms in Port Harcourt. The sample size was determined using the Taro Yamen's formular. A well-structured questionnaire was used to elicit information from the respondents. The data collected were analyzed statistically while the Pearson Correlation coefficient was used to test the formulated hypotheses. The SPSS 22.0 version was used to correlate the data of the study variables. The result revealed that there was a significant positive relationship between consumer trust and intention of telecommunication firms in Port Harcourt. A significant positive relationship was revealed between consumer trust and brand choice of telecommunication firms in Port Harcourt. Based on the findings, it was concluded that consumer trust positively moderate purchase decisions of telecommunication firms in Port Harcourt. It was recommend that Telecommunication firms should be transparent and honest to their customer at all time

Keywords: Consumer Trust, Intention, repurchase, and brand choice

Introduction

Customer trust refers to the confidence and belief that customer has in a company or brand. It is built over time through positive experiences, consistent delivery of quality products or services, and transparent and ethical business practices. When customers trust a company, they are more likely to make repeat purchases mostly in the telecommunications firms, they can easily recommend the brand to others, and remain loyal even in the face of competition. Building and maintaining customers trust is crucial for long-term success in any business. Trust can take time to build but can be easily lost if a company fails to meet customer expectations or engages in unethical behavior. According to Ba and Pavlou (2002) defines trust as an assessment of one's relationship with others who will conduct certain transactions in line with expectations in an environment

full of uncertainty. Trust occurs when a person is confident in the reliability and integrity of the people you trust.

Research Questions

For the purpose of this research sorts to find answers to the following questions:

- i. What is the relationship between consumer trust and intention?
- ii. what is the relationship between consumer trust and brand choice?

Research Hypothesis

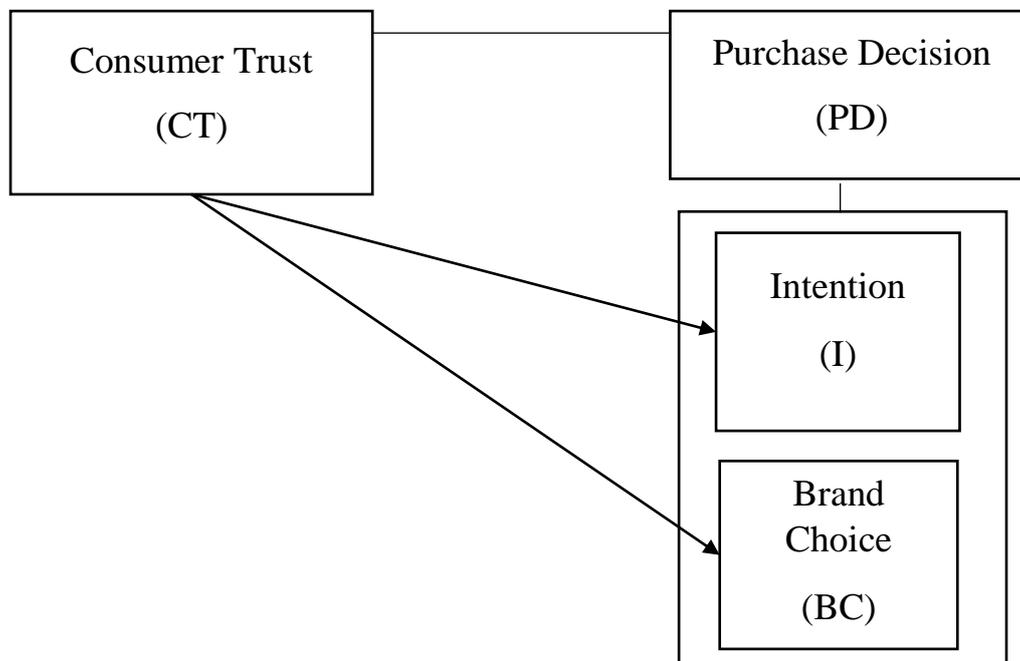
The following null hypotheses are postulated and statistically tested.

H₀₁: There is no significant relationship between consumer trust and intention of telecommunication firms in Port Harcourt, Nigeria.

H₀₂: There is no significant relationship between consumer trust and brand choice

of telecommunication firms in Port Harcourt, Nigeria.

Conceptual/Operational Framework



Source: Mao, U. (2010), Igani (2024).

Figure 1: Conceptual Framework of consumer trust and purchase decision of telecommunication firms in Port Harcourt, Nigeria.

This is the conceptualization of the study constructs, the different proponents and the philosophies behind them. The respective dimensions of the independent variable and the latent measures of the dependent variable are equally explained.

Concept of Consumer Trust

Trust arising from a long process. If the trust has existed between the customer and the company, then the effort to foster cooperative relationships will be easier. Trust arising indicated by an earned credibility of the other party because it has the desired expertise to perform a task. Confidence can also be obtained by doing something the best thing to another party through a relationship. Level of confidence can be measured by several factors, among others, honesty in transactions, corporate responsibility towards the consumer and

much more. Trust in question in this research is customer awareness of the expectations of the performance of the brand based on the experience and confidence embodied in the form of an attitude. Where the use of dimensions that have been adapted to laptop customers in Aceh that expectations, beliefs and attitudes. The definition of loyalty in this study is the response that reflected buyers continuously from purchasing behavior to buy back, hang on the same brand and convey positive things. While the dimensions used in this variable is repurchasing, resilience and communication by word of mouth.

The word comes from the German trust Trost (Shaw, 2002) which means comfort. In a trust relationship is required. Trust as a guarantee of a relationship of two people or

more in the collaboration. According to Kendra (2003), trust is the psychological part consists of state resigned to accept deficiencies based on positive expectations and intentions or behavior of others. According to Ba and Pavlou (2002) defines trust as an assessment of one's relationship with others who will conduct certain transactions in line with expectations in an environment full of uncertainty. Trust occurs when a person is confident in the reliability and integrity of the people you trust. According Costabile, et al (2002), customer trust aka defined as the perception of the reliability of the customer's perspective based on experience or more in the sequences of transactions or interactions were characterized by the fulfillment of expectations of product performance and satisfaction. According to Barnes (2004): "The trust involves the willingness of a person to behave in particular because of the belief that its partners will deliver what he expected with a general expectation that a person that says, warranties or representations of other people can be trusted". Confidence is indeed a strong business foundation. Without a trust, there will be no business transactions take place. So it is clear that confidence is the driving force of business. Of the notions mentioned above generally trust can be interpreted as "a hope that depend on a person or a group of words, promises, statements, or written arguments from individuals or other groups that can be justified. Basically the customer confidence arising from a coaching process that is long enough for both sides to trust each other. If the trust has been established between the customer and the company, the company will not be too difficult to retain customers.

Benefit of consumer trust in telecommunication firms

Consumer trust is incredibly important for firms. When consumers trust a company, they are more likely to purchase its products or services. This leads to increased sales and revenue for the firm.

Additionally, consumer trust can also lead to customer loyalty. When customers trust a company, they are more likely to become repeat customers and recommend the company to others. This can help the firm build a strong customer base and increase its market share. Trust also plays a crucial role in brand reputation. A company that is trusted by consumers is seen as reliable and credible, which can give it a competitive edge in the market. Trust can also help firms during times of crises or negative publicity. If a company has a strong foundation of consumer trust, overall, consumer trust is a valuable asset for firms as it can lead to increased sales, customer loyalty, and a positive brand reputation in the telecommunication firm.

Concept of Purchase Decision

It is vital to know the customer purchase decision. Purchase decision is the process of making a choice between different options and deciding to buy a particular product or service. it involves considering factors such as price, quality, features, brand reputation, and personal preferences. People often go through a decision-making process that includes gathering information, evaluating alternatives, and weighing the pros and cons before making a purchase decision. Customer purchasing decision can also be seen as the decision-making processes begin by the customer to buy the goods or services in exchange of money in the market before, during and after the purchase of goods or services (Lumen, n.d.). It helps the seller/marketer for selling its goods or services in the market. If the marketer is successful to understand the consumer behavior according to the customer purchase decision process towards the goods or services, then it may be successful for selling its goods or services (Kotler at el. 2017). Every human has different mind to other humans. For instance; A person buying his/her regular brand of milk every day when the need arises. So, the chances of skipping information and evaluation are more as

compare to the highly involvement products. Basically, it depends on the human nature. But in case of buying a car where involvement is high. When the consumer going to buy a car, then the customer can't skip any step (Kotler et al. 2017). This process works especially for new purchase or highly involvement of consumer purchase. Some companies focus on understand the consumer experience in learning, choosing, using and disposing of the product. (Kotler & Keller 2016).

Intention

Customer intention refers to the goal or purpose that a customer has when interacting with a business or making a purchase. It can vary depending on the specific context, but some common customer intentions including seeking information, making a purchase, resolving a problem or complaint, or simply browsing and exploring options. Understanding customer intention is important for businesses as it helps them tailor their products, services, and customer support to meet the needs and expectations of their customers. Customer intention is a kind of decision-making that studies the reason to buy a particular brand by consumer (Shah et al., 2012). Morinez et al. (2007) define customer purchase intention as a situation where consumer tends to buy a certain product in certain condition.

Customers purchase decision is a complex process. Purchase intention usually is related to the behavior, perceptions and attitudes of consumers. Purchase behavior is a key point for consumers to access and evaluate the specific product. Ghosh (1990) states that purchase intention is an effective tool to predict buying process. Customer intention may be changed under the influence of price or perceived quality and value. In addition, consumers are affected by internal or external motivations during the buying process (Gogoi, 2013). Researchers have proposed six stages before deciding to buy the product, which are: awareness, knowledge, interest,

preference, persuasion and purchase (Kotler & Armstrong, 2010) (Kawa et al., 2013). Customers always think that purchase with a low cost, simple packaging and little-known product is a high risk since they the quality of these products is not trustable (Gogoi, 2013).

Brand Choice

Understanding and measuring the effects of brand choice is one of the richest and most challenging aspects of research in marketing. Choice comes in many varieties and forms. It can be discrete in the sense of the selection of just one item, or it can be continuous when multiple items are purchased or selected. Choice can reflect careful deliberation, habit, or a consumer's spontaneous reactions to marketing variables. It need not always result in purchases in the marketplace, or be driven by standard concepts of utility. It can represent trade-offs that may or may not be continuous or compensatory. Most interestingly, it relates to all marketing control variables (the 4 P's), as these variables enter into the decision-making process. In this issue of "Foundations and Trends in Marketing" we examine recent developments in the modeling of choice for marketing. Choice in marketing differs from other domains in that the choice context is typically very complex, and researchers' desire knowledge of the variables that ultimately lead to demand in marketplace.

The marketing choice context is characterized by many choice alternatives. Moreover, the number of attributes and features characterizing choice alternative is often large. Identifying the variables that drive choice is challenging because consumers are heterogeneous in their use of these variables. Researchers in marketing are also interested in understanding processes that drive preference. It is often not possible to assume the existence of a well-defined preference ordering for all product attributes and brands, and the use

of simple descriptive models can mask important variables, such as the “must haves” for a product. Marketing’s role within an organization is to guide management in what to offer in the marketplace, which can be incompatible with the assumption that a preference structure already exists. As consumers encode, process, and react to marketplace stimuli, numerous opportunities exist for identifying relevant variables, and the means by which these variables combine to form aspects of consideration, evaluation, and choice. Advances in statistical computing and the development of new hierarchical Bayes models have enabled researchers in marketing to make significant inroads to quantifying aspects of choice. These inroads, however, are merely initial steps along a path to understand and characterize how consumers make choice decisions. The aim of this issue is to lay out the foundations of choice models and discuss recent advances. We focus on aspects of choice that are, and can be quantitatively modeled. Moreover, we only consider models that can be directly related to a process of constrained utility maximization. Thus, we discuss a portion of a large stream of research currently being developed by both quantitative and qualitative researches in marketing. Our hope is that by reviewing the basics of choice modeling, and pointing to new developments, we can provide a platform for future research. Marketing models of choice have undergone many transformations over the last 20 years, and the advent to hierarchical Bayes models indicate that simple, theoretically grounded models work well when applied to understanding individual choices. Thus, we use economic theory to provide the foundation from which future trends are discussed. We begin our discussion with descriptive models of choice that raises a number of debatable issues for model improvement. We then look to economic theory as a basis for guiding model development. Economic theory assumes the

existence of preference orderings for which utility can be parameterized and used to understand aspects of choice. This theory, however, is somewhat silent on how utility arises, or is constructed. Utility construction is critical to the marketing discipline because marketing’s role is to provide guidance to firms on offerings that are responsive to the needs of individuals, and to provide specifics as to how best to sell these goods. As a result, researchers in marketing have an expanded domain of study beyond traditional economics.

Theoretical Review

This study is anchored on the theory of trust.

The theory of trust, according to Worchel (1979), has been redefined into three different categories as; i) Personality or Individualistic Trust theory, ii) Sociologists and Economists or Societal Trust Theory, and iii) Social Psychologists or Relationship Trust Theory. Based on this particular study, our concentration shall be on the Social Psychologists or relationship Trust Theory.

Relationship Trust Theory: This relationship trust theory is based on the expectation reposed by an individual or a group on other parties in the process of interaction. This theory's focal point is on the issues that enhance or destroy individual or group interaction (Duetsch 1958). Trust is also the desire to intensify that unguarded and total subservience to another party's actions that he/she does not have any form of authority over their resolves. According to Zand (1972), trust refers to a deliberate control of one’s vulnerability based on the other parties decision to accomplish set objectives without recourse to the former. Hence, Zand clarified that the essence susceptibility in trust connotes that the desire to trust relies significantly on the party's ability to accomplish set objectives. The desire to trust lies solely on the individual resolve that anticipates the

desired result based on its significant value to the individual or group. Rempel, Holmes, and Zanna (1985) examined intimate interaction as it affects trust. They posited that trust is a universal impression on a person's expectation or a group on its possible future outcome. A similar study by Schlenker, Helm, and Tedeschi (1973) indicated that trust could depend on facts gathered from a person or a group regarding an unknown scenario in an undetermined circumstance.

Trust in Human/Virtual Commercial Environment: The process of applying trust in the electronic commercial environment involves the assumed interaction between humanity (animate) and Virtual Commercial Platform (Inanimate object). This will include creating a framework that will intermarry humanity and electronic commerce. To this end, there is a need for a critical study of the relationship between human behavior and trust on the electronic commercial platform. Research is also required to examine its willingness to interact with the virtual world in cognizance, the unsafe, unguarded, and total subservience needed for such a relationship to accomplish its goals and objective (Lohse & Spiller, 1998).

Empirical Review

In a study, Olusoji et al. (2015) investigated online shopping in line with perceived risk and trust between customers and intermediaries. They used primary sources through questionnaires in three locations: Lagos, Port Harcourt, and Abuja. The study findings showed a negative relationship between perceived risk and trust. Olusoji et al. recommended that the vast opportunities offered by online shopping to economic development should be harnessed.

In a case study of the young generation in Pakistan, Muhammad, Muhammad, and Chaudhary (2015) examined consumer behavior on online shopping. The results of the study affirmed that there is a

relationship between trust and online purchases. That trust was the main factor affecting the purchase behavior of the young generation.

In a similar study, Kooli, Ben Mansour, and Utama (2014) studied the determinant of online trust and its effect on online purchase intention. The objective of the study was a negative approach to online trust. The findings obtained from descriptive methodology revealed an interrelationship between purchase intention and online customer trust. The study concludes that a secured online platform will attract massive customer patronage.

Santhi (2017) also examined the factors affecting online shopping decisions and their effects on customer satisfaction. The study used a descriptive methodology with questionnaires as a research instrument for data collection. The results revealed that there is a relationship between customers' satisfaction and online shopping. The study concluded that online customers should be enlightened on the steps needed in making an effective and successful online transaction.

Methodology

The researcher used a correlation survey research design.

Population of the Study

The population of the study comprised of 44 (44) managers drawn from telecommunication firms in Port Harcourt.

Sample/Sampling Techniques

Based on the population of the study, which amounted to 44 managers from 10 telecommunication firms in Port Harcourt, the study adopted a census approach and studied the entire population with a focus on top management staff of telecommunication firms in Port Harcourt.

Research Instrument

The research instrument for data collection was a structured questionnaire comprising of 15 items of four (4) point scale, strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). A respondent was expected to indicate him/her agreements or disagreements to the statement provided in the validation of the collection. The instrument was subjected to scrutiny by experts in marketing, measurement, and graduation to ensure that it will measure what is expected measure.

Method of Data Analysis

The data collected from the field of study was organized in tables, Pearson product amount correlation, and supplemented with SPSS version 21.0 to that the hypotheses.

Hypothesis one

There is no significant relationship between consumer trust and intention of telecommunication firms in Port Harcourt.

Relationship between Consumer Trust and Intention

Correlations

		Consumer Trust	Intention	Decision
Consumer Trust Intention	Pearson Correlation	1	.807	Rejected
	Sig. (2-tailed)		.006	
	N	101	101	
	Pearson Correlation	.807	1	
	Sig. (2-tailed)	.009		
	N	101	101	

*S= Significant $p < 0.05$

Source: Research Survey, 2024

Data in the table indicate the relationship between consumer trust and intention of telecommunication firms in Port Harcourt. This result show that the P-value of 0.009 less than 0.05 level of significance, the result has shown that there was a positive relationship between consumer trust and intention of telecommunication firms in Port Harcourt. This result indicates 0.807

(80.7%) co-efficient that as scores on consumer trust and intention of telecommunication firms in Port Harcourt.

Hypothesis two

There is no significant relationship between consumer trust and brand choice of telecommunication firms in Port Harcourt.

Relationship between Consumer Trust and Brand Choice

Correlations

		Consumer Trust	Brand Choice	Decision
Consumer Trust Brand Choice	Pearson Correlation	1	.908	Rejected
	Sig. (2-tailed)		.009	
	N	101	101	
	Pearson Correlation	.908	1	
	Sig. (2-tailed)	.009		
	N	101	101	

*S= Significant $p < 0.05$

Source: Research Survey, 2024

Data in the table indicate the relationship between consumer trust and brand choice of telecommunication firms in Port Harcourt. This result shows that the P-value of 0.009 is less than the 0.05 level of significance, the result has shown that there was a positive relationship between consumer trust and brand choice of telecommunication firms in Port Harcourt. This result indicates a 0.908 (90.0%) coefficient that scores on consumer trust

and brand choice of telecommunication firms in Port Harcourt.

Discussion and Conclusion

The main purpose of this study is to examine the relationship that exists between consumer trust and purchase decision of telecommunication firms in Port Harcourt. We examine the dimension which is consumer trust and the two measures which are intention and brand choice.

In the first hypothesis, the focus was on the relationship that exists between consumer trust and intention. The results of this study indicated that there was a significant relationship between consumer trust and intention. Several studies have investigated the impact of consumer trust on brand awareness, brand equity on customers' purchase intention that indicates the impact of these factors on purchase decision. (Azhini & Ajini, 2012; Arslan and Altuna, 2010; Chi et al., 2008; Tariq et al., 2013; Tih and Lee, 2013). The result of this hypothesis is in line with the studies of Kawa et al. (2013) and indicates the significance of consumer trust on purchase decision.

indicated a positive impact of consumer trust on purchase decision, (Chi et al., 2008; Jalilvand et al., 2011; Gogoi, 2013; Tariq et al., 2013; Tih & Lee, 2013; Dursun et al., 2011; Bao et al., 2011; Levy and Guterman, 2012). Therefore, the results of this study are consistent with previous studies. Moreover, according to the results of hypothesis it is concluded that there was a significant relationship between consumer trust and purchase decision of telecommunication firms in Port Harcourt.

Another hypothesis was examined to know the relationship between consumer trust and brand choice of telecommunication firms in Port Harcourt. This hypothesis was supported and revealed a significant and positive relationship that exists between consumer trust and brand choice. In previous studies, the relationship between these two variables was investigated and

Recommendations

Based on the findings and conclusions of the study, the following recommendations are given:

1. Managers of telecommunication firms should provide a top-notch customer service, with this customer will build a bigger trust in their company's goods and services.
2. Telecommunication firms should be transparent and honest to their customer at all time.

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Education beyond the Classroom in the 21st Century in Nigeria

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Abstract

Education is the wheel that drives any education. Nations worldwide have used their education systems to develop their economies. This study investigated education beyond the classroom in the 21st century. It also conceptualised education. The issue of the misconception of education as mere schooling was handled. The study also looked at establishing the first trade centre at Yaba. The study further examined the reasons for education beyond the classroom as a reduction in the unemployment rate, creating manpower, development, and key driver economy. Challenges facing education beyond the classroom in the 21st century were also examined. The study proffered solutions to the challenges of learning beyond the classroom in the 21st century as a change in negative public perception and orientation, institutional and infrastructural adequacy, adequate manpower, budget and subvention, and policy implementation. The study concluded that education beyond the classroom in the 21st century should be transformative in the sense that it reshapes when, where, and how people learn. It is a skill-based learning that evolves as societies and industries also evolve.

Keywords: Education, classroom, 21st century.

Introduction

Education is the wheel that drives development. That's why nations all over the world have used education to develop their society. Every society tailors their education towards the needs of the society. As society varies, so also their education varies. The term education does not have a generally accepted definition. This reason is first, the institutional context to which the term education applies and the sociocultural milieu that defines the form and type of education differ from one society to another. Education as a universal phenomenon differs in context and content from one society to the other. Also, the varied use to which education applies accounts for the difference in the meaning

assigned to it. There is no one form of education, ideal or actual, but several or many forms. This means that just as there are many different societies, there are also many different forms of education since every society at each point in time determines the type of education. Since every society at each point in time determines the type of education that suits it and solves its societal problems, this is the reason for the difference in context, content, and focus to which education is directed, giving different meanings.

Education is the process by which every society attempts to preserve and upgrade the accumulated knowledge, skills, and

attitude in its cultural setting and heritage to foster continuously the well-being of mankind and guarantee its survival against the unpredictable, at times hostile, and destructive elements and forces of man and nature. (Ezekiel-Hart et al. 2010). Education is what happens from when you are born until you die. One continues to acquire education from birth till death.

There is a misconception that education is all about schooling or being literate. To be educated goes beyond acquiring a university degree or diploma. To perceive education as schooling is not only inadequate but misleading. It is of great note to state that schooling is a small part of the educational process that occurs under formal education. It becomes inappropriate to limit our notion of education to formal schooling. Schooling is a process in education and not education itself. Schooling is the process of subjecting the learner to rigorous activities, involving academic activities in a classroom. The academic programs define the type of education that is provided by the school.

Education is societal-based, which is practiced in every human society where human beings exist. It prepares the individual for life in the society. Education helps in developing the potential of every individual and at the same time taking into consideration the needs of society. Education provides the citizen and student with skills and knowledge and transmits cultural values and morals that are considered worthwhile for the survival of the individual and the development of society.

No educational system grows above its human resources. The human resources in education are the educators or teachers. The question then is who is a teacher and what role does a teacher play in the development of the education sector? No education system exists without a teacher, but the main function of the teacher is to facilitate learning by various means in the classroom and beyond the classroom to bring about

relatively permanent change in the behaviour of the learner. In the 21st century, teaching is no longer regarded as the process of feeding the learner with factual knowledge without offering him the opportunity for logical thinking. Teaching has shifted from feeding factual knowledge to helping the learner acquire a change of attitude, ideas, and technical skills that will make the learner employable and an employer of labour. Education beyond the classroom in the 21st century focuses on experiential, flexible, and technology-driven learning that extends past traditional schooling. It involves approaches like digital learning, community engagement, experimental learning, and real-world skills.

It is experiential and hands-on learning that involves internships, apprenticeships, field trips, and project-based learning. Education beyond the class teaches students to apply what they have learnt practically. It bridges the gap between theory, practice, and the development of skills in students. Our leaders are good at predicting the future without creating the future. In Nigeria today and all over the developing nations of the world, the most pressing problem stems from lack of employment. Many people, both the old and the young, find it difficult to be gainfully employed due to many factors. Millions of school leavers and graduates of tertiary institutions have not secured gainful employment over the years, and that is the reason why this Gen Z generation sees education as a scam. Many able-bodied and highly qualified persons who could not secure gainful employment have engaged themselves in vices such as stealing, drugs, kidnapping, cybercrime, and Yahoo. The reason for this is they lack the necessary occupational skills needed for survival in 21st-century society, skills to be self-employed and employers of labour, and to effectively function in today's world of technologies. These occupational skills are provided beyond the classroom. These skills are provided through technicians'

vocational and technical education. According to Ihekwoaba (2012), technical education is education that entails the acquisition of techniques and application of science for the improvement of man's surroundings or human environment. Education beyond the classroom is concerned with qualitative technological human resources development directed towards a national pool of skilled and self-reliant craftsmen, technicians, and technologists. Technical and vocational education is craftsmanship such as plumbing, tiling and floor work, POP installation, event decoration and management, bakery and confectionaries, hair styling, makeup, interior design, GSM repairs, satellite/TV antenna installation, CCTV, intercom installation and maintenance, garment making; agriculture; and process crop production, beekeeping, piggery, fishery, horticulture, sheep and goat farming, rabbit farming, and basic digital literacy (IT and robotic AI tools). Education beyond the classroom is not new in Nigeria. It is the learning of traditional apprenticeship practicals under a master that remained the main training ground for assistance and craftsmanship until the introduction of formal technical education in Nigeria, which started during pre-colonial to colonial days.

In 1948 the first trade centre was established at Yaba (now called Yaba College of Technology), with an intake of 40 trainees in woodwork trades, which are carpentry, joinery, and cabinet making. (Abudahahi 1993). Between 1948 and till date, educational ordinances have involved giving the types of education that will make the child a more useful member of society. The 1950s to date saw government concerted efforts at developing vocational-technical education, and these led to the establishment of trade centres and experimental comprehensive schools. Nigeria can account for a lot of polytechnics and technical colleges. For the realities of the modern world and rapid social changes, learning beyond the

classroom in the 21st century, education experts, as stated in national policy on education, have a particular interest in the end product of education, which is employment or employable skills among others. As a result, between 1977 and 2013, there was a revision and update on national policy on education for the need to improve and refocus education quality and service delivery for accelerated attainment of the National Economic Empowerment Strategy (NEEDS) goals of social and economic transformation, wealth circulation, poverty reduction, employment generation, and value orientation.

Vocational and technical education was inculcated into the secondary school curriculum. It was also made compulsory for students to choose a vocational/trade/entrepreneurship subject as a core subject for career development, which would prepare them for the world of work, wealth creation, and entrepreneurship (FRN 2004 & 20013.)

The federal government of Nigeria early this month, before the removal of the former minister of education, introduced 15 skills acquisitions into the primary and junior secondary curricula in Nigeria. Students will be able to choose one out of the 15 skills and obtain both theoretical and practical knowledge before promotion to another class. Students will choose a particular skill and know it from primary 1 to JSS 3. It is to start from the 2025 academic year. Teachers will be trained and employed in both public and private schools all over the country. The skills that students acquire through learning beyond the classroom are expected to make them employable and solve societal problems.

In teaching, the teacher helps the learner acquire the problem-solving skills and capability for development of the society. The 21st-century teacher is a teacher who helps the learner to learn how to learn, become aware of where to obtain needed information and develop a zeal for enquiries. That is the reason why teachers

must be trained to meet up with the needs of a changing society to be relevant. If the teacher does not embrace changes in education, the teacher will be irrelevant and replaced by recent technologies in education. Hence the paper Learning Beyond the Classroom in the 21st Century.

Conceptual Clarification

Concept of Education

As stated above, education has not enjoyed a general definition. Every human society has a unique method or process of skill and knowledge transmission; the content of education or learning materials must be such that it will enable the recipients to contribute to societal growth and development.

According to the Federal Republic of Nigeria (2014), education involves all activities needed for the development of the skills, knowledge, and potential of those individuals who receive it. It is the bedrock for the survival of society and a tool for building a nation.

Rousseau in Nwankwola (2016) defines education as both child- and society-centred, as he states that education is the development of the individual from within (educare) by interacting with the natural environment to enable him to fit into society. Education is the interaction between a teacher and a learner. Fafunwa in Nwankwola states that education is the aggregate of all the processes by which a child or young adult develops the abilities, attitudes, and other forms of behaviours that are positive values to the society in which he lives.

Okoye in Anyaogu (2015) sees education as a process, product, and discipline. As a process, it is the total of all the experiences, whether formal or informal, that a man comes across in life's journey. It is the continuous development of the physical, mental, and spiritual potentialities of man. As a product, education is viewed as a

change in behaviour. It is a discipline when looked at as a body of organised knowledge with branches such as philosophy of education, history of education, and administration of education. It is the expression and creation of the society.

Amaele (2011) defines education as the total development of the individual child through acceptable methods and techniques according to his abilities and interests to meet the needs of society and for the individual to take his rightful place and contribute equally to the development of society.

All the definitions above depict education as the training or teaching of an individual to learn and acquire desirable skills, attitudes, knowledge, values, and understanding that will enable the person to think critically about various issues in life. Education is not limited to formal education but also involves informal and adult education. Education is the key that opens doors for the development, modernisation, civilisation, and industrialisation of any nation. Education all over the world is the backbone of scientific and technological development. The best investment any nation will make for national development is its commitment to training its citizens in the form of education. Education facilitates the development of skills and improves the standards of living of the people. It is the sure way to sustainable development of a society's economy.

Characteristics of 21st Century Education

Education beyond the classroom in the 21st century focuses on experiential, flexible, and technology-driven learning that extends past traditional schooling. It involves approaches like digital learning, community engagement, experimental learning, and real-world skills.

1. Experiential Learning: Experiential learning involves hands-on

practical experiences, such as internships, apprenticeships, fieldwork, and lab work, that provide students with direct exposure to the field of their interest. This approach connects theory to practice, helping students build skills applicable to real-life situations.

It is experiential and hands-on learning, which involves internships, apprenticeships, field trips, and project-based learning. Education beyond the class teaches students to apply what they have learnt practically. It bridges the gap between theory, practice, and the development of skills in students.

2. **Technology integration:** Learning beyond the classroom is a digital era, with online learning platforms, virtual classrooms, and digital resources that give students access to a global network of knowledge and resources, coding, digital literacy, and data analysis. This enables students to interact with and produce digital content.

3. **Interdisciplinary learning:** As global issues become more complex, combining knowledge from different fields, such as blending science with ethics or technology with social studies, prepares students to think critically and solve complex problems.

4. **Global awareness and cultural competency:** it is a program that enables students to study abroad, engage in language exchange, and form global partnerships, helping students understand diverse cultures and perspectives, which is essential in our interconnected world.

5. **Life skills and soft skills:** learning beyond the classroom is focused on teaching skills like emotional intelligence, critical thinking, problem-solving, collaboration, and adaptability, preparing students for the unpredictable nature of future job and life challenges.

6. **Community engagement and service learning:** it is the learning that involves students in community service, environmental projects, developing social responsibility, civic awareness, and

fostering a sense of community and purpose.

7. **Self-placed and personalised learning:** it is that learning that caters to the individual strengths, weaknesses, and interests of the students.

Reasons for Education Beyond the Classroom in the 21st Century

The growing problem of unemployment in Nigeria in particular has resulted in the worsening problem of poverty among the populace; unemployment leads to frustration and disillusionment, which results in crime or drug abuse in a futile attempt to escape from and forget the pains of the humiliation of poverty and lack. Lack of gainful empowerment has resulted in underemployment and unemployment.

Underemployment is the situation that exists when there are people who can work, wishing to work but failing to obtain suitable or adequate employment; rather they are just employed to keep the mind and soul together. Millions of school leavers and graduates of higher institutions in Nigeria have not secured meaningful employment over the years. Unemployment has posed a serious problem not only to individuals but also to their families and society at large. This is the reason why a highly qualified person, who cannot secure meaningful employment, has resulted in vices like stealing, kidnapping, and political thuggery, while others remain economically dependent on their parents. This is due to the lack of required occupation skills to be self-employed and to effectively function in today's world of work/technologies. These skills needed for employment can only be provided through technical and vocational education beyond the classroom, which is a combination of vocational-technical, theory, and practical Vocational and technical education (VTE) is concerned with the development of skills that are useful for empowerment. That is that education that prepares the student for a specific trade at various levels, based on manual or practical activities. (Offen 2015).

Vocational education develops skills, abilities, attitudes, work habits, understanding, and appreciation, which encompass knowledge and information needed by an individual to make progress, be meaningfully employed, and be useful citizens of a society.

1. **Reduction in the rate of unemployment:** There are limited job opportunities, but education beyond the classroom prepares students to be independent. With basic skills and entrepreneurial experiences learned, they can cope and start their own business in the absence of employment opportunities. Therefore, while raising unemployment among university graduates, vocational skill training learnt outside the classroom equips students with appropriate competence, zeal, and enthusiasm to venture into a private vocation. It prepares trainees to consider self-employment and lucrative career options.

2. **Creating manpower and development:** The introduction of learning beyond the classroom will increase manpower and capacity to generate jobs. Education beyond the classroom provides individuals with the opportunity to recognise commercial opportunities, self-esteem, knowledge, and skills to act on them.

3. **A key driver of the economy:** Wealth and a high majority of jobs created by small businesses started by entrepreneurship-minded individuals, most of whom go on to create big businesses. People who are learning beyond the classroom frequently express that they have more opportunities to exercise, creative freedoms, achieve high self-esteem, and have an overall greater sense of control over their own lives.

4. **Creative thinking:** Creativity is seen as the generation of new ideas and innovation as the translation of a new idea into a new company, a new technology, a new product, or a new service (Illo 2013) It is important to encourage students to think what can be and practice creative thinking

process Studying beyond the classroom directs students towards putting into practice vocational ideals that will foster all the aspiration which leads to startups.

5. **Life-long learning process:** Learning beyond the classroom helps students, especially youths, to progress in any kind of entrepreneurial activity. The experience will enable them to develop the insight needed to successfully discover, create, and manage their business during and after their education. There is therefore need to apply the ideas obtained from learning beyond classroom teaching to positive results.

6. **Stimulation of Indigenous entrepreneurship development:** the experience and skills gained from learning beyond the classroom will help in the operation and management of small and big businesses. The operation of small businesses will help in the utilization of local resources and materials by mopping up local agricultural products because this enterprise will make use of local products for local manufacturing. Finally, it will help in rural infrastructural development and also attract government attention.

The challenges facing education beyond the classroom in the 21st century include:

It is disheartening that the machinery and raw materials for operating industries in Nigeria are still imported and there is much reliance on external experts to maintain them rather than Nigerian experts. Skills needed for technology-based industries are sought from outside the country. Engineers, technologists, and technicians are produced year in and year out in our universities and polytechnics, but the required competencies and skills of these people are seriously lacking. The reason is that society appears not to be under pressure to develop skilled persons.

1. **Wrong attitude and orientation towards education beyond the classroom.**

Education in Nigeria is seen as nothing but a means to secure a job; hence there is too much emphasis on certificates rather than

knowledge, morality, ethics, creativity, and skills, which education should champion. Technical and vocational education is left out in the misappropriation and disorientation, as many learners do not express the necessary zeal and enthusiasm for technical and vocational activities that are studied outside the classroom (Ikwuegbu & Sam-Okere 2017).

2. **Parents' misconception and socio-economic status:** Parents play a crucial role in the education of their children. The family has a primacy of influence on all aspects of the child's life because it initiates the socialization process of the child. Parents look down on vocational education because of their class; what people would say when they see their child in the mechanic workshop, learning tilling or floorwork, wood making, so they look down on learning beyond the classroom and tend to discourage them from offering vocational technical subjects. Parents abhor seeing their children attending technical and vocational schools; they prefer law, accounting, medicine, etc. (Njoku & Izuka, 2020). Society prefers bookish education to a vocational technical type. With the hatred for vocational-technical type education, parents advised their children against the choice of vocational-technical subjects. The implication is that bias has reduced the prestige of vocational-technical education and has created limited job opportunities. It is perceived as a career for less academically endowed

3. **Teaching Method:** Theory and practical sessions are the major anchors of learning beyond the classroom, which causes relatively permanent changes in the behaviour of the learner. Therefore, teaching and learning as transactions in this era are facilitated when the available materials are effectively manipulated to provide the requisite experiences that are necessary for accomplishing the predetermined educational goals. The learners are expected to be exposed to the

same tools and materials that they are expected to use in the real world of work. But today, vocational-technical education is more theoretical than practical

4. **Shortage of qualified human resources:** There is a shortage of trained teachers to develop and teach courses in technical and vocational education in the basic primary, secondary, and even tertiary institutions. Most of the teachers lack the requisite qualifications, training, skills, or capacity to inculcate practical and theoretical knowledge. Ajayi in Enefu, Okolo, Okorocho 2018. Good teachers are needed for good education, which is an indispensable tool for social transformation and national development.

5. **Lack of strong will to engraft learning beyond the classroom or poor curriculum implementation:** unfortunately, it is common in Nigeria's education system that specific objectives of education are not often translated into practical realities due to a lack of strong will or poor policy implementation. The Nigerian education system has developed some standard curriculum aimed at developing vocational technical education from basic educational level to higher educational level in the country, but this curriculum has not been able to achieve this purpose due to poor implementation of curriculum resulting from lack of strong will to engraft entrepreneurship education into formal education and lack of basic infrastructure. This unpleasant situation has made the goal of education to be elusive all over the nation (Ikwuegbu & Sam-Okere 2017).

6. **Funding Issues:** Another challenge confronting education beyond the classroom in Nigeria is funding issues. This has negatively affected the implementation of vocational-technical education curricula, especially in the area of employment of qualified teachers and procurement of the required infrastructures like enterprise

resource centres, well-equipped technological centres, and cybercafes. Learning beyond the classroom is expensive with matchless economic and developmental benefits. It suffered a lack of adequate funding from the state and national level.

The solution to the challenges of learning beyond the classroom in the 21st century'

Solution to the challenges in education beyond the classroom includes:

1. Change in negative Public Perception and orientation towards learning beyond the classroom: Poor public perception is one of the factors responsible for low patronage of learning beyond the classroom among Nigerian students. Parents abhor to see their children attend technical colleges or seen in mechanic workshops, this stems from the bias which exist when school dropouts are sent to technical colleges or mechanic workshops with the view of making them self reliant and useful to themselves and society. In returning, it makes learning beyond the classroom to be stigmatized as a special education. The government should change this perception by making the academic requirement of high standard and more prospective for further professional development and also of high societal standard. This could be done through establishment of a national qualification framework for education and training from pre-primary to post-graduate level and national worker certification/license issuing programme.

2. Institutional and infrastructural adequacy: Despite the importance of learning beyond the classroom as a machinery for national development, there are few institution and workshops that offer courses of technical and vocational education from primary to tertiary level. Government should establish institutions and workshops for practical skills, offices to accommodate tools and equipment. Also establish a training plan stating clearly what the students are expected to learn and

what their employer are expected to provide, this should be developed as integral part of national strategy.

3. Adequate Manpower: another major challenge of learning beyond the classroom is shortage of manpower, out of the few available teachers and lecturers lack the required qualification, training, skills and capacity to teach practicals. Also available workshops lacks technologist and laboratory assistances. Government should as a matter of urgency employ teachers, lecturers, technologist and laboratory assistance. There should be training and retraining of already existing teachers through workshops, seminars and job refreshing courses to ensure that they are up to date with knowledge, skills and modern technology.

4. Budget and subvention: Learning beyond the classroom is very expensive and requires adequate funding for the programme to succeed. Government should allocate the required fund and subvention for proper implementation of the programme. There should be establishment of a national training fund with contributions from the government and private sector. Also, when these funds are made available, there should be strategies for monitoring and supervision to prevent fund misappropriation.

5. Policy Implementation: a lot of persons have argued that one of the problems of learning beyond the classroom is lack of commitment to implementation of educational policies on the side of the government. If government will implement educational policies and reforms it will help to improve the quality of education for national development. Therefore, government should go back to the drawing board and implement all the laudable policies that are neither implemented or left halfway.

6. Equipping the students with knowledge of new technologies: the curriculum of learning beyond the classroom should be flexible and not rigid, such that it will equip students with up to

date information on new technologies, new methods and tools which are applicable in various occupation at different times. They should also develop modern apprenticeship and traineeship programmes.

7. Creating practical orientation programmes: learning beyond the classroom should be practically oriented and the practical work offered by institutions should include formation and operation of temporary small firm, which encourages lifelong education through seamless system such as school to work and work to school models in their area of specialization. Government can do that by providing soft loan for the students.

Conclusion

Education beyond the classroom in the 21st century is transformative in the sense that it reshapes how, when, and what people are

learning. It is skill-based learning. As society evolves and industries also evolve, there is a need for skill-based learning. There is a shift from traditional face-to-face learning to technologies and the acquisition of practical skills, attitudes, understanding, and knowledge relating to occupations in the social and economic sectors of the nation. It is the education that offers a diversified curriculum to cater to differences in talents, disposition opportunities, and future roles and provides entrepreneurs with technical, vocational, and job-specification skills for self-reliance and agricultural, industrial, commercial, and economic development. Quality of education in school is a crucial matter hence, Nigeria must learn to plan its education and implement its commitment and sense of direction for the greater good of all its citizens.

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Cyber Threat Protection and Network Security Management

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Abstract

In this digital age, the increase in cyber threats and attacks has posed significant risks to businesses, individuals, and governments. Cybersecurity threats such as malware, ransomware, phishing, and Distributed Denial of Service (DDoS) attacks keeps on increasing in rapid manner, leaving organizations increasingly vulnerable and prone to cyber threats. This paper provides an in-depth evaluation of cyber threat protection and network security management strategies, with particular emphasis on the development, implementation, and management of security protocols designed to mitigate risks. It emphasized the importance of adopting a proactive security measure, while adopting advanced technologies such as machine learning and artificial intelligence for threat detection, and enhancing organizational resilience through robust network security management practices and approaches. The paper also explores the various challenges organizations face in their efforts to securing networks infrastructures, and highlights emerging trends in cybersecurity that works to improve threat protection.

Keywords: Cyber Threat Protection, Network Security Management, Cybersecurity, Vulnerability

Overview

The digital transformation of business enterprises and the extensive use of interconnected systems have brought about great benefits in efficiency, scalability, reliability and data accessibility. However, this transformation has also led to increase in the occurrence and challenges of cyberattacks. Cybercriminals use increasingly advanced tools and techniques to exploit vulnerabilities in network infrastructures; and as a result, cybersecurity has become a top priority for safeguarding businesses across industries. Network security management and cyber threat protection play a pivotal role in safeguarding organizations from data breaches, financial losses, espionage and reputational damage.

Cyber Threat Protection and Network Security Management" refers to the practice of actively defending a computer

network against malicious cyber threats by implementing various security measures, including firewalls, intrusion detection systems, access controls, vulnerability management, endpoint security, and data encryption, while continuously monitoring network activity to identify and respond to potential attacks, all with the goal of maintaining data integrity, confidentiality, and availability

This paper examines the key components of cyber threat protection and network security management, investigating the challenges organizations face and proposing strategies for mitigating risks. The paper explores various technologies used to secure networks and highlights the importance of a multi-layered security measure that combines proactive defense mechanisms with reactive measures to respond to potential cyberattacks.

Elements of Cyber Threat Protection and Network Security Management

Some key elements of Cyber Threat Protection and Network Security Management include:

- **Firewalls:**
Firewalls act as a barrier between a trusted network and untrusted external networks, filtering incoming and outgoing traffic based on defined security rules to prevent unauthorized access.
- **Intrusion Detection/Prevention Systems (IDS/IPS):**
This monitor network traffic for suspicious activity and can automatically block malicious traffic to prevent intrusions.
- **Access Control:**
Access control limits user access to specific network resources based on their identity and permissions, preventing unauthorized access to sensitive data.
- **Antivirus/Antimalware Software:**
This software protects against malware like viruses and worms by detecting and removing them from systems.
- **Endpoint Security:**
The goal is to secure individual devices like laptops, smartphones, and servers that connect to the network by implementing security measures on each endpoint.
- **Vulnerability Management:**
This ensures regular scanning of systems for vulnerabilities and promptly applying patches to mitigate potential risks.
- **Data Encryption:**
Designed to encrypt sensitive data both at rest and in transit to protect it from unauthorized access even if intercepted.
- **Identity and Access Management (IAM):**
Management of user identities and access rights across different systems to control who can access what data.

- **Network Segmentation:**
This works by dividing a network into smaller, isolated segments to limit the spread of attacks if a breach occurs.
- **Incident Response Plan:**
This is a documented process for detecting, containing, and recovering from security incidents.

Important aspects of Network Security Management:

- **Risk Assessment:**
Works by identifying potential threats and vulnerabilities within the network to prioritize security measures.
- **Security Policy Implementation:**
This works by creating and enforcing clear security policies to guide user behavior and system configuration.
- **Security Awareness Training:**
Strategy for educating employees about cyber threats and best practices to minimize human error.
- **Continuous Monitoring and Logging:**
Ensuring regular monitoring of network activities for suspicious behavior and maintaining detailed logs for forensic analysis.

Cyber Threat Overview

Some Common Cyber Threats

Cybersecurity threats come in various forms, each targeting diverse aspects of an organization's infrastructure and systems. Some of the most common threats are:

1. **Malware:** This is a malicious software designed to disrupt, damage, destroy or gain unauthorized access to systems. Malware can include viruses, worms, trojans, and spyware.
2. **Phishing:** This is social engineering attacks aimed at stealing sensitive information from users by tricking them into clicking on malicious links or attachments.
3. **Ransomware:** This is a type of malware that encrypts a victim's data, with attackers demanding

payment for the decryption key and access.

4. **DDoS Attacks:** The Distributed Denial of Service attacks flood networks or websites with an overwhelming amount of traffic, causing service disruptions and destabilizations.
5. **Advanced Persistent Threats (APTs):** This a prolonged, targeted attacks where attackers maintain unauthorized access to networks for extended periods, typically to steal sensitive information from network users.

Network Security Management

Network security management involves the continuous monitoring and protection of an organization's network and assets from unauthorized access, misuse, or threats. It encompasses policies, procedures, and technologies that secure a network infrastructure.

Components of Network Security

- **Firewalls:** Firewalls serve as a barrier between trusted internal networks and untrusted external networks, filtering incoming and outgoing traffic based on predefined security rules.
- **Intrusion Detection and Prevention Systems (IDPS):** IDPS monitor network traffic for suspicious activity and can automatically block malicious traffic in real time.
- **Virtual Private Networks (VPNs):** VPNs ensure secure communication over public networks by encrypting data and masking users' IP addresses.
- **Encryption:** Data encryption ensures that even if attackers gain access to sensitive information, it remains unreadable without the appropriate decryption key.
- **Access Control:** Access control mechanisms limit who can view or

use resources within a network. It includes role-based access control (RBAC) and multi-factor authentication (MFA).

- **Patch Management:** Regularly updating and patching software and hardware ensures that known vulnerabilities are addressed, reducing the likelihood of exploitation.

Cyber Threat Protection Strategies

Cyber threat protection strategies come in different ways namely proactive or reactive defense mechanisms

Proactive Defense Mechanisms

- **Threat Intelligence:** This is done by analyzing real-time data from threat intelligence feeds, so that organizations can gain insights into potential threats and anticipate attacks.
- **Endpoint Protection:** Endpoint detection and response (EDR) tools monitor devices such as computers, mobile phones, and IoT devices for malicious activity and ensures adequate protective measures.
- **Network Segmentation:** This is the process of dividing the network into isolated segments to help contain potential breaches and prevents attackers from moving laterally within the network.
- **Machine Learning & AI:** The Machine learning and AI-based systems can identify patterns in network traffic, detect anomalies, and predict future threats based on historical data.

Reactive Defense Mechanisms

1. **Incident Response Plans:** An incident response plan outlines how an organization will detect, contain, and recover from cyber incidents. It is essential to limit damage during a security breach.

2. **Disaster Recovery:** In case of a breach, a disaster recovery plan ensures that essential services can be restored as quickly as possible to sustain the organizations operations and ensure that activities are back on track.
3. **Backup and Restore Procedures:** Ensuring regularly backups of critical data ensures that organizations can restore data in the event of a ransomware attack or data loss.

Challenges in Network Security Management

Notwithstanding the increase in cybersecurity technologies, numerous challenges remain in managing network security effectively:

- **Growing Attack Surface:** The growth in connected devices, cloud services, and remote work environments has expanded the attack surface, making it harder to secure networks.
- **Zero-Day Vulnerabilities:** These are newly discovered vulnerabilities in software or hardware that have not yet been patched, leaving systems vulnerable to attack.
- **Human Error:** Phishing attacks and social engineering continue to be successful due to human error, thereby making security awareness training critical for organizations.
- **Evolving Threats:** Cyber threats are constantly growing, requiring organizations to stay watchful and adapt their defenses to counter new attack vectors.

Emerging Trends in Cybersecurity

Numerous emerging trends in cybersecurity are helping organizations stay ahead of cyber threats:

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- **Zero Trust Architecture:** Zero Trust is a security model that assumes no user or device, whether inside or outside the network, can be trusted by default. It emphasizes continuous verification of users and devices to ensure maximum security of organizations infrastructures and networks.
- **Secure Access Service Edge (SASE):** SASE combines network security functions, such as VPN and firewall, with wide-area networking (WAN) capabilities, providing comprehensive security in the cloud to safeguard organizations network infrastructures.
- **Behavioral Analytics:** Behavioral analytics tools helps to monitor users activities and detect anomalies that may indicate compromised credentials or malicious insiders.

Conclusion

Cyber threat protection and network security management are critical components of an organization's overall security architecture. As cyber threats continue to grow, organizations must constantly adopt proactive and reactive strategies to safeguard their network infrastructures and systems against cyberattacks. By employing advanced technologies such as AI, machine learning, and threat intelligence, and implementing strong and robust security practices, organizations can effectively mitigate the risks posed by cyberattacks and cybercriminals. Furthermore, a wholistic incident response plan and disaster recovery procedures are essential to ensure that organizations can quickly recover from security breaches and minimize damages should there be any undicted cyberattack.

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