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JOURNAL HISTORY

The journal *Annals of Spiru Haret University. Economic Series* was founded in 2000 at the initiative of two professors from Spiru Haret University: professor Ph.D. Gheorghe Zaman – also corresponding member of the Romanian Academy and professor Ph.D. Constantin Mecu – one of the University's founders and vice-rector.

Between 2004-2010, the journal is headed by professor Ph.D. Constantin Mecu, as editor-in-chief, and associate professor Ph.D. Aurelian A. Bondrea, as deputy editor, both of them vice-rectors of the university.

In 2011, associate professor Ph.D. Aurelian A. Bondrea, rector of the university, takes over the presidency as editor-in-chief and leads the journal until present.

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Since 2010, the *Annals* have a new format, with a four-annual issuance exclusively in English, with both redaction and review conditions comparable to the most rigorous international requirements.

In 2007, *Annals of Spiru Haret University. Economic Series* obtained the B+ quotation from The National Council of Research in Higher Education in Romania, becoming a publication of real scientific interest.

Starting 2009, the review is indexed in REPEC, SSRN and Google Scholar and beginning with 2016 our Journal is under a process of rebranding, the new team trying to rethink the journal indexing strategy in international databases, suggesting a greater external visibility.

Along the years, in the journal pages, the members of the teaching personnel – professors, associate professors, lecturers and teaching assistants – active in six economics faculties and distinct specialty departments, as well as in the Central Scientific Research Institute, functioning within Spiru Haret University, present the results of their scientific research. The journal also hosts many studies of professors, researchers or Ph.D. students from other universities and research institutes all over the world.

The subject of the publication firstly reflects the concern for the modernization of teaching economic science in University: marketing, management, finance, banking, accounting, audit, international economic relations, trade, business, tourism, administrative data processing, politic economy, commercial law, cybernetics, environmental economics, statistics, ethics in economics, insurance, advocacy & lobby, economic philosophy, econometrics etc.

In the published materials, there are analyzed theoretical and practical issues of edification and consolidation of the Romanian market economy, as well as the fundamental directions of the technical and scientific progress, the actual state and ways of its promotion in the Romanian economy, the issue of developing the new world economy, the directions of globalization and contemporaneous economic integration and Romania's participation to these processes. Also, there are hosted articles that refer to different aspects of economic phenomena from all over the world.

The editing team and the scientific advisors are Romanian intellectual personalities – members of the Academy, professors, and specialists in different fields of the practical economic and social activities. In scientific committee have been engaged as reviewers different professors and personalities in economic field coming from economics and academic institutions in our country, such as Academy of Economic Studies Bucharest, West University from Timisoara, The National Scientific Research Institute for Labour and Social Protection Bucharest, The Romanian Court of Auditors, The Body of Expert and Licensed Accountants of Romania – CECCAR, Institute of National Economy and The Economic and Legal Sciences Department from Romanian Academy, etc. Among them, we also find members of the academia, professors and researchers from other countries of the world: Australia, Azerbaijan, Bosnia & Herzegovina, Bulgaria, France, Germany, Greece, Iceland, India, Indonesia, Italy, Lithuania, North Ireland, Norway, Poland, Republic of Macedonia, Republic of Serbia, Russia, Slovenia, The Netherlands, Turkey, Ukraine, United Kingdom, etc.

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FOREWORD

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The World Trade Organization (WTO) has announced in September 2021 that its global barometer on trade in goods has reached a record high, confirming the strength of the recovery in world trade, after the deep shock caused in 2020 by the coronavirus pandemic (COVID-19), broadcast by Bloomberg and Reuters, taken over by Agerpres. The index on trade in goods rose to 110.4 points in March 2021, the highest level since the publication of data began in July 2016, and with over 30 basis points compared to March 2020, the organization announced.

Each of the components of the index, such as air and sea freight, raw materials and automotive products, has grown above trend. But the index on export orders “has slowed, which indicates that the pace of recovery will become slower in the short term,” according to the World Trade Organization. The institution expects an 8% increase in world trade in goods in 2021, after a decline of 5.3% in 2020.

The growth reflects both the strength of the current trade expansion and the magnitude of the shock caused by the pandemic in 2020, while the outlook for world trade continues to be overshadowed by negative risks, the WTO said in September 2021.

The world economy is expected to record the fastest recovery in five decades in 2021, but deepening inequalities between developed and developing countries risks undermining this advance, the UN Conference on Trade and Development (UNCTAD) announced in September 2021, transmits Bloomberg. After the 3.5% contraction recorded in 2019, the world’s Gross Domestic Product could advance by 5.3% in 2021, thanks to the “radical” interventions of political factors and the success, albeit incomplete, of vaccination campaigns in developed economies, says UNCTAD. The organization adds that the advance of the world economy could slow down to 3.6% next year, writes Agerpres.

But many states in the southern hemisphere have been hit particularly hard by the pandemic, and fiscal constraints and lack of monetary autonomy as well as reduced access to vaccines could escalate economic tensions against developing countries, according to a report published in September 2021 by UNCTAD. “The deepening of these gaps, both domestic and international, will make resilience and growth a luxury that only a privileged few will enjoy. Without courageous policies to relaunch multilateralism, the post-pandemic return will not be equal and will not respond to current challenges,” said UNCTAD Secretary-General Rebeca Grynspan. The organization proposed international support for

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the introduction of vaccines in developing countries and better coordination of policies between major countries as tools to stimulate expansion. Instead, reversing some policies could affect future growth, UNCTAD said. “Even without significant obstacles, the world economy will return to the trend recorded in 2016-2019 only in 2030,” UNCTAD estimates in September 2021.

The budget deficit will be quite difficult to bring in 2021 below the level of 8% in the conditions of fiscal policy and relatively unchanged public spending, and the financing of widened fiscal deficits from the pandemic period is likely to lead public debt to 60% in 2022 of 35% in 2019, shows an analysis conducted by Euler Hermes, published on Thursday.

According to the quoted source, at local level, macroeconomic indicators to be followed in the next period by their persistence will be the current account deficit (expected to increase as the economic recovery translates into higher imports vs. exports), but also the deficit budget, respectively public debt – as a percentage of GDP.

“The budget deficit will be quite difficult to bring below 8% in 2021 in terms of fiscal policy and relatively unchanged public spending. Also, financing pandemic widening fiscal deficits is likely to drive public debt to 60% in 2022 compared to 35% in 2019,” said Mihai Chipirliu, CFA, and Risk Director Euler Hermes Romania.

According to Euler Hermes’ analysis, the global economy is preparing for a strong recovery in the next quarter. At the same time, the return in the first quarter of 2021 to pre-crisis values was fuelled by the reopening of the world’s two largest economies: the US and China. Thus, analysts expect global GDP to grow by + 5.5% in 2021, the US being the only economy in which this evolution will exceed the estimates made in the pre-Covid-19 period. On the other hand, Europe is expected to return to pre-crisis levels in the first quarter of 2022, with growth expected in 2026.

“In the case of Romania, the forecasts for the growth of the Gross Domestic Product for 2021 have been repeatedly revised upwards, the projection of + 6.5% a few months ago already being corrected by the European Commission at 7.4% and 4.9 % for 2022. Inflation is also forecast to rise to over 3% this year, being one of the highest in the European Union, even if below the level of Hungary or even Poland where it would exceed 4%,” claim the authors of the analysis.

Although there were also internal factors – such as the resistance of consumer demand – the inflationary surge was strongly fuelled in the first half of the year by the sharp rise in global commodity prices.

“We maintain the opinion that inflation will be rather a temporary phenomenon, with a lower intensity in the second half of 2021,” the analysis also shows.

According to analysts Euler Hermes, adapting commodity supply flows to the new realities of world trade in the context of the gradual blurring of movement restrictions, but

also measures to support state economies are just as many reasons for easing the inflationary momentum. “Last but not least, recent misunderstandings that have resurfaced between major oil cartel (OPEC) countries could signal the beginning of the end of pandemic cooperation between participating countries – cooperation that culminated in an increase in oil prices of up to 50% at the beginning of the year and with a spread over most of the raw materials,” the research also shows.

Analysts predict that euro area GDP will grow positively by + 4.2% compared to 2020 over the next two years, with a return to pre-crisis levels in the first quarter of 2022. However, some Member States, including Spain and Italy will reach this stage only at the beginning of 2022/23. At the same time, the third wave of infections delayed the economic recovery of the euro area in the first quarter of 2021.

“The Eurozone is expected to record some of the strongest quarterly expansion rates so far (at the lows of the third quarter of 2020 this year),” also shows the analysis of Euler Hermes.

In the second quarter of 2021, GDP is expected to grow by almost + 2% quarterly. “Reducing economic uncertainty will in turn set the stage for an increase in consumption in the second half of the year (with excessive savings of 1.5% of GDP, accelerating the recovery). Last but not least, domestic demand from the euro area will receive a boost from the EU Recovery Fund of 750 billion euros,” according to the analysis of Euler Hermes.

As for the loss of jobs due to the pandemic, the pandemic is considered to have destroyed “five years of progress”, a new UN report points out. Unfortunately, experts do not expect the situation to be remedied too soon.

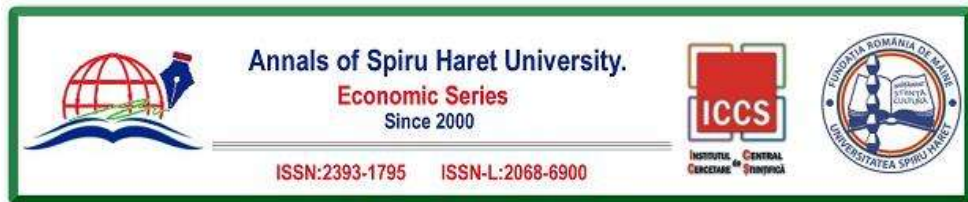
According to a report by the International Labor Organization (ILO), a specialized agency of the United Nations with general competence in labour and social security, by 2023, the global labour market will not return to pre-pandemic levels.

The report on employment and the social outlook in 2021 estimates that around 220 million people worldwide could remain unemployed this year, with only a slight improvement expected next year.

The labour market has been severely affected by the pandemic and the recovery process will be slow. Specialists estimate that, next year, in the records of the employment offices, there will be 205 million unemployed – a figure much higher than the one existing in 2019, of 187 million unemployed. “By at least 2023, employment growth will be insufficient to offset the losses suffered,” the report said.

Increasing unemployment leads to even more extreme poverty. The massive loss of jobs has exacerbated global inequality, with women, young people and informal sector workers being the hardest hit.

According to the IOM report, since 2019, another 108 million people have ended up living in poverty or even experiencing extreme poverty. “The pandemic has cancelled five years of progress in combating global poverty,” the report said.



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The UN Agency for Labor and Social Security estimates that globally, 30 million new jobs could have been created without the pandemic. Instead, many small and medium-sized companies have gone bankrupt or are facing difficulties that threaten their existence on the market.

The IOM director declared, in September 2021, that “The world of work will be different”. The Director-General of the International Labor Organization, Guy Ryder, spoke to DW about the impact of the pandemic on the labour market and the risks of an uneven recovery. “On the current trajectory, as the labour market begins to recover, there is a major risk of accentuating inequality. We see a strong recovery and quite good prospects for people in high-income countries and jobs for highly qualified specialists. The others think they will be at the opposite pole.”

According to Guy Ryder, companies that want to simplify their supply chain could have a “profound” effect on production around the world. Although he believes that the labour market will eventually return to pre-pandemic levels, the IOM director says that “the world of work will be different, and the big challenge is to make sure it is better.” “It all depends,” he adds, “on the chosen policy.”

He also stated that they will be “Jobs of poorer quality”. The report predicts the beginning of an uneven growth of the labour market, starting in the second half of 2021, with the creation of about 100 million new jobs. However, the jobs that will be created will, in many cases, be insufficient. “And to make matters worse, we expect many of the new jobs to be of low productivity and poor quality.”

Stefan Kühn, an IOM economist and author of the report, told Reuters that “unemployment does not show the impact on the labour market.”

The real impact, much harder, was the reduction of the work schedule in most countries of the world. Today, while full-time employment has resumed in the US, many Europeans remain stuck in the category of part-time employees.

In the current context, the authors found forums for discussions and debates and have written articles for the current issue trying, as far as possible, to look at some solutions for the problems facing the new world state of economy. Whether or not they succeeded in responding to the challenges, we leave it to you to determine.

In the first scientific paper published in our present issue named *The Impact of Open Innovation Practices and Moderating Effect of Inter-Organizational Networks on Innovation Performance of Large Firms in Sri Lanka*, the authors **R.N. WEERASINGHE**, **A.K.W. JAYAWARDANE** and **U.A.S. YAPA** are talking about innovation that plays a prominent role in the contemporary world. It brings novel products and services to the market while exploring new ways of production, distribution, marketing and impacts all other aspects of organizations including human behaviour through hard as well as soft methods. Open innovation has been introduced as a new paradigm in innovation management. This study examines the impact of open innovation on innovation performance of the listed companies in Sri Lanka with the moderating effect of inter-

organizational networks. Open innovation practices have been recognized in this study in two folds – as outside-in open innovation and inside-out open innovation. Data were collected through a survey among 165 top-level managers of listed companies in Sri Lanka. The sample was selected by the authors using purposive and snowballing sampling methods. After testing the validity and the reliability of the instrument and collected data, simple regression analysis was conducted to test the hypotheses. The study findings indicate that both outside-in open innovation and inside-out open innovation positively and significantly impact innovation performance. Further, results show that inter-organization networks positively moderate the effect of both inside-out open innovation and outside-in open innovation on innovation performance.

The second scientific paper of the issue is the working result of **Samuel Chuks UGOH** and **Wilfred I. UKPERE**, who are talking about *Leadership and Governance Issues in Nigeria as a Constraint to Sustainable Development: A Reflection of The 'End SARS' Protest*. The authors say that most of the African states have joined the roll-call of the hundreds of 'failed states' engrossed in the inter-ethnic wars, genocide and adverse and disruptive regime changes, and Nigeria is not an exception. In fact, the country has become seedbeds of violence, terrorism, mass migration of criminals across the borders, refugees' movements, etc. These factors have weakened the state as well as force it out of its public policy role towards socio economic and political development. Two decades since democracy was reintroduced in the country, Nigerians have not really witness true changes to their socio-economic well-being as expected. Broadly speaking, they are currently demanding for another kind democracy with a redeeming quality. The country's poor leadership has been identified as a major factor to these crises and conflicts. Perhaps, it could be the major reason for the recent End Special Anti-Robbery Squad (SARS) protest in the country. This paper therefore examines how leaders emerged in Nigeria and the policy formulation in terms of development. The scientific work also traces the reasons for ethno-religious crises, nepotism and corruption by these leaders.

The author **Hikmat KAMILOV**, in its scientific work called *The Effect of Brand Trust, Brand Satisfaction and Customer Value on Consumers' Brand Loyalty: In the Context of Azerbaijan and Foreign Brands* is talking about businesses that determine the areas that customers are not satisfied with or that want to make their satisfied customers more satisfied, making a great effort for this. It is not possible for businesses to establish good relations with customers they cannot satisfy and to gain their loyalty. Accordingly, learning what customers want and fulfilling these requests in the best way has become an issue that businesses need to focus on. The aim of the research is to examine the effect of customer satisfaction on marketing in the service sector. In this direction, it was aimed to determine the dimensions of customer satisfaction and to examine the relationships between these dimensions. At the same time, it has been analyzed in detail how the dimensions of customer satisfaction differ according to the characteristics of the customers, which customer characteristics and to what extent the customer satisfaction dimensions are affected.

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Worklife Balance on Employee Engagement among Women in Technical Education (Wited) in Polytechnics in Osun State, Nigeria it is another interesting paper written by **Michael Ayodeji BOYEDE** and **Oluwatobi Oyewumi OMOTOYE**. This study is discussing the influence of work-life balance on employee engagement among women in technical education (WITED) in Polytechnics in Osun State. This is with the view of ensuring successful blending of world of work with personal responsibilities in optimal harmony.

The study adopted a descriptive survey research design. The population of the study was made up of women in technical education in government polytechnics, in Osun State. A total of 750 workers were selected from Women in the Technical Education through simple random sampling technique. Two research instruments titled Work-life balance Scale (WLBS) and Employee engagement scale (EES) adapted and modified were used to collect data for the study. The test retest reliability of the instruments administered within two weeks interval yielded 0.78 and 0.80 respectively. The response format used was the Likert format with options ranging from Strongly Agree (4) Agree (3) Strongly Disagree (2) and Disagree (1). All the instruments were divided into two parts. Part A solicited responses on personal information about the respondents while part B collected data on the variables under study. Multiple Regression Analysis was used to test the hypotheses raised at 0.05 alpha level.

Result established that flexible work arrangement had coefficients $\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$, indicating a significant influence of flexible work arrangement on employee engagement. Finding also, showed that work-life conflict also showed a significant influence on employee engagement with the coefficients, $\beta = 0.385$ $t = -1.184$, $p = 0.002 < \alpha = 0.05$, which indicated a negative influence of work life conflict on employee engagement.

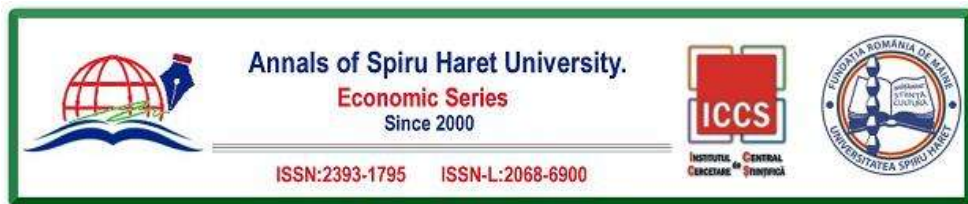
Based on the findings the study concluded that work-life balance should be comfortably blended with personal engagement so as to significantly engender employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. And that adequate skill and knowledge of assigned task should be sought to balance the fits in employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

The study recommended that management should build a work environment that attracts, retains, and motivates its employees to help them work comfortably to increase organization productivity, and that organizations should embrace flexible work schedule strategies as this would positively influence employee engagement.

The authors **Isiaka Kolawole EGBEWOLE** and **Kazeem Oyedele LAMIDI** written an interesting scientific research about the *Effect of Youth Unemployment on the Rate of Crime in Nigeria: A Study of DSTV Viewing Centres in Two Local Government Areas in Nigeria*. The impact of youth unemployment on crime rates among youth unemployment

(spectators) at chosen DSTV viewing facilities in two Nigerian local government areas was investigated in this study. Two particular aims on young unemployment and crime rate led the research. The study design is a descriptive survey, with a structured questionnaire as the research instrument. Two hundred and thirty-two (232) questionnaires were issued in total, however only one hundred and ninety-four (194) were retrieved in acceptable forms, accounting for 83.62 per cent. The data gathered from the questionnaire was evaluated using multiple regression analysis, an inferential statistical method. The results showed that young unemployment contributed 2.4 per cent of the overall variance in the demographic variable of the respondents, with $R^2 = 0.034$. With a $F(5,188) = 1.304$, $p > .05$, and an R^2 of 0.034, it is determined that demographic factors and young unemployment have no connection. According to the findings, adolescent unemployment has a substantial yet little impact on crime risk. On the link between adolescent unemployment and psychoactive drug use, variables were developed and evaluated, revealing that they both had a detrimental impact. As a result, there is no statistically significant link between young unemployment and the use of psychoactive substances. Furthermore, the data indicated that there is no significant link between young unemployment and demographic factors such as age, marital status, academic qualifications, kind of job, and source of income. As a result, it is recommended that the government conduct an effective assessment of its numerous public policies and programs aimed at generating enough economic possibilities for jobless youngsters.

Influence of Quality of Work Life on Job Performance in Lautech Teaching Hospital in Osogbo, Osun State, Nigeria is another interesting paper written by the authors **Solomon OJO, Zaccheaus O. OLONADE** and **Sodiq Adesola TAJUDEEN**. This study examined the influence of quality of work life on job performance in LAUTECH Teaching Hospital in Osogbo, Osun State, Nigeria. A total of 181 employees were selected. Questionnaire was used to obtain relevant primary data. The collected data were analyzed using T-test for Independent Measures with the application of Statistical Package for Social Sciences (SPSS) version 21.0. The results revealed a significant influence of quality of work life on job performance; there was a significant influence of adequate and fair compensation (a dimension of quality of work life) on job Performance; there was a significant influence of opportunity for growth and security (a dimension of quality of work life) on job performance; there was a significant influence of safety and health working conditions (a dimension of quality of work life) on job performance; and there was a significant influence of social integration in the workplace (a dimension of quality of work life) on job performance. It was concluded that quality of work life will significantly influence job performance. It was recommended that management of LAUTECH Teaching Hospital Osogbo, Osun State in particular, and those of other organisations in general, should place importance on the quality of work life on their employees, as this will aid and improve the performance of their workers. Management team of organisations should enhance the level of Quality of Work Life, to increase employees' job performance. Furthermore, it was recommended that it is



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important for the management to encourage social integration among their staff to increase their job performance.

Temitope Sade AKINTUNDE, Mathew ADAGUNODO, Oluwatosin Mary ADERAJO and Bosede Esther AKANBI written another interesting and well documented research paper called *The Effect of Population and Financial Development on Environmental Health in Nigeria (1980-2019)*. In recent times, environmental health quality has raised issues on dynamics of population, financial development and environmental health quality in Nigeria. The present study has made an attempt to explore interlinks among these variables using Autoregressive Distributive Lag (ARDL) bound co-integration approach. The study period is from 1980 to 2019. The coefficient of population has a positive and statistically significant effect on carbon emission proxy for environmental quality for both short and long-run. The coefficient market capitalization (MCP) is statistically significant at 5% level and with the positive sign in the both short-run and long-run. However, credit to private sector has negative and significant impact on carbon emission. Nigeria should develop its financial sector to enhance investment in energy saving equipment that will reduce carbon emission, hence improve environmental quality. Also, the growing population should be encouraged to use the clean form of energy for their daily activities.

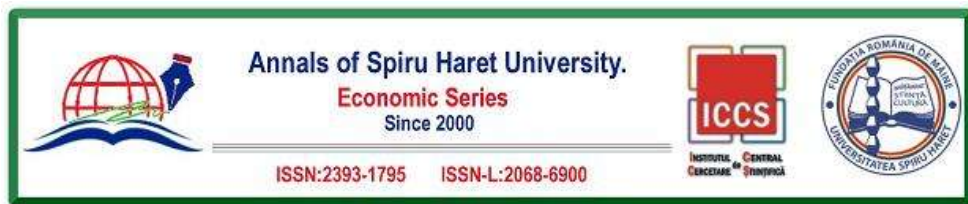
Assessment of Social Media's Influence on the Academic Performance of Tertiary Institution Student is another topical research paper written by the young authors **Racheal Mugabi DDUNGU, Rosemary NAKIJOBA, Ayodeji AWOBAMISE and Ariokot MERAB**. This paper assesses the influence of social media on academic performance of tertiary institutions. The study made use of a quantitative approach where 100 questionnaires were distributed to tertiary institutions students in Ekiti State. The study findings reveal that all the respondents have access to the internet and that they do so through different mediums such as smart phones, tablets and computers. Also, smart phones are the most popular means of accessing the internet by students. These devices are portable and allow students to carry it along at any given time. Findings of this study reveal that Ekiti State University students spend more time on social media than reading their books, this makes them rely on social media to do their assignments without consulting other sources. The study also revealed that students' exposure to social media has effect on their academic performance and that effect is negative. It is the perspective of this paper that undergraduate who invest more energy in online networking are liable to perform inadequately in their scholarly exercises than the individuals who don't, because of an extraordinary number of times spent on long range informal communication exercises, the scholastic execution of undergraduates endure misfortunes which could prompt poor execution in their studies.

Ajibola S. GBOTOSHO and Kolawole S. AJIBOLA made an interesting *Review of Academic Library Information and Human Resources: Evidence from Osun State University, Nigeria*. Generally, the library is referred to as the knowledge hub of higher education institutions, saddled with the responsibility of supporting the teaching, research,

and community engagement function in the university. These libraries are conceived to enable them genuinely handle the information needs of library clientele. In the wake of the COVID-19 pandemic, the human traffic to the physical library shrinks which brings more responsibility to the library personnel who works from home to make the library resources available to users at their various locations. The emerging responsibility motivated this study, which investigated the appraisal of academic library information resources and human resources in Sola Akinrinade Central Library of Osun State University in Nigeria. A structured questionnaire was used for data collection. A sample of three hundred and forty-five respondents were selected using a simple random sampling technique. Two hundred and seventy-five copies were returned. Findings from the study revealed that available information resources and human resources in the academic library do not meet the accredited academic library standards. Similarly, the academic library is not sufficiently and adequately funded which has grossly affected the provision of the available information and human resources. The researchers recommend that recruitment of professional librarians and other library support staff; provision of quantity and quality information resources, and integration of academic library in the plan of higher institutions among other measures would improve the relevance of library and human resources in higher institutions of learning.

The authors **Banji R. OLALEYE**, **Okechukwu L. EMEAGWALI**, **Sunday A. OLASEHINDE**, **Taiwo O. OLADELE**, **Christo G. ADELAKUN**, **Solomon O. EBHOAYE** and **Festus T. SOLANKE** made a valuable research paper entitled *Protocol for a Scoping Review on the Conceptualization of Competitive Intelligence in Entrepreneurship Literature*. Competitive intelligence is a crucial skill increasingly required of entrepreneurs across firms, since guidance to enterprises on this crucial skill has proven to be problematic over the years, owing primarily to a lack of unified understanding of its meaning as well as the erroneous use of the term interchangeably with other close but dissimilar concepts. This paper aims to establish a protocol for a scoping review of relevant literature, to map, compare and synthesize the disparate conceptualizations available and relative theoretical underpinnings, in a bid to systematically derive a more robust and comprehensive definition and terminology that accurately captures all facets of the competitive intelligence concept. This scoping review will follow the methodological recommendations first developed by Arksey and O'Malley, and subsequently refined by Levac and colleagues. A management practitioner as well as a local librarian will be involved in the development of the search strategy, and the search will be conducted in electronic databases (Web of Science, SCOPUS and EBSCO Business Complete). This scoping review will aid the design of upcoming studies on competitive intelligence using accurate, comprehensive and scientifically conceptualized and operationalized terminology.

Joel ISABIRYE in his research paper called *Impact of Economic Crises on Firms: A Literature Review* examines literature that analyses how economic crises affect firms. Eighty-five studies were examined with the overall aim of finding out the impact of crises



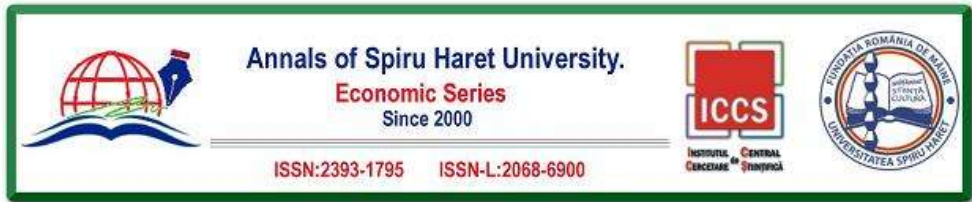
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on firms. Studies published between 1805 and 2018 were sampled purposively through digital database searches, to establish the most recent literature on the impact of crises on firms. Consequently, the majority of the work assessed focuses on the global economic crisis of 2007 and its effect on firms in a different country and regional contexts. The literature demonstrates that economic crises affect firms negatively and positively with a tendency for crises to affect firms more negatively. Negative impacts include a decline in demand, fall in profitability, debt problems, operational challenges, bankruptcy, loss of goodwill or public image, uncertainty, and scale down of operations. Positive impacts comprise stimulation of efficiency, and improved performance for strategic firms. The review further establishes that the impact of crises on firms varies from firm to firm, which requires that to examine the impacts of economic crises on firms requires that the firms are studied on a case-to-case basis.

The last paper of the present issue is written by **Samuel Adebayo OGUNLADE**, **Mobolaji Stephen STEPHENS** and **Wilfred I UKPERE** and is called *Challenges Facing Seaborne Cargo Operations in Nigeria: A Case Study of Lagos Port Complex*. This paper aims to look into the challenges confronting seaborne cargo operations in Nigeria, using Lagos Port Complex (LPC) as a case study. The research adopted expository research design. Lagos Port Complex was the sample frame, and 230 questionnaires was administered using purposive sampling technique. Descriptive statistics was used for the analysis. Tables and the centre tendency to ascertain the opinion of the respondents were used. The results shows that the challenges confronting the maritime operation in Nigeria include the fact that foreign vessels berth more in LPC; import cost are very high; lack of export makes ships to frequently sail back on ballast; and finally, foreign dominance in Nigeria territorial waters. The respondents seems more indifferent about the adequacy or inadequacy port infrastructures in handling the cargoes at the port, with regards to mechanized as well as port-system upgrade to international standard. Respondents were also indifferent about foreigners manning the ships (meaning that if the CABOTAGE Act had not failed in its essence that should not have been a problem that needs attention or be spoken about after fifteen years of enacting the Act). It can be said that the CABOTAGE Act have not actualize its essence. These challenges confronting the maritime operations in Nigeria should have been addressed through the CABOTAGE Act.

We hope that our journal issue caught your attention and made you read it. Also, we strongly believe that all the articles are interesting and deserve to be appropriated by those who are interested in understanding the specific issues of the global economy.

If you've liked our articles, please visit our website at <http://anale-economie.spiruharet.ro/>. If you want to write an article in our journal, we invite you to expose your ideas in new studies published by us.



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Finally, hoping that you found interesting Issue no. 3/2021, I strongly invite you to address your comments and suggestions at ashues@spiruharet.ro and, of course, to submit your own paper via online submission system, using the following link: <http://anale.spiruharet.ro/index.php/economics/login>.

Research is the breath of the future. Let's shape the world together!

*Associate Professor Elena GURGU, Ph.D. in Economics
ASHUES Deputy Chief Editor*

ACADEMIA PAPERS

THE IMPACT OF OPEN INNOVATION PRACTICES AND MODERATING EFFECT OF INTER- ORGANIZATIONAL NETWORKS ON INNOVATION PERFORMANCE OF LARGE FIRMS IN SRI LANKA

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Abstract

Innovation plays a prominent role in the contemporary world. It brings novel products and services to the market while exploring new ways of production, distribution, marketing and impacts all other aspects of organizations including human behaviour through hard as well as soft methods. Open innovation has been introduced as a new paradigm in innovation management. This study examines the impact of open innovation on innovation performance of the listed companies in Sri Lanka with the moderating effect of inter-organizational networks. Open innovation practices have been recognized in this study in two folds – as outside-in open innovation and inside-out open innovation

Data were collected through a survey among 165 top-level managers of listed companies in Sri Lanka. The sample was selected using purposive and snowballing sampling methods. After testing the validity and the reliability of the instrument and collected data, simple regression analysis was conducted to

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test the hypotheses. The study findings indicate that both outside-in open innovation and inside-out open innovation positively and significantly impact innovation performance. Further, results show that inter-organization networks positively moderate the effect of both inside-out open innovation and outside-in open innovation on innovation performance.

Keywords: *innovation; open innovation; innovation performance; large firms; Sri Lanka*

JEL Classification: D02, D2, D9

Introduction

The term innovation is a vogue in almost all countries at present. Heretofore, the studies conducted in developed countries have stressed that there is tremendous development in the field of innovation whereas developing countries are trying to identify the mislaid main points apropos of low level of innovation. Open innovation (OI) has been introduced as a new paradigm in innovation management and it has become a widespread innovation strategy in organizational as well as national levels. This approach has created new pathways to boost innovation in both developed and developing country contexts. It has attracted wide academic attention while providing multiple benefits to business organizations. Further, open innovation has a significant impact on industrial practices and performances in developed countries. However, Wickramasinghe *et al.* (2010) have cited that presence of innovativeness in Sub-Saharan Africa, South Asia, the Caribbean and the Latin American regions is to a lesser extent. It is also stressed that there exists a disparity in technological innovation among the Asian developing countries despite the new technologies have significantly contributed to intensify innovation in those countries.

Further, limited studies conducted on innovation as well as lack of statistical bases and measurements on innovation have proved that there is a need for sheer commitment towards strengthening the innovativeness to be competitive in the global context. The dearth in innovation studies to enrich the decision making and policy formulation has been observed as a main weakness in many developing countries. The research field of open innovation also remains as an understudied research domain in developing countries.

Even though there are some recent studies on innovation in Sri Lanka, the robustness of study findings and statistical bases is a common barrier in innovation

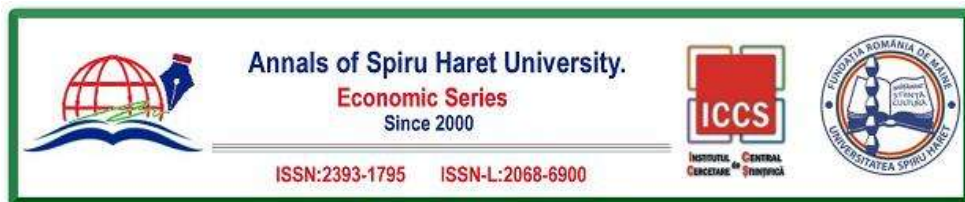
promotion. Pushpakumari and Watanabe (2009), De Silva *et al.*, (2012), Thrikawala (2008) and Weerasinghe *et al.* (2013) have studied different aspects of organizational innovation in Sri Lanka. However, most of these studies have paid attention on innovations in SMEs and have not sufficiently addressed the open innovation practices and the open innovation performance in established firms.

This study therefore attempts to fill the empirical gap in the domain of open innovation by examining the open innovation practices and innovation performance in large Sri Lankan firms. It also focuses on finding out the impact of inside-out open innovation practices and outside-in open innovation practices, which are two types of open innovation of the firms. In addition, this study investigates the moderating effect of inter-organizational networks on the impact of innovation practices and innovation performance of both inside-out and outside-in open innovation of large firms.

Past studies have demonstrated the need for enduring contributions to fill the knowledge gaps on the open innovation model and motivate to practice it in Sri Lankan firms. This study therefore mainly provides insights for managers engaged in industrial innovation processes, encourages them to use open innovation practices in the firms and promotes collaboration with outside firms to ensure mutual benefits. It also intends to bring awareness to this as an innovation practice and increase interest in open innovation in both industrial and academic communities.

Literature Review

Review of literature on innovation for the last three decades shows that the attention of developing countries on this crucial area of research is insignificant compared to that of developed countries. However, there are increasing attempts at present towards addressing innovation capability, sources and strategies of innovation of the firms in developing countries. The orientation of innovation studies in the early days relied on “pull factors”, which are based on scientific and technological discoveries from basic and applied research conducted in well-equipped and resource enabled laboratories of both private and public sector institutions in developed countries. In the sphere of the current resource constrained context, the “push factors” are being activated to find out cost effective and resource-less solutions for their sufferings. Most buyers are extremely poor and fall at the bottom/base of the economic pyramid where they can spend only from 2\$ to 13\$ per day according to the purchasing power parity prices in 2005 [Prahalad, 2010]. As such, developing countries need to pay more attention on



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open innovation practices to find innovative solutions for problems with less innovative options.

Any product with some small or large change that adds value for the customer and the firm itself is innovation. This change could be either in the product, the procedure of the product formation, or in the services that the product is offering. There is always room and a constant need for innovation in order to sustain and grow the business. There are several theories and models to better explain the innovation process. Managing a sustained innovation process can be quite complex with its own set of uncertainties. These models help overcome all the complexities and uncertainties while successfully managing the innovation process [Ford *et al.*, 2014].

The “innovation process” first came under study in 1942 led to the development of innovative models [Godin, 2015] to develop it as a new practice. It has a logical order that initially starts with basic research to explore all the possible innovations and then commercializes at the last stage. This is the first theory of technological innovation. It is termed as the linear model of innovation [Godin, 2006]. This linear model had some limitations. Another innovation model was brought forth to overcome some limitations, known as the cyclic innovation model (CIM). The CIM characterizes four cycles or four events occurring simultaneously in contrast to the chronological method of innovation process presented by the linear model of innovation. These circles or events are interconnected within a single loop [Ford *et al.*, 2014].

Apart from the cyclic innovation model, another substitute to the linear model of innovation was presented to overcome the underlying limitations, that is, the chain-linked model. There are two phases to this model. The first path of the innovation process begins with design and continues through development and production to marketing. The second path is a series of feedbacks [Mahdjoubi, 1997].

Outside-in and inside-out open innovation: At the inception of the twenty-first century, the concept of innovation deviated towards open innovation. At that time, key technologies were developed within large enterprises through their own research departments. Companies assimilated to produce standard rich technologies to acquire innovation [West *et al.*, 2006]. In this traditional setting, innovations are produced and commercialized only within its boundaries. This led to the progression in industries’ innovation process [Inauen, & Wicki, 2011].

The industry started involving external and internal sources for collaboration. This open firm system opened gates of knowledge from different sources, which brought new and innovative ideas for products and services, and then they started being marketed successfully. The firms should merge internal and external sources to expand their businesses bring innovative product ideas and technology [Chesbrough, 2006].

Further, it has been recognized that open innovation has the ability to appeal to external resources to meet needs to innovate, which is essential for better product development. As a result, the firms have started integrating their R&D department with external resources to perform better. The open innovation process is the primary concern under this study to fill the knowledge gaps in both inbound open innovation and outbound open innovation practices. The inbound open innovation practice has been researched thoroughly in the present studies, while the outbound open innovation practice has more room to explore. However, the outbound or inside-out open innovation practice has now become the growing area of interest among researchers.

As Chesbrough and Bogers (2014) mentioned, the inside-out type of open innovation requires organizations to allow unused and under-utilized ideas and assets to go outside the organization for others to use in their businesses and business models. The outbound open innovation (inside-out process or external knowledge exploitation) process has been studied and measured by Lichtenthaler (2007) both at operational and strategic levels. The inside-out process is associated with outbound technology transfer capabilities. Kutvonen *et al.* (2012) identified three strategic levels of outbound open innovation: 1. Keep-or-sell decision (the company has to find out when it is beneficial to release the proprietary knowledge assets/technology outside or keep them in the company), 2. Strategic fit (if the strategic fit is high enough, profits may be realized in an optimal keep-and-sell scenario), and 3. Beyond fit (outbound open innovation can enable/drive the strategy of the firm).

Torkkeli *et al.* (2007) has identified two types of Outbound open innovation practices namely, 1. Technology transfer outbound open innovation practices (open source, out-licensing, selling of intellectual property, and donation of intellectual property), and 2. Forming new organizations (spin-outs and new ventures).

Innovation Performance: Innovation is the implementation of a new or significantly improved product (goods or services), process, a new marketing method, or a new organizational method in business practices, workplace

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organization or external relations. Innovation is a comprehensive approach to renewing and enlarging a firm's range of products, services, and markets by adopting new methods or modifying existing methods. It involves a radical change in speeding up idea generation and developing new products, services, and industrial processes [OECD, 2005]. Innovation performance is defined as “the ability to transform innovation inputs into outputs and thus the ability to transform innovation capability and effort into market implementation” [Zizlavsky, 2016].

Innovation Performance can be measured in three different indicators- product innovations, process innovations, and the percentage share of sales of newly developed products [Inauen, Wicki, 2011]. Alegre *et al.* (2006) have explained that the current competitive environment is characterised by rapid technological change, shortening of product life cycles, and more informed and demanding customers. For such an environment, firms' sustainable competitiveness depends on two innovation outcomes – one is efficiency, and another is novelty. Opening the innovation processes to different partners seems to be the right way to improve both sides of the innovation performance.

There are two major types of innovation performance, which include: 1) inventive performance – as the achievements of companies in terms of ideas, sketches, models of new devices, products, processes and systems, and it is such type of performance which is frequently measured in the context of patents, where both raw counts of patents and patent citations are taken as the actual measures, 2) technological performance, which can be defined as the accomplishment of companies about the combination of their R&D input, as an indicator of their research capabilities, and their R&D output in terms of patents.

According to Tseng and Tseng (2016) the two dimensions that define innovation performance are innovation efficacy as the degree of success an innovation enjoys and innovation efficiency as the effort put forth to accomplish the degree of success. In other words, in this approach, the authors distinguish two types of innovation performance: innovation efficiency as the state of the quality of the innovation process, and innovation efficacy as the ability to produce innovation.

According to Pateli and Lioukas (2019), firms' open innovation performance initiatives require external knowledge, integrating it with the existing knowledge in the various functional areas, and transforming it into numerous innovation outcomes. Therefore, firms' open innovation performance is based on the utilization of external and internal knowledge [McKelvie *et al.*, 2018]. Both external and internal sources are important for innovation [Rastrollo-Horrillo, &

Rivero Díaz, 2019]. External knowledge comprises knowledge from external stakeholders and knowledge from markets. Zhang and Tang (2017) presented that encouraging internal collaboration has been documented as one of the effective management strategies to promote firms' innovation.

Open innovation practices and innovation performance: Burcharth et al. (2014) found that Open Innovation practices such as collaborating with suppliers and networking with universities have improved innovation performance. Rass *et al.* (2013) elaborated a theoretical framework. They supposed that the implementation of OI instruments strengthens an organization's social capital, which, in turn, is positively related to innovation performance. Chesbrough (2006) observed that by opening its borders to the external environment, a company could achieve and access relevant knowledge that will contribute to the innovation process. Kuittinen *et al.* (2013) explain collaboration in R&D activities has received a fair amount of attention in earlier literature, although few studies have explored the effects of R&D collaboration on innovation performance.

They investigated the effects of openness depth on two types of innovation performance (efficiency, novelty) across different stages of the innovation process with eight different partners. Their findings show that universities, intermediaries, customers, suppliers, and competitors seem to be beneficial for achieving performance, depending on different phases of an innovation process. While many companies might have gained experience with the open innovation process, managing sustainability innovations might represent a new but different challenge. Past research reports that collaboration with external partners is beneficial in terms of sustainability product and service innovations [Arnold, 2017].

The inbound, outbound, and coupled open innovation practices and their combinations are possible choices firms adopt to overcome their deficiency and build up competitive and sustainable advantages from the internal and external resources [Spithoven *et al.*, 2011]. The exploitation of the organization's current base of knowledge and technologies [He, & Wong, 2004], learning opportunities [March, 1991], market expansion [Koruna, 2004], multiplication of own technologies [Kutvonen, 2009], improved innovation performance [Huizing, 2011; West, & Bogers, 2014] have been highlighted in the extant literature as benefits of outbound open innovation practices. According to Yapa (2018), little evidence has been found associating outbound open innovation practices with innovation performance, although some authors have discussed the effect of outbound open innovation practices on the firm's performance. For example, Lichtenthaler (2007)

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has found that outbound open innovation strategies positively affected the return on sales index.

Parida *et al.* (2012), Cheng *et al.* (2016) and Kim *et al.* (2014) have stressed the relationship between inbound open innovation practices and innovation performance of organizations. Nevertheless, inbound and outbound open innovation activities can have a positive impact on innovation performance.

Sibhato (2018) explains that the coupled open innovation combines both processes centred on strategic alliances [Spithoven *et al.*, 2011]. These processes are vital for SMEs to fill their technological, resource and competency gaps, increase the speed and quality of innovations and respond to market changes. Levinthal (2011) provided examples for a broad set of internal routines aimed to favour knowledge sharing, problem-solving and autonomy of employees in combination with external routines (OI practices such as collaborating with suppliers, networking with universities, etc.), which are proved to result in improvement of innovation performance. Burcharth *et al.* (2014) found that internal coupling activities moderate the relationship between openness and innovation performance. The employees and partners' willingness to cooperate, in a trust-based manner, encourages the exchange of knowledge, the acquisition of tacit knowledge [Nonaka, 1994], the absorptive capacity of new technologies [Cohen, & Levinthal, 1990], the joint problem solving and the coordination of complex tasks as well as the experimentation with different knowledge combinations, all these likely have a positive impact on innovation performance. Lazzarotti *et al.* (2016) focused on the scientific partners and found that both the internal relational social capital dimension (intended as employees' propensity to interact and work in groups) and the external relational social capital dimension (intended as trustful relationships with scientific partners) can mediate the relationship between the intensity of collaboration (depth) and innovation performance.

Based on the above literature first and the second hypotheses of the study were developed:

H1: There is a significant positive impact of outside-in (inbound) open innovation practices on innovation performance

H2: There is a significant positive impact of inside-out (outbound) open innovation practices on innovation performance

Inter-organization Networks in Open Innovation Practices and Innovation Performance: Chesbrough (2006) has pointed out the need of bringing dynamic factors to research on open innovation. Networking can imply collaboration with other partners (Vanhaverbeke, 2006). Inter-organizational relations and networking is a crucial dimension of open innovation. It is indirectly present in the open innovation framework when external ideas are in-sourced to create value or when internal ideas are taken to the market through external channels [Chesbrough, 2004]. The importance of the strength of vertical ties for innovation performance is also emphasized. Internal networks play a crucial role in the way companies get organized to increase the effectiveness of acquiring external knowledge. When companies are highly dependent on other organizations in the supply of new technologies, it seems logical that open innovation has to emphasize the management of external networks to be successful [Vanhaverbeke, 2006].

Participation in business networks is an essential element in innovation performance. Companies tend to avoid innovating alone but innovate with external actors, and inter-organizational networks are seen as a significant element of the innovation. Some networks are less open to new participants than others. For example, industrial groupings such as Japan's *kigyoshudanor*, Korea's *chaebol* tend to buy within their group rather than outsiders. Hagel and Brown (2005) argue that closed networks need to become more open to develop necessary specialization and deepen the participants' innovation capability. Thus, the research could test whether closed networks have performance disadvantages where specialized or deep knowledge is required and what form of 'openness' provides value over others. If openness has economic value, then research would also be useful to identify the levers of inter-organizational change for making an existing ecosystem more open [West *et al.*, 2006].

Meanwhile, if companies are embedded in networks, we would expect to change the nature of competition between such companies: rival firms may not be competing individually but instead as part of groups of networked firms competing against other groups. In this case, the companies' performance depends no longer on firms' internal capabilities but on the overall performance of the network they belong to [Casseres, 1996]. We believe open innovation practice will be intimately linked to how firm innovation activities moderate networks, both inter-organizational and (as mentioned earlier) intra-organizational networks (West *et al.*, 2006). Internally developed technology and resulting IP are no longer only valuable for internal use. Still, the company can also profit from the selective use

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of its IP by other companies with different business models. Open innovation thus implies an extensive use of inter-organizational ties to in-source external ideas and to market internal ideas through external market channels outside a firm's current businesses [Chesbrough, 2003].

Based on the above literature, third and fourth hypotheses of the study were developed:

H3: The relationship between outside-in (inbound) open innovation practices and innovation performance is moderated by inter-organization network

H4: The relationship between inside-out (outbound) open innovation practices and innovation performance is moderated by inter-organization network

According to the reviewed literature a conceptual framework of the study was developed as in Fig. 1 to study the impact of open innovation practices on innovation performance with the moderating effect of inter-organizational networks.

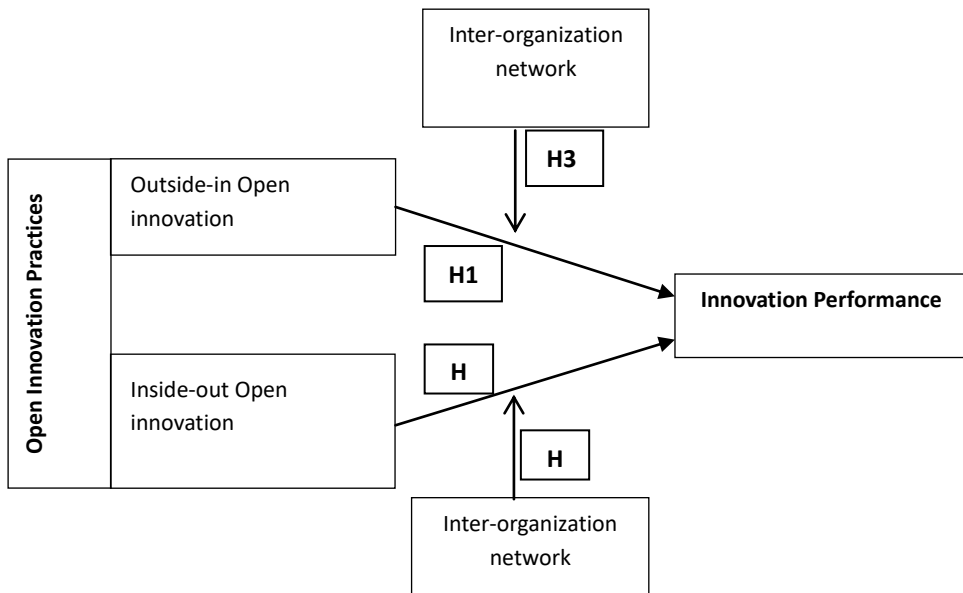


Fig. 1. Conceptual Framework of the Study

There is a common emphasis on the importance of inter-organizational networks and networking for innovation through external acquisition of knowledge

and information in the literature. Networks can be studied under three themes: degree centrality, tie characteristics (trust, proximities and knowledge quality) and diversity of actors. By networking, firms are able to access knowledge externally from other actors and develop their own innovations. When firms interact formally (by explicit agreement) or informally (on a social basis), knowledge sharing often occurs, and the resultant knowledge is available to partners. Evidence from literature illustrates that ‘those firms that do not co-operate and do not formally or informally exchange knowledge limit their knowledge base over the long term and ultimately reduce their ability to enter into exchange relationships’ [Pittaway *et al.*, 2004].

Objectives of the Study

This research focuses on finding answers to the queries related to the impact of open innovation practices on innovation performance in listed companies in Sri Lanka with the moderating effect of inter-organizational networks. Following are the four specific objectives of the study.

- 1) to examine the impact of outside-in or inbound open innovation practices on innovation performance in large Sri Lankan firms;
- 2) to examine the impact of inside-out or outbound open innovation practices on innovation performance in large Sri Lankan firms;
- 3) to identify the moderating effect of inter-organizational network on the impact of outside-in open innovation practices and on innovation performance in large Sri Lankan firms;
- 4) to identify the moderating effect of inter-organizational network on the impact of inside-out open innovation practices and on innovation performance in large Sri Lankan firms.

Methodology

This is a survey type study designed to examine the strategies of large firms on developing their innovation practices and assess their innovation performance through the deductive research approach. The operational population of the study consists of large firms which are listed as Public Limited Companies in Colombo Stock Exchange in Sri Lanka. 290 listed companies as of 20th January 2020 were selected as the population of the study. According to Krejcie and Morgan (1970), 165 companies were considered as a sufficient sample for the study. Part of the sample was selected purposively based on business R&D statistics, partnership

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details, open innovation contained in 2018 annual reports, while the rest was accessed through the recommendations of the respondents aligning to the snowballing sampling technique. Data were obtained from the top-level managers of selected companies.

Primary data was collected through a self-developed questionnaire pre-tested through a pilot study. Survey instrument was developed based on indicators suggested by Chesbrough and Brunswicker (2014) and Torkkeli *et al.* (2007) to measure outside-in and inside-out innovation while those suggested by Inauen and Wicki (2011) and Sözbilir (2018) for operationalization of innovation performance in a firm. Inter-organizational networks were measured through the organization's perception based on centrality, trust, proximity, knowledge qualities, and diversity of networks as suggested by Lazaric and Lorenz (1998). Those measurements which were applied in this study are presented in Table 1.

Table 1. Operationalization of the Variables

Variables/Dimensions	Indicators
Outside-in innovation	<p>open</p> <ul style="list-style-type: none"> • Market interest in the development of innovative product/process/service/technology • Technology/ franchise/ trademark license transactions • Integrated research results of the university research initiative/ university research grants • Organization/participation in meetings or activities to obtain access to external information • Grants for foreign research programs (universities) • Contracting with suppliers of external R&D facilities (outsourcing) • Competitions for proposals • Buy new creative concepts / new goods • Strategic partnerships • Fusions and acquisitions
Inside-out innovation	<p>Open</p> <ul style="list-style-type: none"> • Activities in joint projects with external partners • Sell licenses for technology/ franchise/trademark • Selling fresh creative concepts / new goods • Corporate venture fund • Corporate sector incubation (providing office space/training) • Spinoffs

- New ventures
- Involvement of national standardization

Innovation Performance

(Product, Service and Process)

- Level of introducing product /process /service innovation
- level of novelty
- Use of latest technology
- Speed of new product /process /service
- Level of varieties
- Technological competitiveness in terms of product /process /service
- Level of success of product /process /service development
- Level of quantity of new or significantly improved products/ services or processes
- Degree of product /process /service differentiation compared to competitors
- Profitability of the new products

Inter-organizational networks

Centrality

- Firms' involvement in its network
- Nature of direct relationships

Trust

- A belief that your partner is willing to share such knowledge for the benefits of each other
- A belief that a partner is capable

Proximities

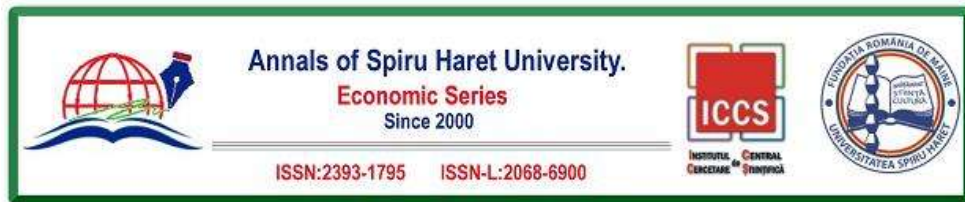
- Technological proximity: similarities between actors' technological knowledge
- Organization proximity: similarities incorporate organizational structure, organizational culture, performance measurements systems, language

Knowledge qualities

- Usefulness of the knowledge that a firm receives
- Frequent receives the knowledge

Diversity of network actors

- Interact with partners from diverse communities of practice
- Multiple sources of knowledge



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Descriptive statistical analysis was applied to calculate mean values and standard deviation of the responses to understand the current open innovation practices. Correlation analysis was used to test linear relationship between independent and dependent variables while linear regression analysis was conducted to measure the impact of open innovation practices on innovation performance. Statistical analysis was performed with the IBM SPSS 25 software and process macro 3.5 applications.

Validity and Reliability

Data collection instrument and collected data were tested with several measurements to ensure that the study is conducted through valid inputs and collected through reliable instruments. Self-developed questionnaire which was constructed through a rigorous literature review was used to collect primary data. To ensure face validity of the questionnaire, the researcher developed 45 questions, and the questionnaire was tested with three academics in this field and refined based on expertise ideas.

A pilot survey was carried out among 50 respondents. The respondents were selected using the purposive sampling technique chosen based on the descriptions of open innovation activities presented in the annual reports. According to the pilot study, the questionnaire was further refined. Preliminary statistical tests were also conducted to test reliability and validity of the data collected through pilot study and confirmed standards required to continue primary data collection. The questionnaire was developed with adequate coverage by comprising a sufficient number of items (or questions) that represent the variables of interest, ensuring the content validity of the instrument.

The statistical test confirmed that The Kaiser-Meyer-Olkin values were acceptable being $>.5$ and Bartlett's test was highly significant ($p < 0.05$) thereby confirming the validity and suitability of the responses. To measure the construct validity researcher used Average Variance Extracted (AVE) analysis. AVE was calculated as the mean-variance extracted for the items loading on a construct and is a summary indicator of convergence. AVE of 0.5 or higher is a good rule of thumb, suggesting adequate convergence [Hair *et al.*, 2006]. According to Hair *et al.* (2006), the rule of thumb for Composite Reliability value of 0.7 or higher suggests good reliability and the calculated values for all the variables were greater than 0.7.

One of the tests to mark discriminant validity is to compare the AVE values for any two constructs with the square of the correlation estimate between these two

constructs. If the AVE is greater than the squared correlations, discriminant validity can be established [Hair *et al.*, 2006]. To confirm the discriminant validity, AVE values of the variables were compared with the square of the correlation estimate between these variables, as shown below. The AVE values for each variable were higher than the square of the correlation between that variable. Thus, all the variables in the study represent different concepts and there were no problems with discriminant validity.

Cornbrash's alpha reliability test was conducted to check the internal reliability of the questionnaire. The reliability analysis calculates several commonly used scale reliability measures and provides information about the relationships between individual items in the scale. Cronbach's Alpha values for all the variables were higher than 0.7 indicating that the internal reliability of the questionnaire is acceptable.

Data Analysis

The sample which included 165 responses can be categorized into sectors or industries as it was a representation of 29% of diversified holdings, 18% of banks and finance, 25% of food and beverage, 15% of manufacturing, 5% of telecommunications and 8% of other corporations. The majority of the companies in the sample have over 20 years of experience, ensuring that these are mostly long established companies. In terms of the experience in open innovation, 11% of the companies have 1-5 years of experience, 20% have 6-10, 25% have 11-15, 26% have 16-20, and 18% have more than 20 years of experience in at least one practice of open innovation such as collaboration or partnership with their customers, suppliers and other external parties.

Human capital strength of the innovation process is a key capability for innovation in the firms. According to the data collected, there were 12% of companies with less than five employees for research and development, 26% of companies with 6-10 employees, 18% employed 11-15, 22% with 16-20, and 22% had more than 20 employees for research and development. Within the sample, a significant number of employees were in the research and development department.

Number of New Product/Process/ Service Innovation, introduced in 39% of the companies were found to be 1-4. Out of 165 listed companies 39% of companies reported 5-10 while 22% of companies reported more than ten new product/process/ service innovations during last three years. This study found R&D investment in 2018 as a percentage of sales of each company. 15% of the

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companies spent less than 5% on R&D as a percentage of sales. 23% invested 6%-10%, 18% spent 11%- 15%, 28% invested 16%-20. 16% of the companies invested above 20% of their sales on R&D investment. From the sample of 165 companies, 73% of the companies have their own R&D department, 13% have several R&D departments, and 14% outsource R&D. In terms of frequency of engaging in innovation activities, 58% of the companies often engage with R&D activities, 28% are very often doing R&D activities, 12% sometimes, 2% are rarely engaged with R&D activities, and no company was available in the sample who does not engage with R&D activities.

The majority of the companies (69%) often engage with the customers when doing a R&D Project, 35% sometimes engage with suppliers, 27% often engage with suppliers, and 25% very often engage with suppliers. A significant number of the organizations (45%) rarely cooperate with competitors, 51% of companies very often, and 40% of companies often cooperate with cross-industry firms in the R&D projects. 67% of the companies are engaged with consultant firms very often. When considering engagement with universities in R&D Projects, 32% very often, 17% often, 32% sometimes, and 16% rarely. The majority (72%) of companies cooperate with other service providers in R&D Projects (see Fig. 2).

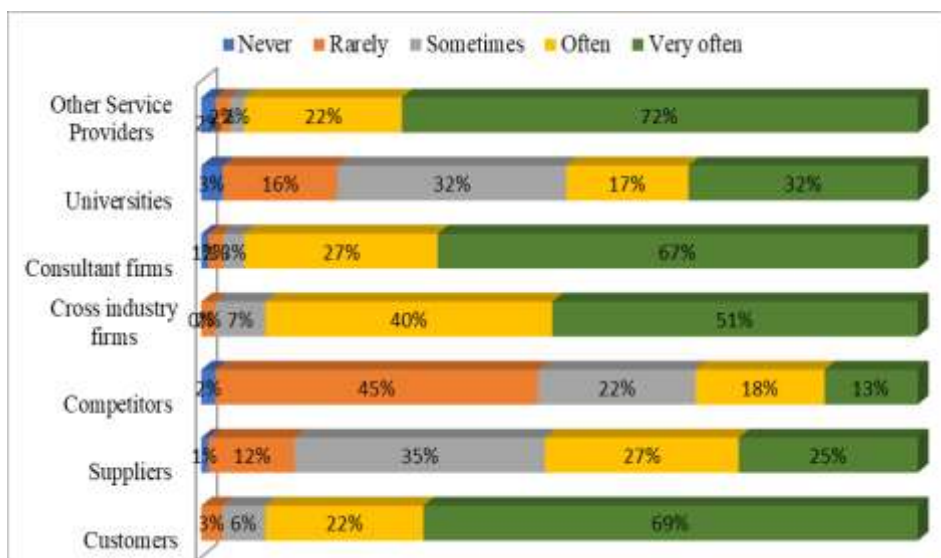


Fig. 2. Cooperation Intensity with the Partners in R & D Project

The sample has a very significant cooperate intensity with the partners in R&D activities. All the companies in the sample are actively engaged with every partner. It displays that the companies initiate collaborating with their partners in developing innovations, and these samples appropriately indicate the firms' openness to the external.

Central tendency and dispersion of the data collected for the main variables were calculated for understanding the behaviour of responses. Table 2 shows the mean values and standard deviation of each mean value for the main three variables in the present study. The mean value of Outside-in open innovation (OIOI) practices is 3.6652 and the mean value of Inside-out open innovation (IOOI) is 3.3076. Innovation performance (IP) has recorded the mean value of 3.6519 while responses for inter-organizational network (ION), the moderating variable represents the mean value of 3.2683. Furthermore, Table 2 shows that the values of standard deviation for OIOI, IOOI, IP and ION are 0.73070, 0.77530, 0.80183 and .75160 respectively. Therefore, it implies that there are no higher deviations from the mean values, which lies on the middle of the five point Likert scale.

Table 2. Descriptive Statistics of Variables

	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
OIOI	165	3.6652	.73070
IOOI	165	3.3076	.77530
IP	165	3.6519	.80183
ION	165	3.2683	.75160

The correlation coefficient analysis was conducted to understand relationship and the nature of that relationship between independent and dependent variables of the study. It was found both positive moderate correlations between OIOI and Innovation Performance ($r = 0.599$) and IOOI and Innovation Performance ($r = 0.463$) which were significant at 5% level of significance ($p = 0.000$). Correlation coefficients for the relationships between OIOI and IO was 0.313 ($p = 0.006$) while the IOOI and ION was calculated as 0.310 ($p = 0.000$). ION has been correlated with the Innovation Performance positively ($r = 0.481$) and all three coefficients were significant with at 5% level of significance.

Conforming to these significant correlation coefficients, the suitability for running a regression analysis was tested through mainly four assumptions – normality,

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autocorrelation, heteroscedasticity and multicollinearity or the collinearity between independent and dependent variables. After fulfilling the above four basic requirements, the researchers have conducted simple and multiple-linear regressions to test first two hypotheses.

The simple linear regression analysis was conducted to examine the impact of outside-in open innovation practices on the innovation performance in listed firms in Sri Lanka. The coefficient of determination (R^2) value was 0.358. Therefore, it can be concluded that 35.8% of the total variation of innovation performance is explained by the outside in open innovation. The total sum of square is 143.646, and besides, 51.471 percentage of variance was explained by the regression, and 92.175 percentage was explained by residual. Further, it can be identified that the calculated F value is 91.020, and the p-value of the F test is 0.000, which is less than 0.05. Hence, it confirms the overall significance of the model. Regression model to explain the impact of OIOI on Innovation Performance is shown in Table 3.

Table 3 Coefficients of the Regression Model for OIOI and Innovation Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.305	0.257		5.072	0.000
	OIOI	0.723	0.076	0.599	9.540	0.000

a. Dependent Variable: IP

Following the regression equation, the constant value is +1.305 meanwhile the coefficient of outside-in open innovation is +0.723. The p-value of the t-test is 0.000, and it is less than 0.05. Hence, there is a significant positive impact of outside-in (inbound) open innovation practices on innovation performance which means H_1 is supported at the significance level of 0.05. Consequently, the simple linear regression equation can be expressed as follows:

$$IP = 1.305 + 0.723 (OIOI) + \varepsilon$$

OIO = Outside-in open innovation, **IP** = Innovation performance, ε = Standard Error

Simple linear regression analysis was conducted to identify the impact of inside-out (outbound) open innovation practices on innovation performance in listed firms in Sri Lanka. Accordingly, R^2 value was calculated as 0.214. It can be concluded that 21.4% of the total variation of innovation performance is explained by the inside-out open innovation. The total sum of square is 143.646, and besides, 30.757 percentage variance was explained by the regression, and 112.888 percentage was explained by residual. Further, the calculated F value was 44.411, and the p-value of the F test was 0.000, which is less than 0.05. Hence, it confirms the overall significance of the model. Outcome of the regression analysis to explain the impact of IOOI on Innovation performance is shown in Table 4.

Table 4. Coefficients of the Regression Analysis for Impact of IOOI on Innovation Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.523	0.332		4.582	0.000
	IOOI	0.593	0.089	0.463	6.664	0.000

a. Dependent Variable: IP

The constant value of the regression equation is +1.523. The coefficient of inside-out open innovation is +0.593. It is the average change in innovation performance due to one unit change in inside-out open innovation. It suggests that when inside-out open innovation is increased by one unit, innovation performance increases by 0.593, approximately 0.6 times. The p-value of the t-test was 0.000, and it is less than 0.05. It could be concluded that there is a significant positive impact of inside-out (outbound) open innovation practices on innovation performance. Hence, H_2 is supported at a significance level of 0.05. Consequently, the simple linear regression equation can be expressed as follows:

$$IP = 1.523 + 0.593 (IOOI) + \varepsilon$$

IOOI = Inside-out open innovation, IP = Innovation performance, ε = Standard Error

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The moderating effect is analyzed by the multiple regression analysis through process macro 3.5 applications in SPSS developed by Hayes (2015). Objective three and four aim at finding the moderating effect of inter-organization networks by testing hypotheses 3 and 4. When considering the model summary, the R^2 value was 0.3846. Hence, it can be concluded that 38.46% of the total variation of innovation performance is explained by the outside-in open innovation with the moderating effect of inter-organization networks, and the model is significant as $p = 0.000$ as it was less than 0.05. Outcome of the multiple regression analysis is presented in Table 5.

Table 5. Regression Model for the Impact of OIOI on IP with Moderating Effect

	Coefficient	t	p
Constant	0.2998	6.4282	0.0000
OIOI	1.1343	5.6433	0.0000
ION	0.5003	2.4101	0.0171
Int_1 (OIOI*ION)	0.1304	2.1482	0.0332

Based on the regression equation, the constant value is +0.2998. It implies that the value of innovation performance when the outside-in open innovation equals zero with the moderating effect of inter-organization networks. Furthermore, the coefficient of OIOI, ION and interaction (OIOI*ION) respectively are +1.1343, +0.5003 and 0.1304. The model is therefore statistically significant as all p-values of t-tests is less than 0.05. Accordingly, multiple regression model is derived as follows:

$$IP = 0.2998 + 1.1343(OIOI) + 0.5003(ION) + 0.1304$$

OIOI = Outside-in open innovation, IP = Innovation performance, ION = inter-organization networks

R^2 Changes in 0.0176 and $p=0.0332 < 0.05$ indicate significant moderation of inter-organization networks on the relationship between outside-in open innovation and innovation performance. Conditional effects of the focal predictor at values of the moderator(s) are presented in Table 6.

Table 6. Effect of ION on Relationship of OIOI and IP

ION	Effect	t	p
1.9504	0.5214	4.2023	0.000
3.3253	0.7007	9.1527	0.000
4.7001	0.8800	8.6875	0.000

The results indicate the effect of inter-organization networks on the relationship between outside-in open innovation and innovation performance. It explains when ION changes in a particular amount, impact of OIOI on IP. When ION is changed by 1.9504, 3.3253, and 4.7001, it affects the relationship between IP and OIOI respectively by 0.5214, 0.7007, and 0.8008. It illustrates that when ION increases, the relationship between IP and OIOI also gradually increases. Since, the p -value = $0.000 < 0.05$ each effect of ION is significant. Thus, it could be concluded that the inter-organization network moderates the relationship between outside-in innovation practices and innovation performance (H_3) is supported at significance level of 0.05.

The fourth objective and H_4 have been set for identifying the moderating effect of ION on the impact of IOOI on IP. Statistical analysis revealed that R^2 value for this model was 0.2710. It can be concluded that 27.10% of the total variation of innovation performance is explained by the inside-out open innovation with the moderating effect of inter-organization networks. The model was significant as $p = 0.000$ which is less than 0.05. Table 7 shows the summary of the regression model for the moderating effect of ION on the impact of IOON on IP.

Table 7 Regression model for IOOI and IP with moderating effect of ION

	Coefficient	t	p
Constant	1.2666	5.4855	0.0000
IOOI	1.3570	5.8110	0.0000
ION	0.8271	3.5300	0.0005
Int_1 (OIOI*ION)	0.2263	3.5245	0.0006

According to the regression equation, the constant value is +1.2666. Furthermore, the coefficient of inside-out open innovation, inter-organizational networks, and interaction (IOOI*ION) respectively were +1.3570, + 0.0.8270 and

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0.2263. The p-value of the t-tests was less than 0.05 and it confirmed the model is statistically significant. The following regression model was derived accordingly.

$$IP = 1.2666 + 1.3570(IOOI) + 0.8271(ION) + 0.2263(IOOI * ION)$$

IOOI = Inside-out open innovation, IP = Innovation performance, ION = inter-organization

R² Changes in 0.0562 and p=0.0006<0.05 indicate potentially significant moderation between inter-organization network and inside-out open innovation on innovation performance. Conditional effects of the focal predictor at values of the moderator(s) are shown in Table 8.

Table 8. Effect of ION on the Relationship of IOOI and IP

ION	Effect	t	p
1.9504	0.2933	2.4261	0.0164
3.3253	0.6045	7.0064	0.0000
4.7001	0.9156	7.2711	0.0000

Since there is a potential significant moderation effect, the study has examined the effect of inter-organization networks. It explains that when ION change in a particular amount, the impact or effect it has on IP and IOOI. When ION change by 1.9504, 3.3253 and 4.7001, it effects the relationship of IP and IOOI respectively by 0.2933, 0.6045 and 0.9156. It displays that ION increases the impact on the relationship between IP and IOOI also gradually increase. Since, the p-value = <0.05 each effect of ION is significant. Hence, it could be concluded that inter-organization networks moderate the relationship between inside-out innovation practices and innovation performance (H₄) is supported at a significance level of 0.05.

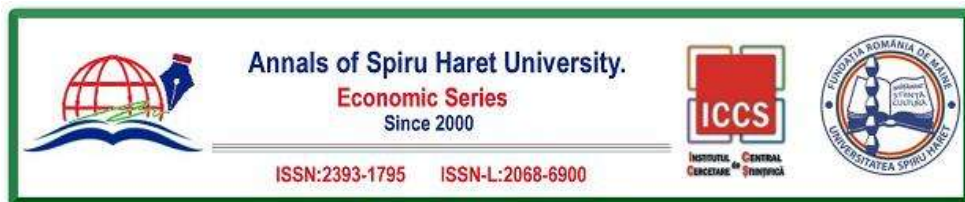
Discussion

The descriptive analysis presented above confirms that the listed companies in Sri Lanka have a fair perception on conducting open innovation activities within their firms, such as market and client co-creation, university research grants, publicly funded R&D consortiums, contracting with foreign R&D service providers, start-up contests, Intellectual properties in-licensing, crowd sourcing strategic partnerships and joint projects.

This study reveals that there is a clear positive association between outside-in open innovation and innovation performance. Based on the simple regression analysis, outside-in open innovation has a positive and significant impact on the innovation performance in listed companies in Sri Lanka. This finding is consistent with Burcharth *et al.* (2014) as they found that open innovation activities such as supplier partnership and university networking have improved innovation performance. Based on the analysis conducted by Inauen and Wicki (2011), it is shown that there are statistically relevant connections with innovation performance between rivals, cross-industry businesses, consultancy firms, and universities. Furthermore, several scholars stressed the positive link between organizations inbound OI practices and innovation performance [Parida *et al.*, 2012; Cheng Yang. & Sheu, 2016; Kim *et al.*, 2014].

The second simple regression analysis indicates that inside-out open innovation has a significant positive impact on innovation performance. The utilization of surplus information and technology in the company [He, & Wong, 2004], learning resources [March, 1991], business growth [Koruna, 2004], multiplication of own innovations [Kutvonen, 2009], improving the innovation performance [Huizing, 2011; West, & Bogers, 2014] have been highlighted in current literature as advantages of outbound innovation practices. As opposed to outside-in open innovation practices, inside-out open innovation is moderately conducted in the listed companies in Sri Lanka. These businesses follow some of the inside-out open innovation tactics such as venturing, engaging in standardization events, corporate market incubation, joint venture activities with external partners. It is recognized that there is a deficiency in practicing spinoffs, IP out-licensing, and selling patents, donating patents and inventions. Firms appear to have less awareness of the importance of these practices. This might be the reason for the traditional attitudes and culture of the organization. Rass *et al.* (2013) clarified that the introduction of inside-out OI tools enhances the social capital of an enterprise, which, in turn, is strongly linked to innovation performance. Chesbrough (2006) noted that an organization could access appropriate information by opening its boundaries to the external world and contributing significantly to the innovation process.

It reveals that less than 50% (35.8% and 21.4%) of the overall variance of innovation performance is explained by the outside-in open innovation and inside-out open innovation practices respectively in listed companies in Sri Lanka. That suggests the other resources such as innovation strategies, organizational structure, innovation culture, technological capability, and customer and supplier



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relationships [Sanchez *et al.*, 2011 and Terziovski, 2010] might have an impact on innovation performance.

The findings in previous studies have also confirmed the results obtained in the present study. Belderbos *et al.* (2004) and Loof and Brostrom (2008) found that openness in R&D processes positively effect both product and process developments. Parida *et al.* (2012) and Cheng *et al.* (2016) have found that inbound and outbound OI operations will positively impact on innovation performance. Levinthal (2011) describes the mixture of external rituals (OI activities such as supplier cooperation, university networking) that have been shown to increase innovation performance. The ability to collaborate, the development of expertise [Nonaka, 1994], the absorptive potential of emerging innovations [Cohen, & Levinthal, 1990] are all likely to positively affect the innovation performance. In contrast to the findings of the present study, Berchicci (2013) has revealed that open innovation decreases the performance of the innovation, and these two terms do not have a clear association. Furthermore, too much openness would lead to negative innovation performance as businesses lose focus and leverage over their core competencies [Laursen, & Salter, 2006].

Even though some contradictions exist, many studies have confirmed that inside-out and outside-in open innovation positively impact innovation performance. The Study inferred that open innovation, both outside-in and inside-out, have a strong association with innovation performance and both inside-out and outside-in substantially affect innovation performance in Sri Lanka's listed firms. These findings lead to fill both empirical gap and the knowledge gap associated with open innovation literature.

Conclusion

Innovation has been recognized as an essential part for companies to grow and sustain competitiveness and achieve high profitability. To this end, companies need to continuously enhance their innovation efforts and explore new opportunities for commercialization. Further, innovation plays a significant role in ensuring high productivity of the organizational processes. It becomes an ongoing process as it evolves. However, there are many complexities and uncertainties when managing innovation. This has led to various models systematizing the innovation process to drive successful and sustained innovation.

With the inception of the twenty-first century, innovation model has shifted towards "Open Innovation" with increasing interest since the term was introduced

by Chesbrough (2003). Further, it has identified that open innovation has significantly impacted on industrial practices in developed countries.

This research identified that open innovation is an emerging and modern theory with research gaps to be further explored. There were contradictions in the findings related to the open innovation on the innovation performance in the literature. Less emphasis has been given on the inside-out (outbound) open innovation, which is one of the most critical open innovation practices with gaps in the theory. Therefore, this study was conducted to examine the impact of open innovation practices on innovation performance in Sri Lanka corporates. Further research expanded to investigate whether inter-organization networks moderate the relationship between inside-out open innovation and innovation performance and outside-in open innovation and innovation performance.

Analysis of the descriptive statistics indicates that most of the firms have agreed to the statements in the questionnaire that imply perception of the respondents regarding the importance of outside-in open innovation practices for enhancement of innovation performance. The study found a significant positive impact of outside-in open innovation on innovation performance and a significant positive impact of inside-out open innovation on innovation performance. Hence, both hypotheses were supported by the statistical analysis at the 5% level of significance.

The study revealed many obstacles and hurdles faced by the organization when implementing innovation performance. Resistance of the company culture when obtaining ideas and knowledge from outside the company, risk associated with collaborative efforts, risk of the security of the intellectual property, lack of resources and lack of confidence for being open to external, lack of adequate understanding of the value of marketing, unused intellectual properties or technologies, suspicion of the misappropriation of their IP by other enterprises, risk of collaborating with companies that do not have a strategic fit are some of the obstacles revealed in this study. Hence, this study suggests developing strategies for minimizing such obstacles to ensure better innovative performance through open innovation practices.

This study was also aimed at testing the moderating effect of inter-organizational networks on the relationship between open innovation practices and innovation performance. This study analysed inter-organization networks as vigorous variables on open innovation, following the inter-organization networks taken as the moderator. In contrast, the importance of inter-organization networks in terms of innovation performance has not been much discussed.

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The study explores how inter-organization networks favourably moderate the relationship between inside-out open innovation and innovation performance and outside-in open innovation and innovation performance in listed companies in Sri Lanka. Besides, it reveals that strong inter-organization networks have a strong relationship between outside-in and inside-out open innovation and innovation performance. The poor inter-organization networks result in a poor relationship between outside-in or inside-out open innovation and innovation performance in listed companies in Sri Lanka. Therefore, considering the findings of the study and the findings mentioned in the literature, it is verified that inter-organization networks positively moderate the relationship between inside-out open innovation and innovation performance as well as outside-in open innovation and innovation performance in listed companies in Sri Lanka.

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**LEADERSHIP AND GOVERNANCE ISSUES IN NIGERIA
AS A CONSTRAINT TO SUSTAINABLE DEVELOPMENT:
A REFLECTION OF THE ‘END SARS’ PROTEST**

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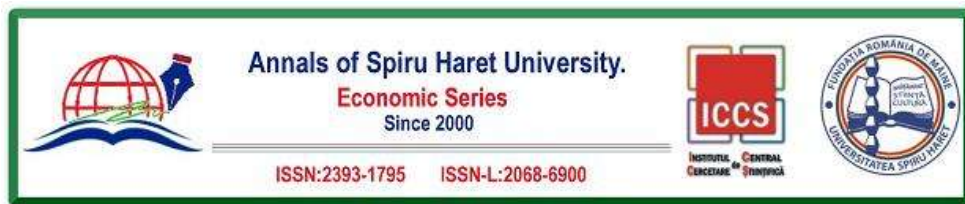
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ABSTRACT

Most of the African states have joined the roll-call of the hundreds of ‘failed states’ engrossed in the inter-ethnic wars, genocide and adverse and disruptive regime changes, and Nigeria is not an exception. In fact, the country has become seedbeds of violence, terrorism, mass migration of criminals across the borders, refugees’ movements, etc. These factors have weakened the state as well as force it out of its public policy role towards socio economic and political development. Two decades since democracy was reintroduced in the country, Nigerians have not really witness true changes to their socio-economic well-being as expected. Broadly speaking, they are currently demanding for another kind democracy with a redeeming quality. The country’s poor leadership has been identified as a major factor to these crises and conflicts. Perhaps, it could be the major reason for the recent End Special Anti-Robbery Squad (SARS) protest in the country. This paper therefore examines how leaders emerged in Nigeria and the policy formulation in terms of development. The work also traces the reasons for ethno-religious crises, nepotism and corruption by these leaders.

Keywords: *change; development; poverty; inequality; public policy.*

JEL Classification: H83; Y8



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Introduction

Leadership is about power and struggle to capture power. At this level, the ability of such a power is tested in terms of governance. In other words, it is the action of the leaders that determines whether a society makes or lacks progress in areas of socio-economic and political development. Thus, leadership and governance are related and hence inseparable. As governance is all about the exertion of authority by political elites for the upliftment of society, leadership is about capturing power and providing sustainable development to the society. In other words, both are two sides of the same coin.

However, the effectiveness of leadership in governance determines the ratio of development in any society. According to Ologbenla (2007), it is the bad governance and poor leadership that led to underdevelopment and, as such, current political instability. This bad situation is linked to the kinds of policies enacted in the country.

Like in Nigeria, the issue of leadership and governance has not been focused towards development. Rather, it is a “*do or die*” affair. The struggle for leadership in the country has resulted to inter-ethnic war, of a genocide proportion, and other violence activities. In fact, after independence in 1960, the democratic government was disrupted in 1966, following a military coup, which was followed, by a counter coup three months later. In 1967, the country went into a thirty months civil war between the federal troops and secessionist Biafra from 1967 to 1970, which claimed about three million lives. Apart from the brief period (1979 to 1983) in which an elected civilian government was restored back to power, the military left the Nigerian political scene after holding power for thirty years. In 1999, a civilian government was elected to provide good governance. After two decades of the civilian rule, the expectation of Nigerians has been dashed as the successive governments have not been able to address the socio-economy and political problems of the nation. Instead, the quality of lives and fundamental human rights of the people have worsened. The question is, if the overall purpose of government is to deliver good governance, why is the civilian governments that have reigned in current dispensation failed to meet the expectations of the people? The paper therefore examines the level of impact of government policies during the period under review. The paper also assesses the performances of the government in terms of sustainable development and reactions of the people towards the government that led to the ‘*End SARS*’ protests.

Objectives

The objective of the work therefore is to examine the type of leaders and their governance styles toward the sustainable development in the country. The study also evaluates the policies of these leaders and reasons for lopsided implementations of most policies in favour of certain geo-political zones in the country. A critical look between the economy and poverty in the land would be done and solution proffered.

Methodology

The study adopted historical approach in political research and the methodology techniques applied is mainly the secondary data sources. The source of materials for the paper include published and unpublished material such as professional journals, textbooks, newspapers, conference and seminar papers, including other printed materials related to the subject matters.

Theoretical underpinnings

While analysing the concept of leadership, the paper made use of behavioural theory. The inability of other theories to provide the 'gold' to the people led some researchers to look at the behaviours that specific leaders exhibited. According to Robins (1992: 320), the difference between other theories and behavioural theorists lies in their underlining assumptions. In a very simplified manner, the behavioural theory suggests that specific behaviour differentiates a leader from others. This suggests that effective leadership is the result of effective role behaviour. The advocates of this theory suggest that behavioural leaders show concern by establishing trust, mutual respect and rapport with groups. Also, such leaders decide the group structures in the direction of organizing group activities to achieve the societal goals. Kouzes and Posner's (1995), the consistent living out of value is a behavioural way of demonstrating honesty and trustworthiness. Leaders are trusted when their deeds and words match. Trust therefore, is a critical element that enables followers to follow without being coerced by their leaders [Nwosu 2013]. Thus, leadership is a relationship built on trust and confidence without risk, and thus without dynamism, there can be no change. In reality, without change in organisations or political institutions, movements for political systems will certainly decay [Nwosu 2013].

Recently, a new theory known as charismatic leadership emerged with the characteristics of behavioural theory. The theorists found a set of confidence

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among the subordinates who identified themselves with such leaders and their missions [House, 2015]. The charismatic leaders are not only seen as being strongly committed and willing to take on risk but also engage in self-sacrifice to achieve their visions. Such leaders according to MC Gregor (1960) are related to socio-economic and political system, which affect the attitudes and needs of followers. From the foregoing, leadership can be conceptualised as the power to influence people towards attaining the societal goals. Also, it shows how leaders are involved with the policies of providing development to the people. However, this is contrary to the Nigerian leaders as seen later in this work.

Leadership

Various scholars have identified leadership as a major factor in every country's socio-economic and political development. In a broad sense, it refers to people with positions of authority that influence the behaviour and direction of people in governance. In addition, leadership is used here to emphasize the need for leaders to be answerable to somebody or group for their actions in office. This means leaders who can submit to the superior authority of the people during governance. In terms of practical politics, Nwosu (2013) notes that leadership implies the capacity to make and implement decisions that could move the country forward with regards to technology acquisition, development and industrialization. Failure to properly address these issues, as the breakup of the Soviet Union has shown cannot augur well for any nation, including Nigeria. Thus, the government must urgently addresses issues and solve national problems by formulating appropriate public policy. Public Policy, therefore, can be an instrument of unification or a tool to promote disunity when not appropriately formulated and targeted as the current case in Nigeria reflects [Nwosu, 2013].

Governance

Leadership and governance are interrelated and hence inseparable. According to Oxford Advanced Dictionary (2006) it is the activity of governing or controlling the way in which a country is governed. Generally, it is the exercise of power by those in authority for the well-being of the citizenry. Put differently, governance is a process where some actors wield power by enacting and implementing policies for sustainable development in the society [Nñorom, 2006]. Ninolowo (2004), describe governance as the acquisition of powers for the interest and needs of the people by elected representatives and the duty of the state to actualize the legitimate yearnings of the people. It can therefore be mentioned here that good

governance means the proper and effective utilization of resources. The two concepts are involved in strategic direction and policies to integrate every system together for result oriented namely leadership and governance. In a broad sense, leadership is the ability to challenge any complex condition, while good governance is the interest to improve economic performance and poverty reduction in a country.

The Nigeria State, leadership and governance

Nigeria occupies a large area in the continent of Africa and has the largest landmass among all the West African countries. 200 million people presently inhabit the country. In terms of ethnically, there are about 400 ethnic groups and their attendant diversities in language and culture. As a multi ethnic society, three ethnic groups namely the Hausa-Fulanis in the North, Ibos in the East and Yorubas in the West dominate the country. Evidently, these major ethnic groups exert their influence on the country's political, social and economic spheres.

Administratively, the British colonized Nigeria for about 100 years. During the period, the country was divided into three unequal regions, (Northern region, the Eastern region, and the Western region). At independence in 1960, Dr. Nnamdi Azikiwe, an Igbo man, became the Governor General and ceremonial head of state, a nomenclature which was changed to president in 1963 as Nigeria became a republic. Alhaji Tafawa Balewa, a Fulani man was the Prime Minister, while Chief Awolowo, a Yoruba man, became the leader of the opposition at the centre. The first republic was characterised by turbulence, which resulted into socio-ethnic and political crises. In fact, the various political leaders engaged their ethnic groups to struggle for power at the centre. Due to paucity among these ethnic groups to abide by the rule of governance, the political uncertainty overwhelmed the country. Thus, the first phase of government under the leadership of then Prime Minister, Tafawa Balewa was prematurely brought to an end in 1966 when the military assumed control through a coup. Subsequently, the military leadership among other things abolished the regions and created the present 36 states and a federal capital territory before finally handing over power in 1999 to the democratically elected government.

With the return to democratic rule, Nigerians expected that the new civilian leadership would initiate and implement new policies that will transcend the ones established or neglected by the military administration. In fact, every civilian government had promised to address the hydra headed problems of poverty, poor infrastructure, ethno religious crisis and political corruption that have constituted a

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drag to the socio-economic development of the country. For instance, in the month of May 29, 1999, the former president Olusegun Obasanjo pledged to initiate policies that would address the socio-economic problems in the country. In addition, he said that the government would introduce measures aimed at returning the nation's ailing economy to the part of sustainable growth and thereby improve the quality of lives of Nigerians. In addition, he pledged to uphold the fundamental human rights as ensured in the 1999 Constitution and to create an enabling environment for the economic activities to strive as well as to give the private sector a space in management of the economy (Guardian 1999)

Governance, Leadership and Periods during the Fourth Republic (1999-2021)

GOVERNANCE/ LEADERS	PERIOD	PARTY
President Olusegun Obasanjo	29 May 1999 – 29 May 2007	PDP
President Umaru Yar' Adua	29 May 2007 – 5 May 2010	PDP
President Goodluck Jonathan	6 May 2010 – 29 May 2015	PDP
President Muhammadu Buhari	29 May 2015 – Date	APC

Source: *The Author, 2021*

In contrast, Nigerians have yet to see any positive change from the various civilian administrations. Evidently, lives have become poor, brutish, short and nasty for many Nigerians as debilitating poverty now ravages the country. According to the United Nations Poverty index, an average of 70 per cent of the people lives below the poverty line. In fact, the 2019 Poverty and Inequality reports by Nigerian Bureau of Statistics (NBS) showed that poverty in the land is highest when compared to other countries in the world (NBS 2019). According to reports from UNN, World Bank, the IMF, and NBS, about 102.4 million people are living in extreme poverty (NBS 2019).The report further stated that poverty line include the cost of food and non-food items.

Indeed, the failure of the government to meet the expectations of Nigerians has created more challenges in the country. Today, the Nigerian landscape is littered with the debris of failed policies, which among them is the Millennium Development Goals (MDGs) designed to eradicate the socio-economic problems and underdevelopment in the land.

As the Nigeria Human Development Reports 1998 (UNDP, 1998) noted, the country is rich with a poor people, at a time when about 2.2 million barrels of crude

oil is produce everyday (National Planning Commission 2004). However, with the problems of financial mismanagement, corruption and misplaced priorities, the oil wealth has not had much impact on the quality of life of the people. The government has been increasing the price of petroleum products, which have always added to the hardship of the people. A cursory observation indicates that leadership accountability is grossly lacking in contemporary Nigerian polity. As Chinua Achebe (1983) asserted, *“the trouble with Nigeria is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigerian state. The Nigerian problem is the unwillingness or inability of its leader to rise to the responsibilities to the challenges of personal example which are the hallmarks of true leadership.”* Thus, the crisis in Nigeria which have gained expression in political instability, corruption, communal conflicts, underdevelopment, economic backwardness, debt overhang, etc., are to a very large extent, the product of bad governance.

As Lipset (1969) argued, a crisis of legitimacy is a crisis of change. Thus, modernity if not well managed can engender illegitimacy. Broadly speaking, the people of Nigeria do not need to be told that they are living in a failed state. Nothing is working except crimes and most people involved are let go without punishment and deterrence from the state. Apart from this, the unending tragedy in Southern Kaduna and killing field of Zamfara, Sokoto and Niger states are signs of poor governance. The Boko Haram killings and kidnappings in the states of Borno, Yobe, Adamawa, Gombe has reached a record high. The southern Nigeria is not exempted. In the Southwest, Yoruba speaking people are clamouring for Sovereign National Conference that would free them from the killings, kidnappings and other atrocities by the Fulani herdsmen in their land. In fact, there is hardly any part of the country that is free of the blight of general insecurity, banditry and kidnapping. The national policy put in place to ensure inclusive governance has not been put into good use in recent times. For instance, there is a strong perception that the southeast zone is highly marginalised in the scheme of things with only five states while others have six states each, except the northwest with seven. Presently, the country is marred by protests, militancy and insurgency and the government seems not to be coping with the frequency of incidents. Perhaps, it is for this reason that former president Obasanjo stated that president Buhari mismanagement of Nigeria is diverse, and the failure to address insecurity as signs of a failed state and a basket case that urgently needs to be pulled from the brink of collapse [Oweh *et al.*, 2020].

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The ‘End SARS’ protests: A reflection of bad governance

Nigeria is not a stranger to protests. Protests in Nigeria started with the wave to end colonial rule to the struggle to end military rule. These protests remained relatively small and were not sustained, unlike the recent 2020 ‘End SARS’ protests. The ‘End SARS’ protests, which was led by the youths was highly decentralized, with neither the usual trade unions nor civil society organisations at the helm. The main focus of the protest is police brutality especially the unit called Special Anti-Robbery Squad (SARS) before and during the covid19 lockdown. In fact, the people had protested for the disbandment of the unit in 2007, 2008 and 2019. However, with little or nothing done by the leadership, this unit continued with its regressive operations and in some cases, criminal activities of extortion, rape and extrajudicial killings.

Despite the protest unidentified leader(s), it was very organized and successful. The efforts by the government to convince the protesters that their requests has been honoured and should give up with the protest proved abortive. Subsequently, the government decided to declare curfew all over the federation. In Lagos State, for example, the protesters at Lekki toll gate who refused to respect the order were shot at by the military personnels killing some harmless and innocent protesters with the government denying that no protester was killed. The heavy casualties on the protesters led to thugs and hoodlums hijacking the largely peaceful protest. The crises and violence later spread across other parts of the country. Indeed, the action led to burning of private and public properties, killing of police officers and innocent citizens. Besides, Nigerian youths in diaspora irrespective of tribes and religion took part in the demonstration. They demanded an end to police extra judicial killings [Osazuwa, 2020].

With calm returning to the Nigerian cities and towns in the aftermath of the protest, properties worth hundreds of millions of Naira were destroyed. In Lagos State alone, the estimated cost of rebuilding both the public and private properties is about one trillion (₦1 trillion) Naira [Osazuwa, 2020]. Many other states have also been counting their human and material losses at the end of the protest.

It is unfortunate that a protest over genuine grievances of such magnitude was not dealt with over years until it metamorphosed into protests and conflicts. Indeed, with right policies, the country could have become a leading world economic power. However, from the wrong choices or policies, the young citizens became very disruptive forces. The out of school children and drop outs including the numbers unemployed in the country are almost twice of the entire population of

Togo. It is therefore not too difficult to understand the pressures that fuel unrest at a time when the economy is in a state of disarray. In fact, the youths while expressing their anger called for both Inspector General of Police and President Muhammad Buhari to resign as a result of leadership failure and bad governance [Olusegun, 2020]. The inability of the government to tackle pressing problems makes it easier for a thousand of lies to multiply. Therefore, the challenges of mass poverty, illiteracy, diseases and underdevelopment must be tackled whilst the people should be politically, economically and socially empowered.

Conclusions

The paper dealt with the various civilian administrations under review. In the cause of the study, the author observed that the various administrations have not met the expectations of the citizenry. The political elites rather than draw inspiration from the people were preoccupied with self-enrichment, neglecting the task of governance and purposeful leadership, which resulted in poor performance. Also, this paper submits that the various successive administrations lack the political will to address the issues of poor education and pitiable healthcare system. The eight months strike by the Nigeria's Academic Staff Union of Universities (ASUU) for the revitalization of the public universities is a case in point. The present administration has depended on borrowing loans from China, IMF, World Bank and other financial Institutions across the globe. In fact, Nigeria's debt has risen to thirty-four trillion by the third quarters of 2020. Besides, there is an on-going comments that current president has decided to allocate most important positions to his tribesmen contrary to the federal character principle. It is a situation, which has made some to refer to Nigeria as a poorly managed and highly divided nation. As Maxists would say, the objective conditions for a change of government are everywhere and noticeable [Bolawole, 2018]. The fact is that the people are prepared to change the leadership. However, the question is who will take over? The answer lies with the youths of Nigeria. It is high time for the youths to galvanise themselves to take over the leadership and their futures in their hands through the ballot box.

Recommendations

From the issues identified in this paper, the author made the following suggestions to remedy the bad situations in the country.

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- A developed national politics is needed for the emergence of credible leadership that will lead a cohesive and coherent state in which developmental strides can easily be ignited.
- The political elites should not convert public resources to their private use. The actions of these political elites have widened the gap between the rich and the poor, leading to underdevelopment, corruption, nepotism, tribalism, etc.
- There is need for every political leader to follow the principle of federal character in appointments
- The issue of the security operatives should be strengthened to deal with issues of insurgences and terrorism once and for all.
- Poverty in the nation should be tackled and there is an urgent need to provide gainful employment for the youths to avoid another End SARS protests in the future.

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THE EFFECT OF BRAND TRUST, BRAND SATISFACTION AND CUSTOMER VALUE ON CONSUMERS' BRAND LOYALTY: IN THE CONTEXT OF AZERBAIJAN AND FOREIGN BRANDS

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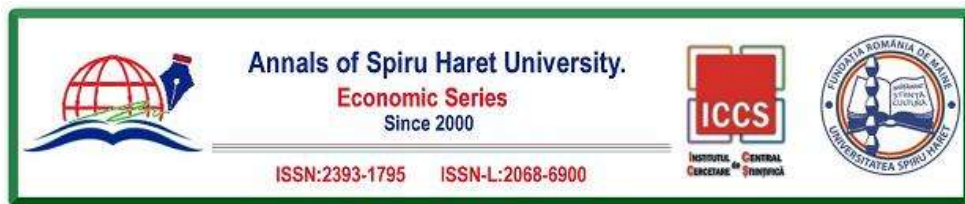
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Abstract

Businesses that determine the areas that customers are not satisfied with or that want to make their satisfied customers more satisfied are making a great effort for this. It is not possible for businesses to establish good relations with customers they cannot satisfy and to gain their loyalty. Accordingly, learning what customers want and fulfilling these requests in the best way has become an issue that businesses need to focus on. The aim of the research is to examine the effect of customer satisfaction on marketing in the service sector. In this direction, it was aimed to determine the dimensions of customer satisfaction and to examine the relationships between these dimensions. At the same time, it has been analyzed in detail how the dimensions of customer satisfaction differ according to the characteristics of the customers, which customer characteristics and to what extent the customer satisfaction dimensions are affected.

Keywords: *brand loyalty; brand trust; customer value; brand satisfaction; brand preference.*

JEL Classification: M3



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Introduction

Today, consumers have begun to hear some abstract ties to the brand apart from the functional features of the product, to seek common points with their own personalities, and to integrate different dimensions with their lifestyles. Therefore, with the increase in the quality of the products offered to the consumer, it is not enough for the brands to have quality products that meet only functional needs. For brands, in addition to the quality and functionality of the product, the need to add various values in different dimensions has arisen. Lifestyle and features such as trust, satisfaction, customer value and loyalty that appeal to intangible feelings and senses are now more than material features [Aydın, 2009]. The increasing importance of the brand concept has caused many concepts related to it to be examined and given importance. At the beginning of these concepts is brand loyalty, which has attracted the attention of researchers in recent years and is worth researching [Gounaris, & Stathakopoulos, 2004]. In competitive markets, brand loyalty has become a valuable concept accepted by everyone. For a customer, loyalty to a brand brings added value and advantage to that customer among other customers. For the firm, it increases its ability to compete in order to retain the same customer group [Kumar, & Shah, 2004]. In this study, which was designed with these considerations, it was aimed to examine the level of brand loyalty among consumers and how the determinants of this level, brand trust, brand satisfaction, and customer value affect behavioural and attitudinal loyalty. The issue of brand loyalty is a subject that is highly emphasized and researched today, because loyalty is seen as one of the keys to permanent and long-term success for companies. In addition, brand loyalty is a subjective concept due to the difficulties arising from its measurement and full definition. Therefore, before the concept of a brand is created, the effects and levels of influence of many variables should be well examined. This study can be an illuminating source for poultry producers, who have successfully survived a serious worldwide crisis such as “bird flu”, to determine long-term strategies targeting brand loyalty in marketing as well as the technical standards they provide.

Literature review

The customer’s trust in the company has been extremely important since the past. However, due to intense competition, this importance has increased even more today. As the relationship between the customer and the company deepens, the probability of sharing the customer’s personal and confidential information

with the company increases. In this case, since trust creates a very valuable shopping relationship between the brand and the customer, it becomes one of the determinants of brand loyalty by ensuring the continuation of the relationship [Morgan, & Hunt, 1994]. Likewise, it has been stated that the high trust environment in mutual exchange relations enables the parties to obtain long-term benefits [Doney, & Cannon, 1997]. It is known that trust plays an important role in customers' repeat purchase decisions [Harris, & Goode, 2004]. When one party trusts the other, a positive behavioural relationship develops between them. Trust in the seller or supplier in industrial marketing creates supplier loyalty. If a customer trusts the brand they buy, it leads to brand loyalty.

Some researchers have shown that trust directly affects brand loyalty, while others have revealed that trust primarily affects customer satisfaction and indirectly affects loyalty [Ibanez, 2006].

Chaudhuri and Holbrook (2001), who revealed a strong relationship between brand trust and both behavioural and attitudinal loyalty, argued that brand trust leads to brand loyalty. Reichheld, and Schefter (2000) [E-Loyalty, Harvard Business Review, 78 (4), 105-] stated that in order to gain customers' loyalty, they must first gain their trust. Harris and Goode [Harris, & Goode, 2004], in "The Four Levels of Loyalty and Pivotal Role of Trust: A Study of Online Service Dynamics", suggested that the effect of brand trust on brand loyalty is higher in the service sector and especially in online shopping. Therefore, *brand trust has a positive effect on behavioural brand loyalty (H1) and attitudinal brand loyalty (H2)*.

In order to determine the link between satisfaction and loyalty, satisfaction can be seen as an element of use / experience, and loyalty as a decision (result) element. Customer satisfaction is seen as a cumulative evaluation of the customer's purchasing and consumption experience. Loyalty, on the other hand, is the customer's tendency or expectation to re-procure a particular product or service [Auh, & Johnson, 2005]. Mittal and Kamakura (2001) examined the relationship between satisfaction and loyalty, and it was found that satisfaction caused significant changes in repeat purchasing behaviour depending on demographic characteristics such as age, education, gender, marital status and place of residence.

In the study of Auh and Johnson (2005), in which they examined the relationship between brand satisfaction and brand loyalty, they first identified the main effect of satisfaction on loyalty, and further argued that the relationship between satisfaction and loyalty was strengthened by the increase in price and quality information. It has also been emphasized that quality is more effective on

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satisfaction than price on the way to loyalty, and on the other hand, satisfaction does not always result in loyalty as a result of price, quality and sectoral differences.

The effect of satisfaction on trust can be predicted when the characteristic structures and developments of the two elements are considered. There is a need for one party in the trust to evaluate the credibility and goodwill of the other party. For this, information about the past behaviour of the other party and whether it has fulfilled its commitments is required [Doney, & Cannon, 1997]. Customers' experience of consuming the relevant brand constitutes the most important information necessary for them to trust that brand [Ballester, & Aleman, 2005]. In addition, satisfaction is associated with the given-received equivalence based on the customers' past shopping results. This also increases the other party's perception of goodwill and trust. Because when a customer reuses a brand, it is a case of fulfilling the promise made. It can be said that the customer tends to trust because the brand keeps its word. In the light of this information, brand satisfaction has a positive effect on brand trust (H9).

Reviewing of customer satisfaction in business sector

The main factor that determines the future of businesses is the customer. Customer service, which is considered as a means of competition and survival, connects existing customers to the business, while forming the most important factor in the creation of a new customer portfolio and the continuity of customers' purchasing habits. A customer is a person or organization that purchases a particular brand of goods of a particular business for commercial or personal purposes [Erdoğan, 2000]. All activities and efforts within the business are based on satisfying the customer, retaining the customer and ensuring customer loyalty. Finding new customers can be more difficult and expensive for the firm than retaining existing customers. Therefore, customer retention may be more important and critical for the firm than finding new customers [Alican, 1995]. According to another definition, customer satisfaction is a post-purchase event that reflects how much the consumer likes or dislikes the service after enjoying the service [İnci, 2004/2]. The satisfaction of those who use or consume a good or service can also ensure that those responsible for the production and marketing of that good or service are satisfied with their work. Customer satisfaction or dissatisfaction for physical goods, quality, performance, etc. of a product or service after purchase. emerges from the perspectives. In services, on the other hand, it emerges as a result of meeting the expectations of the customer from that service during the service

delivery. Accordingly, customer satisfaction or dissatisfaction emerges as a comparison of customers' expectations and perceptions. Customer satisfaction has an important role in an organization's survival in current market conditions and gaining competitive advantage. In this way, the company can ensure its future. One of the most important concepts in customer satisfaction is customer relations. Customer relations is a process established between the business and its customers, covering all pre-sales and post-sales activities, and involving mutual benefit and need satisfaction [Yavuz, 2000].

The Importance of Determining Customer Satisfaction Another phenomenon underlying the principle of customer satisfaction and survival is the necessity of adapting to changing conditions. Developing technology and increasing competitive power increase the concessions that companies make in customer satisfaction day by day. The customer, who is satisfied with the goods and/or services he receives, increases his loyalty to the business, and as a result of the increase in the customer's loyalty to the business, there is an increase in the revenues of the businesses. The main function of the product and/or service is to meet the wishes and requirements of the customers. In other words, products and/or services are tools that meet people's needs. The quality of a product and/or service is proportional to the extent to which it satisfies the customer [Nermin, 1998]. The fact of satisfying customer requests and needs forms the basis of modern marketing understanding. Achieving customer satisfaction, which is a requirement of the modern marketing approach, requires customer-oriented thinking, being close to the customer, establishing good relations with the customer and ensuring the continuity of the relations established with the customers. The main objectives of the marketing function are to increase consumer satisfaction and personal choices as well as consumption. Ensuring customer satisfaction is a requirement of social responsibility for business management.

Research methodology

The model of the research was designed according to the survey method. Survey models are research approaches that aim to describe a past or present situation as it exists. The event, individual or object that is the subject of the research is tried to be defined in its own conditions and as it is. No attempt can be made to change or influence them in any way [Niyazi, 2004].

Assumptions and Limitations

The research was based on some assumptions and the research was carried out under some limitations. These assumptions and limitations are discussed under the following headings.

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Assumptions

The assumptions of the research are listed below:

- a. It is assumed that the participants gave sincere answers to the questions in the questionnaire used to measure customer satisfaction.
- b. It is assumed that the analysis techniques used in the research are suitable for the purpose of the research.

Limitations

The limitations of the research are listed below in articles:

- a. The sample of the research was selected from among the customer organizations of an organization operating in the field of laboratory services. These organizations are among the leading organizations in the service sector. Such a limitation does not affect the results of the research.
- b. The research is limited to the features measured by the questionnaire used as a data collection tool.

Data collecting

In terms of data collection, the data collection tool and data collection issues have been studied under the following headings.

Data collection tool

Questionnaire method was used in data collection and consisted of different questions.

Data Collection

Data were collected through questionnaires applied via e-mail and interviews. The implementation process continued in the period between March and June of 2021. During the collection of data, explanatory answers were given to the questions of the representatives of the participating institutions, and care was taken not to leave any unanswered questions. During the data collection, the suggestions of the participating institution officials were noted.

Filtering Data

The data collected in the research were compiled, grouped and analyzed descriptively before being included in the analysis process.

Then, the data with high variance were removed and reliability and sample adequacy analyze were performed accordingly.

Methods Used in Filtering Data

Arithmetic methods were used to filter the data. The data were thus grouped and analyzed descriptively.

Design and Method

Model of the Study and Hypotheses. The model of the study is given in Fig. 1.

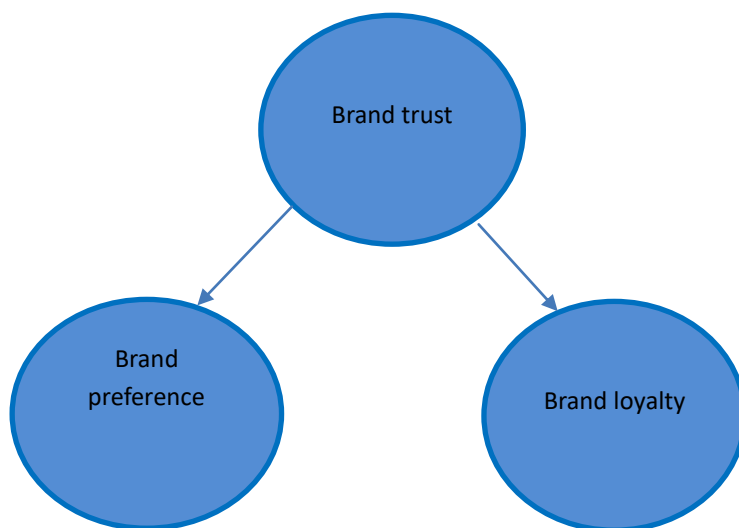


Fig. 1. Research Model

The research hypotheses based on the research model are given below: a) H1 = Brand Trust positively affects Brand Loyalty; b) H2 = Brand Trust positively affects Brand Preference; c) H3 = Brand Preference positively affects Brand Loyalty.

Evren and Sample In the preliminary interviews with the sales personnel of the crayon sector, it was stated that the most important and effective decision makers for the selection of the crayons brand were school teachers, and it was stated that marketing and sales efforts in this sector were made primarily for school teachers. It has been determined that especially when the final consumers go to the stationery stores, the school teachers first buy the brand of crayons they want from them. The collection of research data is based on quota-based random sampling method in public or private schools for three crayon brands it was conducted based

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on face-to-face survey management with a total of 459 school teachers. The majority of the surveys were conducted with private school teachers, as most of the teachers working in the public school in question were reluctant to participate in the survey. The survey was conducted by randomly selecting the interviewees from the list of schools/companies and making an appointment at the end of the phone interview with these selected schools/institutions and companies.

In the survey, school teachers were asked to answer other questions by asking which brand they recommend to students from these three brands to buy.

Since the exact market shares of the three paint brands are not known, an equal number of people were interviewed for all three brands.

Before the field research, a pilot application was carried out with 10 people to test whether the questions could be understood, and after the deficiencies were corrected, if any, in the field, the application was started.

402 of the aforementioned questionnaires were evaluated as suitable for the study, and the sample size was accepted as sufficient in the 95% confidence interval [Saunders, 2011].

While the Data Collection Method and the Measurement Tool Used were measured with four statements taken from Delgado-Ballester's (2004) study for the Brand Trust scale, for the brand loyalty scale, the 5-statement scale obtained by combining the attitudinal brand loyalty and behavioral brand loyalty scales in the studies of Özdemir and Koçak (2012), and the 4-statement scale developed by Chang and Liu (2009) for the brand preference scale were used. The collected data were first subjected to explanatory factor and reliability analyzes by using the SPSS package program on the basis of scales, and the questions that did not show statistical significance were removed from the scales and the scales were made ready for work. Two 5-point Likert-type scales were used in the study.

In the scales (1 = strongly disagree and 5 = strongly agree) were included.

Findings and Discussion

Description:

Results in the analysis, it was determined that the data used in the study showed a normal distribution. The descriptive statistics for the demographic variables expressing the type of institution, branch, gender, age and related scale questions of the school teachers are shown in Tables 1 and 2 and 3 below.

Table 1. Distribution of Brands

BRANDS	Frequency	Percentage
FABER CASTELL	134	33.3
BIC	134	33.3
FATIH	134	33.3
Total	402	100

Table 2. Demographic Characteristics of the Participants

Demographic characteristics	Frequency	Percentage	Demographic characteristics	Frequency	Percentage
Gender			Organization type		
Female	252	62.7	State	71	18
Male	150	37.3	Private	331	82
Total	402	100	Total	402	100
Branch	Frequency	Percentage	Branch	Frequency	Percentage
Body training	10	2.5	Maths	39	9.7
Literature	32	8.0	music	2	0.5
Philosophy	2	0.5	Pre-school	50	12.4
Science	16	4.0	Class	66	16.4
Physics	18	4.5	History	34	8.5
English	58	14.4	Turkish	57	14.2
Chemistry	18	4.5	Total	402	100
Age	Frequency	Percentage			
25-29	46	9.6			
30-36	364	76.2			
37-42	50	10.5			
43-49	17	3.6			
50-56	1	0.2			
Total	402	100			

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Table 3. Questions about Scales

Ques.	Brand loyalty	Brand trust	Brand preference
1.	I will continue to buy this Brand.	I trust this brand.	I would consider buying this brand before other brands.
2.	I am committed to this brand.	This brand meets my expectations.	Even if the features of other brands are as good as this brand, I still prefer this brand.
3.	If I have to buy this product again, I would prefer this brand again.	When I have a problem with this brand of products, I trust the company to fix it.	Even though other brands offer better offers, I still prefer this brand.
4.	I can pay more for this brand than other brands.	This brand never disappoints me.	I will choose this brand again for my future purchases.
5.	I am passionate about this brand.		

Findings Related to the Hypotheses The explanatory factor and reliability analysis results of the scales are shown in Table 4.

Table 4. Reliability and Factor Analysis Results

Scales	Cronback alpha	KMO	Barlett Sigma	Explanation Rate of Total Variance %	Number of ques.
Brand trust	89.7	0.81	0.00	76.34	4
Brand loyalty	92.1	0.88	0.00	76.2	5
Brand Preference	91.2	0.84	0.00	79.1	4

After the analysis, the values obtained for the brand equity and brand love scales are shown in Table 5.

Table 5. Average Values of the Scales

Scales	Number of samples	Lowest	Highest	Average	Standard deviation	Variance
Brand trust	402	1.00	5.00	3.07	1.12	1.25
Brand loyalty	402	1.00	5.00	3.11	1.07	1.16
Brand Preference	402	1.00	5.00	3.07	1.11	1.24
Valid number of samples	402					

As can be seen in Table 5, Brand Trust is over 100 percent (61%), Brand Loyalty (62%), Brand Preference (61%) on a 5-point scale. When the obtained values are examined in terms of all three scales, it seems that they are slightly above the average.

Table 6. Descriptive Statistics of Scales by Brands

Brand Components	Brands	Sample	Lowest	Highest	Average	Standard Deviation
Brand loyalty	Faber Castell	134	2.40	5.0	3.93	0.49
	Bic	134	1.0	5.0	2.91	1.07
	Fatih	134	1.0	5.0	2.37	1.06
Brand trust	Faber Castell	134	1.0	5.0	2.46	1.00
	Bic	134	1.0	5.0	3.02	1.12
	Fatih	134	1.0	5.0	3.99	0.54
Brand Preference	Faber Castell	134	1.0	5.0	3.99	0.54
	Bic	134	1.0	5.0	3.02	1.12
	Fatih	134	1.0	5.0	2.46	1.00

When Table 6 is examined in terms of all three brand characteristics, the first one is Faber Castell, the second Bic, the third Fatih brand, the first Faber Castell, the second Bic and the third Fatih brand in terms of brand trust, the first Faber

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Castell, the second Bic, the second in terms of brand loyalty. The third Fatih brand emerged, with Faber Castell first, Bic second and Fatih brand third in all scales. In addition to these, it has been determined that the price of 1 box of crayons in the market is 10 TL for Faber, 17 TL for Bic and 9.5 TL for Fatih brand. The model summary and interaction coefficient results of the regression analysis conducted to determine the effect of brand loyalty and brand trust on brand loyalty, whose descriptive features are in Table 5, are shown in Table 7.

It has been seen that the reduced R square value is 0.80, and it can be said that brand trust explains brand loyalty at a rate of 0.80. Durbin-Watson test tee value is between 1.5-2.3 and there is no autocorrelation. Considering the interaction coefficients of the relevant regression equation in Table 7, the constant coefficient was found to be 0.185, significant at the 95% confidence interval ($p = 0.017$), and the Brand Trust independent variable was found to be significant at 0.93 at the 95% confidence interval ($p = 0.00$) determined. VIF value is less than 10 [Gürbüz, & Şahin] and there is no multi-connection problem. Accordingly, the regression equation expressing the relationship between Brand Loyalty and Brand Trust can be shown in the form below. $\text{Brand Loyalty} = 0.18 + 0.93 \cdot \text{Brand Trust}$ Thus, there is a positive relationship between brand loyalty and brand trust, and each increase in brand trust increases brand loyalty by 0.93 units positive, in addition to a fixed effect of 0.18. The model summary and interaction coefficients results of the regression analysis conducted to determine the effect of brand trust on brand preference, whose descriptive features are in Table 5, are shown in Table 8.

Table 7. Model Summary and Interaction Coefficients

The dependent variable: Brand loyalty						
Independent variable	F	P	B coefficient	S.H.	T	VIF
(constant)	1567.81	0.00	0.18	0.07	2.39	1.0
Brand trust			0.92	0.2	35.59	
$R^2 = 0.89$	Adjusted $R^2 = 0.79$		Durbin-Watson coefficient = 1.64			

Table 8. Model Summary and Interaction Coefficients

The dependent variable: Brand preference						
Independent variable	F	P	B coefficient	S.H.	T	VIF
(constant)	5328.70	0.00	0.99	0.2	35.59	1.0
R² = 0.93	Adjusted R² = 0.93		Durbin-Watson coefficient = 1.92			

Table 9. Model Summary and Interaction Coefficients

The dependent variable: Brand loyalty						
Independent variable	F	P	B coefficient	S.H.	T	VIF
(constant)	1101.14	0.00	0.43	0.095	5.13	1.0
Brand trust			0.86	0.026	33.18	
R² = 0.73	Adjusted R² = 0.73		Durbin-Watson coefficient = 1.89			

In the analysis, it was seen that the F statistic was $F = 5328.7$ and was found to be significant ($p = 0.00$), the adjusted R square value was 0.93, and we can say that brand trust explains brand loyalty at a rate of 0.93. Durbin-Watson test tee value is between 1.5-2.3 and there is no autocorrelation. When we look at the interaction coefficients of the relevant regression equation in Table 8, it was determined that the constant coefficient was -0.40, which was not significant in the 95% confidence interval ($p = 0.38 > 0.05$), and the Brand Trust independent variable was 95% with a value of 0.99 was determined as significant ($p = 0.00$) in the confidence interval. VIF value is less than 10 and multiple [Gürbüz, & Şahin, 2016] and there is no connection problem. Accordingly, the regression equation showing the relationship between Brand Preference and Brand Trust is shown in the figure below. Brand Preference = $0.99 \cdot \text{Brand Trust}$ There is a positive relationship between brand preference and brand trust, and each unit increase in brand trust increases brand preference by 0.99 units. The model summary and results of the regression analysis conducted to determine the effect of brand loyalty and brand

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preference on brand loyalty, the definitional features of which are given in Table 5, are shown in Table 9.

In the analysis, it was seen that the F statistic was $F = 57983$, and it was found to be significant ($p = 0.00$), the adjusted R square value was 0.73, and we can say that brand trust explains brand loyalty at a rate of 0.73. Durbin-Watson test tee value is between 1.5-2.3 and there is no autocorrelation. When we look at the interaction coefficients of the relevant regression equation in Table 9, it was determined that the constant coefficient was 0.43, which was significant at the 95% confidence interval ($p = 0.00$), and the Brand Preference independent variable was also significant at 0.86 at the 95% confidence interval ($p = 0.00$). The VIF value is less than 10 [Gürbüz, & Şahin] and there is no multi-connection problem. Accordingly, the regression equation showing the relationship between Brand Loyalty and Brand Preference is shown in the figure below. $\text{Brand Loyalty} = 0.43 + 0.86 * \text{Brand Preference}$ Thus, there is a positive relationship between brand loyalty and brand preference, and an increase in each brand preference increases brand loyalty by 0.86 units positive, in addition to a fixed effect of 0.43. In the light of these findings, similar results found in the literature were obtained between brand trust and brand loyalty.

In addition to these, we can say that the high level of correlation between brand trust and brand preference, as in the study of Chaudhuri and Holbrook (2001), that trust creates attitudinal loyalty and as a result of the evaluation of the brand with the effect of this belief in the brand, related products are preferred. The effect of brand preference on brand loyalty can be explained as the fact that brand preferences made as a result of positive cognitive and affective experiences of customers lead to the same brand in their next purchase intentions and repeated purchases, leading to the formation of loyalty and thus to an increase in brand loyalty.

Conclusion and Discussion

Considering the evaluations of the scales on the basis of hundreds of points for consumers, it was found that brand trust (61%), brand loyalty (62%) and brand preference (61%) were evaluated, and these values were considered to be slightly above the average, and companies need to improve these components in terms of all three brand components. In all three brand scales, the success ranking of the existing brands was Fabel Castell first, Bic second and Fatih brand third. In the regression analysis, it was determined that brand trust had a significant and positive

effect on brand loyalty, and the relevant H1 hypothesis was accepted. Accordingly, an increase in brand trust positively increases brand loyalty. Similarly, the relationship between brand trust and brand preference was determined to be significant and positive, and the relevant H2 hypothesis was accepted.

Accordingly, the increase in brand trust per unit positively increases brand preference. Likewise, the relationship between brand preference and brand loyalty was determined to be significant and positive, and the relevant H3 hypothesis was accepted. Accordingly, an increase in brand preference positively increases brand loyalty. In the literature, when the factors affecting brand loyalty are examined, they are generally listed as trust, satisfaction, promotion, price, perceived value, image, perceived risk, promotion, and perceived quality. There are also studies on the conclusion that brand trust has a strong and positive effect on brand loyalty (Morgan, & Hunt, 1994; Lau, & Lee, 1999). As in previous studies, in this study, it was revealed that trust in the brand positively supports brand loyalty at a high level. Therefore, on the way to brand loyalty, it is necessary to meet the needs and expectations of consumers for the sense of trust in the brand. In the study, it was determined that brand trust also positively affects brand preference. For this reason, it should be considered that trust in the brand is an important factor for consumers to prefer the offered brand, and studies should be carried out on this. There are articles that show that brand loyalty positively affects the willingness to buy, and this should be seen as an expected result [Kim *et al.*, 2007]. The mediating role of brand preference between brand trust and brand loyalty was not tested in the study, but the results are predicted from the results.

Because the influence coefficients between brand trust and brand loyalty, brand trust and brand trust, brand preference and brand loyalty alone are 0.93; since the values of 0.99 and 0.86 are quite high, it can be stated that brand preference does not have a mediating role that will further increase this level of influence. As a result, in this study, it was determined that the trust in the brand affects the brand preference and brand loyalty at a significant and positive level, and the brand preference also affects the brand loyalty significantly and positively at a high level. As a result of this study, revealing the effects of brand trust, brand loyalty and brand preference on each other will provide support to the employees and the literature in terms of brand management. However, there are many other factors that affect brand trust, brand loyalty and brand preference; for example, there are components such as brand awareness, brand uniqueness, brand identity, brand experience, consumer sociological and psychological factors. For this reason, it is

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recommended to compare the findings of this study by conducting studies in terms of other factors that may affect these three brand components in terms of brand management. The study was carried out in the stationery and crayon sector, and it is beneficial to compare the results by conducting studies on the relationships between brand trust, brand loyalty and brand preference in other sectors. In addition, it is beneficial to compare the results of the research by conducting the research with teachers in other big cities and mostly in public schools.

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WORKLIFE BALANCE ON EMPLOYEE ENGAGEMENT AMONG WOMEN IN TECHNICAL EDUCATION (WITED) IN POLYTECHNICS IN OSUN STATE, NIGERIA

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Abstract

This study discussed the influence of work-life balance on employee engagement among women in technical education (WITED) in Polytechnics in Osun State. This is with the view of ensuring successful blending of world of work with personal responsibilities in optimal harmony.

The study adopted a descriptive survey research design. The population of the study was made up of women in technical education in government polytechnics, in Osun State. A total of 750 workers were selected from Women in the Technical Education through simple random sampling technique. Two research instruments titled Work-life balance Scale (WLBS) and Employee engagement scale (EES) adapted and modified were used to collect data for the study. The test retest reliability of the instruments administered within two weeks interval yielded .78 and 0.80 respectively. The response format used was the Likert format with options ranging from Strongly Agree (4) Agree (3) Strongly Disagree (2) and Disagree (1). All the instruments were divided into two parts. Part A solicited responses on personal information about the respondents while part B collected data on the variables under study. Multiple Regression Analysis was used to test the hypotheses raised at 0.05 alpha level.

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Result established that flexible work arrangement had coefficients $\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$, indicating a significant influence of flexible work arrangement on employee engagement. Finding also, showed that work-life conflict also showed a significant influence on employee engagement with the coefficients, $\beta = 0.385$ $t = -1.184$, $p = 0.002 < \alpha = 0.05$, which indicated a negative influence of work life conflict on employee engagement.

Based on the findings the study concluded that work-life balance should be comfortably blended with personal engagement so as to significantly engender employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. And that adequate skill and knowledge of assigned task should be sought to balance the fits in employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

The study recommended that management should build a work environment that attracts, retains, and motivates its employees to help them work comfortably to increase organization productivity, and that organizations should embrace flexible work schedule strategies as this would positively influence employee engagement.

Keywords: *work-life balance; employee engagement; women in technical education; polytechnics.*

JEL Classification: J21, J22, J 24, J28

Introduction

Nigeria and other African traditional communities believe that women should stay at home, running the household and raising children, while men should support the family financially. For a long time, African culture has limited women's activities to a specific location and function within the home [Kayode-Adedeji, Ige, & Ekanem, 2016]. As more women are engaged in vocational skills accusations and getting fixed up in the industrial sectors of the economy, this perception is changing [Uzuegbunam, 2016]. As a result of changes in family size, structure and responsibilities, women's traditional roles are fast changing. Women have been able to take on more practical and functional roles in society as a result of this [Mordi *et al.*, 2010]. Beginning in the late twentieth century, Nigerian women increased their participation in entrepreneurial activities. This was due to the economic downturn, high living costs, low per capita income, and a desire to provide for the family [Uzuegbunam, 2016]. Women can only pursue business opportunities after they have

taken care of household, child-rearing, and educational responsibilities [Costin, 2012]. Women can only pursue business opportunities after they have taken care of the household in terms of child-rearing, and educational responsibilities [Costin, 2012].

Work-life balance is perceived to be more of women's concern as a result of the traditional mindset, which holds that a typical woman is primarily responsible for running the household regardless of her job responsibilities. As a result, women are thought to find it more difficult to manage their homes and careers than men [Sigroha, 2014]. Work-life balance is a result of women's multifaceted roles at home and at work, combined with frustration and stress. Work-life balance is the successful blending of professional and personal responsibilities in perfect harmony [Tomazevic, Kozjek & Stare, 2014]. It also implies that there should not be any conflict between personal and professional lives [Tomazevic, Kozjek & Stare, 2014]. Work-life balance stems from an employee's desire to strike a healthy balance between the desire to participate in the world of work by giving their all and the desire to maintain a healthy balance between one's professional and personal lives [Lavoie, 2014; Bhalerao, 2013].

Employee engagement is essential for a company's success. In view of the place of women in the 21st century society, engaging in a more productive venture to supplement their homes, balance work and personal life, becomes very paramount and of concern. Therefore, in a highly competitive market, efficiency, effectiveness and productivity are essential ingredients for successful engagement. Employees who are healthy, capable, and attractive are the company's primary source of competitive advantage [Setyo, 2019]. Setyo's (2019) further established that there is a significant link between worker engagement and the corporation's specified work performance. The direction of causality from work-life balance to engagement dimensions was debated [Setyo, 2019] stressed when he opined that say, Stay, and Strive are three main behaviours that can be used to determine whether or not people are emotionally and intellectually committed to an organization [Winansis 2020].

Similarly, in a survey conducted by the Lagos Business School in (2011), it was established that most Nigerian companies lack policies that support the well-being of their employees' families, of which the public sector is no exemption. The implication of this is that work-life balance policies have not been implemented successfully in Nigeria's educational sector. Although policies have been documented in the staff rules and regulations, and the collective bargaining agreement for union staff has not made deliberate efforts to implement the policies, the majority of the staff is unaware of their existence. Long work hours are hurting employees' health due to a failure to effectively implement work-life balance policies. Cooper (2000), in one of his academic reviews succinctly put, there is enough evidence to raise concerns about the risks to employees' health and safety posed by the long-hours

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culture of work. Rathi and Barath (2013) linked work-life balance to lower stress levels, fewer somatic complaints, higher job satisfaction, and lower labour turnover, as well as improved performance.

Studies [Cegarra-Leiva *et al.*, 2012; Wayne, Koch, & Hill, 2004] they conducted on the impact of work life balance and job stress, even on employee engagement only focused on workers (men) that works in the industrial sectors of the economy and little or nothing has been done in the area of women in tertiary institutions, especially among women working in technical education of the polytechnics in Nigeria, it is on this basis that the study intends to carry out the study and fill whatever gaps that exist in knowledge.

Objectives of the Study

The general objective of the study was to investigate the influence of work-life balance on employee engagement among women in technical education (WITED) in Polytechnics in Osun State. Specifically, the objectives seek to:

- 1) determine the influence of flexible work arrangement on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State;
- 2) evaluate the influence of work life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

Research Hypotheses

The following hypotheses guided the study:

H₀₁: There is no significant influence of flexible work arrangement on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

H₀₂: There is no significant influence of work-life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

Literature Review

Concept of Work-Life Balance

Employees and organizations must maintain a work-life balance. Work-life balance techniques are implemented to minimize work-life conflict for employees. Furthermore, it makes employees more productive and effective at work [Lazar, Osoian, & Ratiu, 2010]. Work-life balance is an important human resource concept that relates to employee engagement [Ojo, Salau & Falola, 2014]. Work-life

balance issues affect both men and women since they can generate conflict, stress, burnout, and anxiety. Women who have dependent and childcare duties find that working long hours while separating work from life can affect their productivity.

Employees are given the freedom to decide when they want to work and where they wish to do so as long as they complete their duties while doing so [Grzywacz, Carlson, & Shulkin, 2019]. It often encompasses workplace activities that boost employees' flexibility when they have to accomplish work, and other rules that influence the number of hours worked. Economic, technical, societal, and family changes have pushed for flexible employment options. Flexitime, absence autonomy, compressed workweeks, reduced schedule, telework, extra vacation days, limited calendar of meetings (meetings cannot be planned too late in the day) Flexible working arrangements (FWA) are an example of Work-Life Balance (WLB) initiatives included in many firms' efforts to enable their employees to balance work and family duties. Flexible work arrangements help employees to handle their job and family obligations in balance.

Concept of Work-life Conflict and Employee Engagement

Work-life conflict happens when actions at work affect family and social life, including being a husband, parent, or engaging in other religious and recreational activities. Ashtankar (2016) stated that when there is a conflict between the demands of one position and the other role, this is work-family conflict (time-based, strain-based, or behaviour-based conflict). Family-to-work conflict arises when family experience interferes with job life, such as being the primary caregiver for children or providing elder care [Mendis & Weerakkody, 2017].

Many scholars have provided differing ideas and viewpoints on employee engagement. Employee engagement is a process where the human resources of a business are economically and strategically inspired to be involved and dedicated to the firm's aims and values. In another trend, work engagement occurs when employees are eager and enthusiastic about their work [Osborne, & Hammoud, 2017; Harter, 2002], which encourages them to work extra hours to reach their organization's goals quickly [Mani, 2011]. Seijts, Crim, and Gupta (2006) argued that workplace engagement comprises "10c," which is, in part, "connection, career, clarity, convey, congratulate, contribute, control, and collaborate." Employee engagement is a strategic business instrument for organizational success, as it minimizes attrition and promotes attention. Great leadership raises employee engagement, which leads to organizational performance.

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Theoretical Framework

This study was supported by family obligations and work-life conflict theory, as well as the work-family conflict theory.

Work-Family Broader Theory: In the year 2000, Clark pioneered the work-family boulder theory. The theory describes how an individual works and balances their career and family life to achieve a state of balance. In the model, work and family constitute different domains that influence each other. According to Clark (2000), the objective of this theory is a work-family balance or good functioning at work and home with no role conflict.

Work-life balance programs and the logic behind them are all founded on the concept of the border theory. This notion was described as “novel” in Clark (2000). According to him, it describes how individuals juggle work and family and border roles to find balance. One key tenet of this philosophy is that work and family influence each other as separate spheres. Work and home are comparable to two separate countries with separate languages, accepted behaviours, and methods of doing tasks. It varies from boundary theory in that its notion of borders includes not only psychological categories but also physical borders that divide work, family, and other responsibilities. According to Clark (2000), border theory is a theory concerning work-family balance, indicating that various means of attaining work-family balance may depend on the type of work and family activities. It is a relatively newer notion, which helps our understanding of the interaction between work and family in modern society [Chen, 2005].

This hypothesis is important and helpful in understanding how family obligations affect the women in WITED employee engagement and disengagement. Work-family border theory is relevant because it can affect employee engagement. Thus, the idea supports and addresses the family obligations.

Conflict Theory: Marxist conflict theory was proposed (1848). Conflict occurs when work and home duties are conflicting in some regard, thereby making it impossible to fulfil the responsibilities in either one (work or home life). Inter-role conflict theory focuses on what occurs when achieving the demands in one domain causes complications in another domain [Greenhaus and Beutell, 1985]. This has also been called opposition or incompatibility theory [Edwards, & Rothbard, 2000]. The conflict model posits that with high levels of demand in all realms of life, difficult decisions must be made, and conflicts and possible overload arise (e.g., dissatisfaction in one field demands neglecting obligations in another). Two-career families are dealing with seventeen conflict models these days [Guest, 2002].

All these models have something in common: they simply describe work-life balance without diving deeper into the subject of balance and imbalance between work and life. To reconcile professional and personal life, one must be content with their employment and feel comfortable both on and off the workplace. Every individual requires the correct balance to function correctly. Guest (2002) also advises making a distinction between objective and subjective markers. According to him, quantitative indicators (such as working hours) mirror social ideals, while subjective indicators may require some form of stakeholder study. In other words, a person may not view things the same way their partner or supervisor does. Most recently, researchers have concentrated on conflict models in dual-career families, but spillover and compensation models continue to be commonly reported. These kinds of models cannot accurately represent what defines a work/life balance.

This hypothesis can be used to improve the knowledge of how work-life conflict affects the WITED workers' engagement and disengagement in their company. How work-life conflict can influence employee engagement is illustrated by conflict theory. The theory addresses and promotes varying work-life conflicts.

Empirical Review

Dissanayaka and Ali (2013) investigated the relationship between work-life balance and employee performance. The goal of the study was to study how WLB and employee performance relate. Data obtained from the survey was used to perform analyses on the data. Data were processed with Pearson moment correlation. According to the findings, work-life balance is correlated with employee performance. Work-life balance was also found to be necessary to improve employee performance. Flexible work arrangements are a part of the work-life balance strategies recommended in the study.

In Nairobi CBD Commercial Banks, flexitime work arrangements were evaluated for their effect on employee performance. This study used a survey design. A proportional stratified sampling method was used to obtain a sample of 291 subjects from different strata (management, supervisory, clerical and secretarial as well as the support staff). According to the findings, flexitime work arrangements affect employees' performance in Nairobi's central business district commercial banks. Flexitime work arrangements were available in Nairobi's central business district commercial banks. Flexitime work schedules should be used more frequently by various sectors to better support work-life balance.

The study of Choo, Desa, and Asaari (2016) aims to learn about flexible working and work-family conflict. Only 130 questionnaires were distributed, and 87% of them were returned. A flexible working arrangement was significantly and

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positively correlated with organizational commitment. Additionally, working flexible hours was significantly and positively related to work-family conflict. To help their employees, they suggested flexible working policies such as having different working hours, remote working, or the use of flexitime. Therefore, flexible working arrangement policies have a large impact on organizational commitment and work-family conflict.

Obisi carried out a study on the impact of flexible work schedules and employee performance on public schools in Lagos State. 160 workers were selected as a random sample from a population of 400. The Pearson correlation coefficient was used for testing. The null hypothesis was rejected, showing a significant correlation between flexible work arrangements and employee performance. This study is utilized to illustrate the effect of congestion, pollution, and delays on the health and productivity of workers in Lagos State.

Work-life conflict and job performance of working mothers are analyzed in Ajala (2017). Descriptive survey research was used for the study. This study looked at all working mothers in public hospitals and local government in the Ekiti State of Nigeria. The sample was systematically and arbitrarily selected. Data were analyzed with mean, standard deviation, and Pearson Product Moment Correlation. Studies show that work-family conflict is more prevalent with working mothers. Work-family conflict was associated with job performance for working mothers who had a work-family conflict. Finally, industrial social workers were recommended to assist working mothers by teaching them how to balance their family and work responsibilities to better identify with both areas and do their jobs efficiently and effectively.

Muhammad, in 2013, did a study on how work-life conflict affects employee engagement. In this study, a qualitative methodology includes both a primary and secondary method for gathering information and relevant data. A questionnaire was used to collect the primary data. Furthermore, critical evaluation and analysis of the data were performed by determining the trustworthiness of the data which was gathered from the participants and employed people in Jeddah who had different problems associated with work-life and engagement drawbacks.

Ugoani (2016) focuses on the quantitative magnitude and dimensional distribution of work/family conflict balance and employee commitment. The dataset consisted of 483 participants from the general population in Nigeria. A questionnaire-based on Carlson *et al.* work that was modified to produce data was used. Data were analyzed by descriptive and Chi-Square methods. The research found a positive correlation between work/family conflict balance and employee commitment.

Work-family role conflict is important in work-life commitment [He & Fang, 2016; Jayamohan, 2017]. The result is an ever-increasing competitive push for increased productivity, which increases the amount of hours employees put in at work. The workplace structure has also changed with the rise of women in transactional roles and an increase in men's involvement in family life [Jayamohan, 2017].

Methodology

The study adopted a descriptive survey research design. The population of the study was made up of women in technical education in government polytechnics, in Osun State. A total of 223 workers were selected from Women in the Technical Education through simple random sampling technique. Two research instruments titled Work-life balance Scale (WLBS) and Employee engagement scale (EES) adapted and modified were used to collect data for the study. The test retest reliability of the instruments administered within two weeks interval yielded .78 and 0.80 respectively

The response format used was the Likert format with options ranging from Strongly Agree (4) Agree (3) Strongly Disagree (2) and Disagree (1). All the instruments were divided into two parts. Part A solicited responses on personal information about the respondents while part B collected data on the variables under study. Multiple Regression Analysis was used to test the hypotheses raised at 0.05 alpha level.

Results

Table 1. Response Rate

Government Polytechnics	Frequency	Percent
Federal Polytechnic Ede	100	44.8
Osun State Polytechnic Iree	73	32.7
Esa-Oke College of Technology	50	22.4
Total	223	100.0

Response Rate

A total of 223 questionnaires were administered to 223 Women in Technical Education (WITED) in Polytechnics in Osun State. Out of 223 questionnaires administered, 100 questionnaires were returned from Federal Polytechnic Ede, 73

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questionnaires were returned from Osun State Polytechnic Iree, while 50 questionnaires were returned from Esa-oke College of Technology. A total number of 223 questionnaires were returned and found useful for the study, which represents 100% rate of returns from the respondents used.

Descriptive Analysis of Flexible Work Arrangement

The descriptive analysis was also done on the items on the questionnaire regarding flexible working arrangements. The results are presented in Table 2. More than half (65.9%) of the respondents agreed that flexible working arrangements help them balance their life commitments based on the mean (3.25) out of a possible scale of 5 which indicated moderate extent and standard deviation of 1.40 which indicated the spread out. 60,0% of the respondents agree that flexible work options do not suit them because they tend to make them feel disconnected from the workplace based on the mean response of 3.05 and standard deviation of 1.43. The mean response on 'flexible working arrangements are essential for me to participate in family and social events' was 3.09, with a standard deviation of 1.34, indicating that an average percentage (70.4%) of respondents agreed to that statement, and (29.6%) disagreed.

Table 2. Descriptive Analysis of Flexible Work Arrangement

S/N	Statement	SD	D	A	SD	Mean	Std. Dev.
1	Flexible working arrangements help me balance life commitments.	38 (17.0%)	38 (17.0%)	101 (45.3%)	46 (20.6%)	3.25	1.40
2	Flexible work options do not suit me because they tend to make me feel disconnected from the workplace.	53 (23.8%)	36 (16.1%)	83 (37.2%)	51 (22.8%)	3.05	1.46
3	Flexible working arrangements are essential for me to participate in family and social events.	33 (14.8%)	33 (14.8%)	99 (44.4%)	58 (26.0%)	3.09	1.34
4	Flexible working arrangements enable me to focus more on the job when I am at the workplace.	-	12 (5.4%)	135 (60.5%)	76 (34.1%)	3.98	0.90
5	People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc.	-	15 (6.7%)	145 (65.0%)	63 (28.9%)	3.98	0.74

Most (94.6%) of the respondents also agreed that flexible working arrangements enable them to focus more on the job when they are at the workplace, based on the mean response of 3.98 and standard deviation of 0.90. Finally, 93.9% of the respondents agreed that people using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc and 6.7% disagreed with the statement.

Descriptive Statistics of Work-life Conflict

Before proceeding with regression analysis to test the proposed hypotheses, descriptive analysis was done on the items on the questionnaire regarding work conflict on the Likert scale to provide the summaries using percentages, means, and standard deviations of the responses. The results are presented in Table 3. The Likert scale of 1= strongly disagree, 2= disagree, 3=agree, and 4= strongly agree. For interpretation, 1 and 2 were grouped as disagreed, 3 and 4 were grouped as agreed.

The results showed that 87.5% of the respondents agreed with the statement that “their work prevents me spending sufficient quality time with my family”. The mean of the response was 4.12 and a standard deviation of 0.69. The majority of the respondents (83.5%) agreed with the statement that “there is no time left at the end of the day to do the things I’d like at home”. The mean response of the statement = 4.21 and with a standard deviation of 0.82. The majority (96.4%) of the respondents agreed that they were often distracted by thoughts about work while spending time with their families. No respondents disagreed and 3.6% remain undecided.

Furthermore, (21.5%) of the respondents disagreed that they often complete work tasks outside of work hours, while (78.5%) of the respondents agreed with a mean response of 4.12 and a standard deviation of 0.87. Most (84.7%) of the respondents agreed that their family misses out because of their work commitment. The statement had a mean of 4.32 and a standard deviation of 0.78. Most (60.0%) disagreed with the statement “that their work performance suffers because of their personal and family commitments”, but 29.1% disagreed with a mean response of 4.20 and a standard deviation of 0.67.

The majority of the respondents (78.5%) agreed with the statement “when work and family commitments clash, they usually fulfil work commitments first” with a mean response of 4.20 and a standard deviation of 1.03. Finally, (80.2%) of the respondents agreed that at the end of the day they are too tired to enjoy spending

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time with their family. 19.65 of the respondents disagreed while 2.2% of the respondents remained undecided. The mean of the response for the statement was 3.99 and the standard deviation of 0.83.

Table 3: Descriptive Analysis of Work Conflict

S/N	Statement	SD	D	A	SD	Mean	Std. Dev.
1	My work prevents me from spending sufficient quality time with my family.	21 (9.4%)	7 (3.1%)	132 (59.2%)	63 (28.3%)	4.12	0.69
2	There is no time left at the end of the day to do the things I'd like at home.	4 (1.8%)	33 (14.8%)	92 (41.3%)	94 (42.2%)	4.21	0.82
3	I am often distracted by thoughts about work while spending time with my family.	0 (0.0%)	8 (3.6%)	129 (57.8%)	86 (38.6%)	4.34	0.55
4	I often complete work tasks outside of work hours.	36 (16.1%)	12 (5.4%)	89 (39.9%)	86 (38.6%)	4.12	0.87
5	My family misses out because of my work commitments.	29 (13.0%)	5 (2.2%)	79 (35.4%)	110 (49.3%)	4.32	0.78
6	My work performance suffers because of my personal and family commitments	129 (57.8%)	17 (2.2%)	72 (32.3%)	0 (0.0%)	4.20	0.67
7	When work and family commitments clash, I usually fulfil work commitments first.	22 (9.9%)	26 (11.7%)	56 (25.1%)	199 (53.4%)	4.20	1.03
8	At the end of the day, I am too tired to enjoy spending time with my family.	10 (4.4%)	34 (15.2%)	117 (52.4%)	62 (27.8%)	3.99	0.83

Regression Analyses

Regression Model

The results in Table 4 present the fitness of the model used in explaining the relationship between flexible work arrangement, work-life conflict, and employee engagement. The independent variables (flexible work arrangement, and work-life conflict) were found to be satisfactory variables in determining the level of employee engagement. The coefficient of determination (R^2) attested to it. The $R^2 = 0.821$. This indicated that 82.1% of the variation in employee engagement can be explained by flexible work arrangements and work-life conflict, while the remaining can be explained by other variables not captured in this study. These

results further mean that the model applied to link the relationship of the variables was satisfactory.

Table 4. Regression Fitness of the Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.821	.710	16.71373

a. Predictors: (Constant), WC, WA

Analysis of Variance (ANOVA) – Results of the influence of Work-life Balance on Employee Engagement

Table 5 provides the results of the analysis of the variance (ANOVA). The ANOVA results indicated F calculated (F_{cal}) of 24.441 which was greater than F critical ($F_{crit} = F_{4, 218, 0.05} = 5.60$). This implied that the model was statistically significant and there was a goodness of fit of the model. Furthermore, the result implied that the independent variables in the study (flexible work arrangement, work-life conflict) were good predictors of employee engagement. This was in agreement with the value of $p = 0.000$ which was less than the alpha value (the conventional probability) of 0.05 significance level.

This implies that the model applied could statistically significantly predict the outcome variable. The study, therefore, concludes that work-life balance would significantly influence employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Table 5 ANOVA Model of Fitness

Indicator		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	492.942	4	123.235	21.441	0.000 ^b
	Residual	60898.028	218	279.349		
	Total	61390.970	222			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Flexible Work Arrangement, Work-life conflict, Wellness Programs, Family responsibilities

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Coefficients of Work-life Balance

The work-life balance coefficients are presented in Table 6. The results show that flexible work arrangement had coefficients of $\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$, indicating a significant influence of flexible work arrangement on employee engagement. Work-life conflict also showed a significant influence on employee engagement with the coefficients, $\beta = 0.385$, $t = -1.184$, $p = 0.002 < \alpha = 0.05$, which indicated a negative influence of work-life conflict on employee engagement.

The study rejects the entire null hypothesis that flexible work arrangements had a significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun and that work-life conflict had a significant negative influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Table 6: Beta Coefficients of Work-life Balance

Model	B	Std. Error	Beta	t	Sig.
(Constant)	38.404	16.283		2.359	0.000
Flexible Work Arrangement	0.190	0.276	0.055	1.688	0.007
Work-life Conflict	0.385	0.325	0.088	-1.184	0.002

Dependent Variable: Employee Engagement

Predictors: Work-life Balance

Discussion of Findings

The hypothesis was tested using the results of multiple regression presented in Table 6 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than the alpha value of 0.05, we fail to reject the H_{01} but otherwise, the H_{01} is rejected. The null hypothesis Flexible work arrangement has no significant influence on the employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Results from Table 6 show that flexible work arrangement had ($\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$). Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study, therefore, concluded that there is a significant influence of flexible work arrangements on employee engagement

among Women in Technical Education (WITED) in Polytechnics in Osun. This finding agrees with the findings of Mwebi and Kadaga (2015), Dissanayaka and Ali (2013); and Choo, Desa, and Asaari (2016) who reported that there is a predominantly positive significant relationship between employee engagement and flexible work arrangement. Dissanayaka and Ali (2013) recommend that one of the work-life balance practices to be focused on is flexible work arrangements, which tend to enhance the performance of the organization. The study of Mwebi and Kadaga (2015) showed that flexitime work arrangements influence employee performance in Nairobi's central business district commercial banks.

The results of this study tally with the findings of Obisi (2017) who reported that there was a significant relationship between flexible work arrangements and employees' performance among public schools in Lagos State. Furthermore, the findings of this study agreed with the findings of Okemwa (2016) who reported that they found out that there is a significant positive relationship between flexible work arrangements and nurses' commitment in public hospitals in Kenya. The study was conducted in the Kenyan power industry, which has a similar environment to that of Nigeria. However, the finding of this study concurs with the findings of the studies of Deirder and Clare (2020) and Nwokorie (2020). Their findings show that flexible working has an impact on employee engagement through a positive relationship with organizational commitment, job satisfaction and employee discretionary behaviour.

The second hypothesis was tested using the results of multiple regression presented in Table 6 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than the alpha value of 0.05, we fail to reject the H_{02} but otherwise, the H_{02} is rejected. The null hypothesis work-life conflict has no significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Results from Table 6 show that work-life conflict had ($\beta = 0.385$ $t = -1.184$, $p = 0.002 < \alpha = 0.05$).

Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study, therefore, concluded that there is a negative significant influence of work-life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. This finding is consistent with the findings of Mendis, & Weerakkody (2017), who found that work-life conflict had a positive significant relationship with employee engagement in Kenya, and Chenevert, Jourdan, Cole, and Banville (2013), who found the same for Indian industrial companies. The findings of this study support

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the findings of Sikander, Mujtaba & Afza (2012) who found work-life conflict to be the highest contributor to employee engagement among medical practitioners among teachers, according to a survey conducted in the United of America.

Conclusion

Based on the findings of the study, the study concluded that work-life balance significantly influenced employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Flexible work arrangements had a significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun and also concluded that work-life conflict had a significant negative influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Recommendations

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

1. The study recommends that management should try as much as possible to build a work environment that attracts, retains, and motivates its employees to help them work comfortably and increase organization productivity, hence the feeling of job security.
2. It was recommended that the study recommends that there is a need for organizations to enhance their flexible work schedule strategies as it was found that an increase in flexible work arrangements would positively influence employee engagement.
3. There is a need for the management of the education sector to design policies that will enhance leaves among their employees as it was found that an increase in the family leaves positively influences employee engagement.

Suggestion for Further Study

This study focused on the influence of work-life balance on employee engagement among women in technical education (WITED) in the Polytechnic Osun State. Future research could identify the costs associated with formulation, implementation, monitoring, evaluation, and maintenance of work-life balance strategies engagement among women in technical education (WITED).

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EFFECT OF YOUTH UNEMPLOYMENT ON THE RATE OF CRIME IN NIGERIA: A STUDY OF DSTV VIEWING CENTRES IN TWO LOCAL GOVERNMENT AREAS IN NIGERIA

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Abstract

The impact of youth unemployment on crime rates among youth unemployment (spectators) at chosen DSTV viewing facilities in two Nigerian local government areas was investigated in this study. Two particular aims on young unemployment and crime rate led the research. The study design is a descriptive survey, with a structured questionnaire as the research instrument. Two hundred and thirty-two (232) questionnaires were issued in total, however only one hundred and ninety-four (194) were retrieved in acceptable forms, accounting for 83.62 percent. The data gathered from the questionnaire was evaluated using multiple regression analysis, an inferential statistical method. The results showed that young unemployment contributed 2.4 percent of the overall variance in the demographic variable of the respondents, with R squared = 0.034. With a $F(5,188) = 1.304$, $p > .05$, and an R^2 of 0.034, it is determined that demographic factors and young unemployment have no connection. According to the findings, adolescent unemployment has a substantial yet little

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impact on crime risk. On the link between adolescent unemployment and psychoactive drug use, variables were developed and evaluated, revealing that they both had a detrimental impact. As a result, there is no statistically significant link between young unemployment and the use of psychoactive substances. Furthermore, the data indicated that there is no significant link between young unemployment and demographic factors such as age, marital status, academic qualifications, kind of job, and source of income. As a result, it is recommended that the government conduct an effective assessment of its numerous public policies and programs aimed at generating enough economic possibilities for jobless youngsters.

Keywords: *youth unemployment; the rate of crime; demographic factors; source of income*

JEL Classification: J21, J23, J24, J28

Introduction

Unemployment among young people is a serious societal issue that poses a threat to any country. Unemployment generates stress and a sense of bleakness in human communities, thus the loss is not just economic, but also socio-psychological [Oyebade, 2003]. It has also been stated that young unemployment in Africa has a geographical dimension, with urban youth unemployment being greater than rural youth unemployment [Nwanguma, 2012]. Namibia has the greatest unemployment rate in Africa, if not the world, with more than half of its population jobless [Adesina, 2013]. Because unemployment is a worldwide societal problem, Nigeria is not the only emerging country dealing with it. It has become a serious concern for most countries throughout the world, although in rich countries, it is a little steadier than in developing countries, where it is always growing. In the United States, for example, unemployment rose from 5% in 2007 to 9% in 2011. Spain's has grown from 8.6% to 21.52 percent as a result of Europe's debt crisis; the UK's has risen from 5.3 to 8.1 percent; and Greece's has risen from 8.07 to 18.4 percent during the same period.

The International Labor Organization (ILO) defines jobless persons as members of the economically active population who are unemployed but looking for employment, including those who have lost their jobs and those who have voluntarily quit their occupations [Lamidi, Adisa & Benson, 2018]. Any society's active population is made up of youths. The productive sector of every society is its active

population, which defines the society's degree of development to a great extent. When the young, who make up the majority of the population, are turned unproductive, whether intentionally or subconsciously, the society tends to stagnate in its growth. According to Anyanwu (2014), young unemployment is presently one of the most serious global development issues that countries are experiencing. In relation to the African continent, he stated that Africa, with more than 60% of its people under the age of 25, has the world's fastest expanding and most young population. In the case of Nigeria, young unemployment is one of the key issues threatening the country's peace and security.

Crime is defined as an act that causes offenses and is punished by law. Rape, abduction, murder, burglary, fraud, terrorism, robbery, cybercrime, bribery and corruption, money laundering, and other crimes are common in Nigeria. According to the Nigerian National Bureau of Statistics, Lagos, Abuja, Delta, Kano, Plateau, Ondo, Oyo, Bauchi, Adamawa, and Gombe were among the top 10 states with the most crimes in 2016. Crime is also regarded as a breach of the norms that all members of society have agreed to follow, and for which the rest of the community has imposed sanctions on those who have broken them. The judicial system regards crime as a public and moral evil for the same reason.

Crime is a threat to a country's economic, political, and social security, as well as a major factor linked to underdevelopment, because it discourages both domestic and foreign investment, lowers quality of life, destroys human and social capital, and erodes citizens' relationships with governments, undermining democracy, rule of law, and the country's ability to promote development. Over the last two decades, Nigeria has seen high rates of crime and prejudice that have resisted the mechanisms put in place by successive administrations to handle it. Crime is dysfunctional because it jeopardizes societal stability, and it is thus a social issue that necessitates a determined effort to find a long-term solution. Crime is a global phenomenon that varies only in degree across different countries.

Statement of the Problem

In Nigeria, youth unemployment is a major problem. It is unsurprising that the ever-increasing youth population and unemployment are contributing factors in the rising crime rate, which poses a threat to Nigeria's national security, especially when young men and women have few options for a decent living. Youth unemployment is on the rise, according to statistics. Between 2007 and 2017, the rate of young unemployment increased from 9.85 percent to 15.85 percent, according to World

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Bank Statistics 2018. Despite government efforts to solve the unemployment issue and a growth rate of 7% per year in unemployment since 2001, Nigeria remains hampered by high levels of young unemployment, which continues to disrupt socio-economic activities and contribute to the country's rising crime rate.

Objectives of the Study

- i) to examine the relationship between of youth unemployment and crime rate.
- ii) to identify the relationship between unemployment and psychoactive substances use.

Research Hypotheses

H₀₁: There is no significant relationship between youth unemployment and crime rate.

H₀₂: There is no relationship between unemployment and psychoactive substances use.

Literature Review

Concept of Youth

Youth-hood is the stage of life when a person transitions from childhood to maturity. Maturity, on the other hand, describes the state of being completely developed. Nigerian youth are those between the ages of 18 and 35 who live in the Federal Republic of Nigeria. Variations in chronologies are utilized to define youth, and citizens of the state are addressed in line with their specific civilization. Nigeria is Africa's most populated country, with 33,652,424 individuals making up one of the world's biggest young populations. Youth, defined by the United Nations as those aged 15 to 24, is a time of transition from childhood to adulthood that accounts for about 18% of the current world population. Eighty-four percent (84%) of the world's youngsters reside in poor nations (UN, 2007).

The World Health Organization (WHO) and the United Nations Children's Fund (UNICEF) use the UN definition of youth as being between the ages of 15 and 24, but consider adolescents to be between the ages of 10 and 19, and young people to be between the ages of 10 and 24. A kid is defined as anybody under the age of 18 according to the United Nations Convention on the Rights of the Child (CRC). To summarize, there is no universally accepted definition of the young age group. Youth are, in general, one of the most valuable assets that a country may have, and they must be nurtured and empowered. They are an excellent indicator of a country's ability to reproduce as well as sustain itself. The youth have been

characterized as the most valuable resource in any country, and they are the most important investment in a country's growth [Lamidi, 2019].

Concept of Unemployment

Simply defined, unemployment refers to the amount of persons in the workforce who wish to work but are unable to do so due to a lack of employment opportunities. It is determined by dividing the number of jobless individuals by the total workforce and expressed as a percentage. It is alternatively defined as the number of persons of working age (15-64) who were currently available for employment and actively seeking job during the reference period but were unemployed. The jobless are defined by the International Labor Organization (1982) as a percentage of the economically active population who are: (a) unemployed: he or she was not employed or self-employed during a certain reference period. (b) Currently available for work: during the reference period, he or she was ready for paid employment or self-employment. (c) Looking for job: he or she has taken a particular action in the last several months to look for paid work or self-employment. Unemployment, according to Fajana (2000), is a condition in which persons who are eager and capable of working are unable to obtain acceptable paid job. It is one of the macroeconomic issues that any responsible government should keep an eye on and control. Unemployment is a term used to describe the state of persons who are unemployed.

According to Adebayo (1999), unemployment occurs when individuals of the labor force want to work but are unable to do so. Governments at all levels should work to build sustainable structures that encourage young people to think logically about job creation rather than the job theft and near-constant unemployment that is now popular in Nigeria. Accurate unemployment rates are difficult to come by in Nigeria. According to Oyebade (2003), Nigerian unemployment may be divided into two groups: the older jobless who lost their jobs due to redundancy or insolvency, and the younger unemployed, the majority of whom have never worked.

Types of Unemployment

- *Frictional Unemployment*

The time between employment changes is referred to as this. People are considered jobless at this time when they try to find a new job, that is, when they leave their principal place of employment to seek for another one. Frictional unemployment refers to the time or space between jobs. It is a form of unemployment that occurs while employees are looking for new jobs or transitioning between occupations. It is a natural element of unemployment, thus it exists even when the economy is deemed to be at full employment.

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• *Cyclical Unemployment*

As a result of the decrease in demand for goods and services, the industry's need for workers decreases, and the supply of labour exceeds the demand, resulting in unemployment. Cyclical unemployment is a type of total unemployment that is linked to the economic cycle's regular ups and downs, or cyclical tendencies in growth and production. Many of the jobs lost when the economy enters a recession are classified as cyclical unemployment.

• *Structural Unemployment*

This is a situation in which a worker's abilities, knowledge, experience, and education do not directly match the job requirements. It is a type of unemployment that occurs when there is a mismatch between the abilities that people in the economy can supply and the talents that businesses want. Structural unemployment is frequently caused by technical advancements that render many people's job abilities outdated. People who are structurally unemployed generally have talents that aren't in demand in the market or a specific background or expertise that isn't applicable in the present market. It is generally the outcome of a shift in an industry's or region's economic position, such as a natural disaster or the entrance of a new competitor or market.

• *Residual Unemployment*

Every country has a residual level of unemployment caused by frictional and seasonal factors that planners and policymakers cannot eliminate. Furthermore, there are some persons who refuse to work but register their names with job exchanges in order to collect government compensation. People who are unable to work due to physical or mental impairments are also included in this category. Because such jobs exist, it is difficult to come up with a precise definition of full employment. Personal reasons such as old age, physical or mental impairment, bad work attitude, and inadequate training generate residual unemployment. Unemployment that persists throughout periods of full employment as a result of people who are intellectually, physically, or emotionally unable to work.

• *Voluntary Unemployment*

This refers to a circumstance in which a worker decides not to work because of a poor pay scale or because he is unable to locate acceptable job. Voluntary unemployment occurs when a person decides not to work, not because there are no jobs available, but because he or she cannot find the positions of his or her choice or is dissatisfied with the pay system. Voluntary unemployment occurs when a

worker is neither willing nor able to work because he is content with the amount provided by the government in the form of unemployment benefits. High income tax rates might also be a factor in a worker's decision not to work.

- *Seasonal Unemployment*

People who work in industries where they are not needed all year are unemployed at various seasons of the year, which is known as seasonal unemployment. Tourism and leisure, farming, construction, and retailing are examples of businesses where demand, production, and employment are seasonal. Seasonal unemployment in our country's agricultural and industrial sectors is due to a variety of factors. Population growth, sluggish development, employment planning, and poverty are all contributing factors.

Causes of Unemployment

The current state of young unemployment in Nigeria is a reflection of the country's long-term deterioration, as well as a result of a number of causes.

- *Corruption*

Nigeria has been deprived of establishing a robust economic basis due to corruption, which has pervaded the entire social structure of the country. Funds intended for development projects have been plundered, misdirected, or embezzled and hidden in foreign banks, while some inept and unscrupulous officials and managers in the public sector and parastatals have dissolved these companies [Okafor, 2010]. The high percentage of young unemployment may be traced back to corruption, which has resulted in infrastructural failure.

- *Rural Urban Migration*

Push-pull dynamics are commonly used to explain rural-urban migration. The pressure from the primary land ratio in rural regions, as well as the prevalence of significant underemployment resulting from the seasonal cycle of a lack of infrastructural amenities, makes rural living unappealing. Young people migrate to cities in the hopes of finding lucrative work in the industries. In addition, the concentration of social facilities in metropolitan areas is a factor. As a result, rural communities have been overlooked in the distribution of social and economic possibilities.

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• *Lack of Steady and Sustainable Power Supply*

The fact is that Nigeria is becoming hostile to investment due to a lack of consistent and sustainable power supply/energy crises, despite various attempts to revive this sector, resulting in firms relying on generators for their operations, which have high costs of purchase, fuelling, and maintenance, thereby increasing the cost of operation in Nigeria, in addition to high and multiple levies. Workers were laid off and the hope of attracting new ones was shattered as industries and factories shut down or migrated to a more favourable economic climate. All of these worsened the labour market's young unemployment issue [Adeloye, 2010; Akande, 2014].

High Unemployment Rate in Nigeria (2017-2018)

Statistics have shown that unemployment rate is on the increase yearly in Nigeria; Table 1 and 2

Table 1. Statistics of Unemployment in Nigeria

Unemployment	2017	2018
Unemployment (%)	22.70	23.10
Population (Million)	185.99	190.89
GDP percentage	1,224	-
Purchasing power	2,160	-

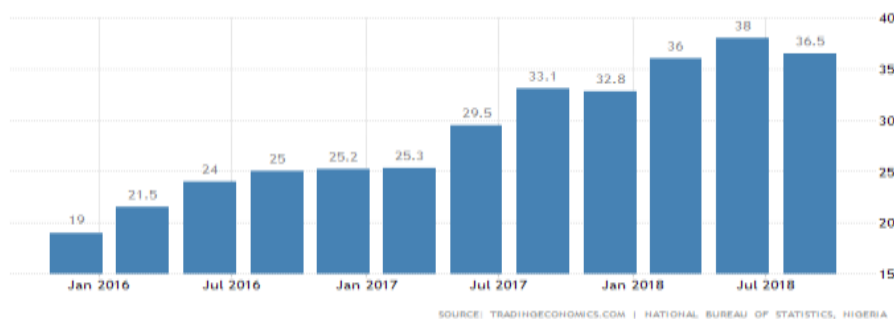
Source: Adapted from Nigeria Economic Fact Sheet 2013

From the table, it is clear that unemployment increased from 21.1% in 2010 to 23% in 2011. Most of the populations affected by unemployment are middle age between ages 15-24 year old. Female has the highest unemployment rate than male with ratio of 24.9% to 17.7% and the region with highest rate of unemployment is the northern part of Nigeria especially the north west follow by the north east National Bureau of Statistics (2011). It is important to note that the figures above may not have captured in totality the youth unemployment situation in Nigeria, however, they are pointing to the fact that the phenomenon is a very critical issue with far-reaching implications for stability of democracy, good governance and socio-economic virility.

Table 2. Nigerian Unemployment by Age

Age	2009	2010	2011
15-24	33.5	38.2	37.7
25-44	16.3	24.1	22.4
45-59	12.5	19.6	18.0
60-64	17.8	22.1	21.4

Source: Adapted from Danjuma, 2012



Youth Unemployment Rate in Nigeria decreased to 36.50 percent in the third quarter of 2018 from 38 percent in the second quarter of 2018. Youth Unemployment Rate in Nigeria averaged 23.63 percent from 2014 until 2018, reaching an all-time high of 38 percent in the second quarter of 2018 and a record low of 11.70 percent in the fourth quarter of 2014.

Possible Solutions to the Menace of Unemployment

Successive governments in the country have introduced various programmes to fight youth unemployment in order to curb criminal behaviours. It is on record that all the attempts made by governments have not made any significant impact on youth unemployment [Omorodion, 2010]. Some of the possible solutions to curbing unemployment are:

a) Anti-corruption crusade should attack the root of corruption: Both the EFCC and Anti-corruption commission should look deeply into the root causes of corruption and address it from the beginning, which will help greatly in minimizing corruption.

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b) Investment in education: government should invest heavily on education, education that will enable the youth to become self-reliance instead of job seekers through skills development and training.

c) The Federal government should encourage and revamp vocational and technical education in order to empower the youths with skills that will help them live a meaningful and productive life. Such schools should be adequately equipped to enable them serve the purpose for which they were established.

Concept of Crime

Crime is a phenomenon that is bedeviling various countries across the globe in varying degrees as it affects policies and development. Any nation striving towards development must reduce the frequency of crime to the barest minimum. In recent years in Nigeria, there has been an upsurge in the frequency of crime committed. This has led to palpable fear among the populace as security of lives and properties can no longer be guaranteed. The phenomenon of crime has impacted negatively on the economic, social and political life of the nation over time. The youth population of any nation represents the driving force for development.

Crime is often perceived to be threatening the fabric of society or as a symptom of a breakdown of the social order. Crime is dysfunctional as it threatens the stability of society and it is therefore, a social problem that requires a concerted effort towards finding a lasting solution to it. It undermines the social fabric by eroding the sense of safety and security [Adesina, 2013]. Crime is a universal phenomenon and differs only in degree among the various nations of the world. The Nigerian crime problem is multidimensional and is capable of undermining its corporate existence as well as efforts towards sustainable development. The Nigeria corporate existence and development can be undermined by a number of factors among which is an escalating and uncontrolled crime problem [Alabi, 2014, 2006]. The unemployed in Nigeria experience low self-esteem, deprivation, frustration and acute want. This condition may lead the unemployed youths to deviant behaviours like crime in the society.

Classification of Crime

- *Offences Against Persons*

These crimes are committed against individuals or groups, and may result in physical or psychological harm to the victim(s). These include, for example, murder, manslaughter, attempted murder, suicide, grievous harm wounding, assault, child stealing, slave dealing; rape and indecent assault, unnatural offences.

- *Offences Against Property or Property Crimes*

These crimes are committed with the intent to permanently deprive or destroy or damage the property of another, either as individuals or as groups. These include stealing; robbery and extortion, burglary, house breaking, false pretences/cheating, store breaking, forgery, receiving stolen property, unlawful possession, arson and other offences.

- *Offences Against Currency and Lawful Authority*

This include such crimes as forgery of currency notes, coining offences, breach of public peace, gambling, perjury, bribery and corruption, escaping from lawful custody and other offences.

- *Offences against Local Acts*

Include offences against Traffic Acts, offences against Township Acts, offences against Liquor Acts, offences against Dog Acts, offences against Firearms Acts, Narcotics and other offences.

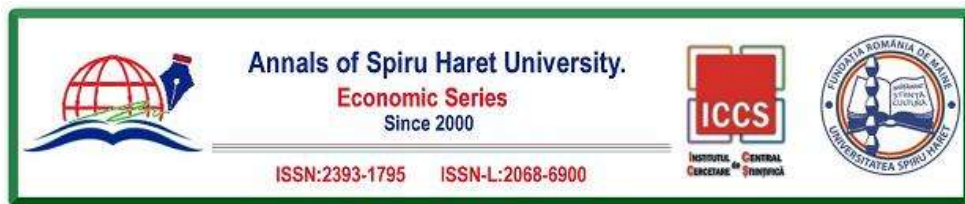
- *Conventional Crimes*

Criminal behaviour is behaviour in violation of criminal law. No matter what the degree of immorality, reprehensibility, or indecency of an act, it is not a crime unless it is prohibited by criminal law. The criminal law in turn, is defined conventionally as a body of specific rules regarding human conduct which have been promulgated by political authority, which apply uniformly to all members of the class to which the rules refer, and which are enforced by punishment administered by the state, characteristics which distinguish the body of rules regarding human conduct from other rules, are therefore, politically, specificity, uniformity and penal sanction.

Theoretical Review

The Marxist Theory of Crime

This theory focuses upon the division between the ruling-class elite and the labourers. In a capitalist society, the ruling-class elite (bourgeoisie) control the means of production, which allows them to control the political state as well. They use this control to manipulate the labourers (proletariat) and keep them in a position of powerlessness. The masses are thus controlled both economically and legally. Marxist theorists believe that capitalism is the cause of crime and



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delinquency. The Marxist view states that crime is either committed by the ruling class to keep the working class in place, or by the working class to strike out against the ruling class.

Crimes committed by the bourgeoisie are crimes of domination and repression, and are designed to keep the proletariat in place. Crimes committed by the proletariat are crimes of accommodation or resistance to the bourgeoisie.

Anomie/Strain Theory

Anomie is a concept developed by one of the founding fathers of sociology, Emile Durkheim, to explain the breakdown of social norms that often accompanies rapid social change. It states that social structures within society may pressure citizens to commit crime. Durkheim introduced the term in his book, *The Division of Labour in Society* published in 1893. He believed that the specialized division of labour and the rapid expansion of industrialized society contained threats to social solidarity. He used the term Anomie to describe the condition of „deregulation“ occurring in the society. He posits that the general procedural rules of a society, the rules of how people ought to behave, have broken down. This state of normlessness easily leads to deviant behaviour [Lamidi, 2019]. Thus, anomie refers to the breakdown of social norms and a condition where those norms no longer control the activities of the members of the society. Without clear rules to guide them, individuals cannot find their place in the society and have difficulty adjusting to the changing conditions of life. This in turn leads to dissatisfaction, frustration, conflict and deviant behaviours.

Empirical Review

Adebayo (2013) examined “Youths’ unemployment and crime in Nigeria: A nexus and implications for national development”. He posited that crime is a phenomenon that is bedevilling various countries across the globe in varying degrees as it affects policies and development. Any nation striving towards development must reduce the frequency of crime to the barest minimum. In recent years in Nigeria, there has been an upsurge in the frequency of crime committed. This has led to palpable fear among the populace as security of lives and properties can no longer be guaranteed. The phenomenon of crime has impacted negatively on the economic, social and political life of the nation over time. The youth population of any nation represents the driving force for development.

However, for the youths to become useful resources, they must be gainfully employed. The youths are also the most volatile when their energies are misdirected or channelled into wrong endeavours [Lamidi, 2017]. Available data show that youth employment is very rampant in Nigeria and this has contributed immensely to their involvement in criminal activities. The paper argues that criminal activities such as armed robbery, kidnapping, political thuggery, militancy and other social vices found among the unemployed and jobless youths have contributed greatly to the slow pace of development in Nigeria. His paper work proffered that addressing youths' unemployment will stem the tide of crime and foster rapid development in Nigeria.

Olukayode (2016) in his academic work "Youth Unemployment and Criminality in Nigeria" investigated the public perception of the relationship between youth unemployment and criminality in Nigeria. Questionnaire was administered on participants which comprised 1200 members of diverse groups drawn from three major cities; Enugu, Ibadan and Kaduna in three main ethno-geographical regions of the country using simple random and purposive sampling techniques. Data were analyzed using both descriptive and inferential statistics. The finding established a significant causal link between youth unemployment and criminality in Nigeria.

The study also found that a combination of multiple factors was responsible for the vast youth unemployment situation, which has raised the spectre of serious and street crimes in the country. The culminating effects on the affected unemployed youths were social disgrace, labelling and loss of self-esteem, which devoured their moral characters thereby creating impaired safety and security in the society. The study concluded that youth unemployment was not only an individual problem but also a societal malfeasance, which portend a real danger and threat to the socio-economic stability of the country.

James and Gboyega (2014) carried out a research on "Psychosocial correlates of substance use among unemployed persons in Ibadan, Nigeria". The study explored the prevalence of substance use among unemployed persons in Ibadan and the roles of some psychological and socio-demographic variables. A standardized questionnaire was used to collect relevant data from 200 unemployed persons. Respondents were 109 males and 91 females, with a mean age of 29.07 and a standard deviation of 5.46. Mean years of graduation (when a respondent had graduated without a job) was 5.38 years with a standard deviation of 3.53. Results: Lifetime and current use of psychoactive substances were 69% and 44% respectively, indicating that this particular population (the unemployed) might be at an elevated

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risk for substance abuse. The most currently used psychoactive substances were alcohol (36%), followed by stimulants (29%), Tobacco (28%), and sedatives (12.5%), while for lifetime use the following were the most common: alcohol (44.5%), stimulant (35%), tobacco (32%) and cannabis (21%). Results showed that age ($r = -.23$; $p < .05$), sex ($r = -.39$; $p < .01$), Marital status ($r = -.22$; $p < .05$), Number of years of formal education ($r = -.27$; $p < .05$), number of years spent after graduation ($r = .33$; $p < .01$), personality ($r = -.47$; $p < .01$), perceived social support ($r = -.41$; $p < .01$), and distress tolerance ($r = -.47$; $p < .01$) were significantly related to substance use. The recommendation stated that unemployed persons should be considered for social schemes and social security benefits. Also, unemployed persons should be targeted for psychological services such as counselling and specially designed psycho educational programmes aimed at engendering core self-evaluation traits (high self-esteem, generalized self-efficacy, emotional stability and internal locus of control), distress tolerance, and social support.

Methodology

The research design adopted for this work is descriptive survey research design. The research instrument is a questionnaire. The study population in this study consists of spectators at DSTV viewing centres within the youth age bracket of 18-35 years. They include male and female spectators. Osun and Ilorin States were purposively selected so as to represent the Southern and Northern parts of the Nigeria respectively. Two municipal local government areas across two States were selected for the study namely Osogbo Local Government Area in Osun State and Ilorin South Local Government Area in Kwara State. Five viewing centres were selected in Osogbo and five in Ilorin using purposive sampling technique. The capacity of each viewing centre is a minimum of fifty five (55) spectators, which brings the study population to Five hundred and fifty spectators (550). The sample size of this research is calculated by using Taro Yamane [Yamane, 1973] formula with a sample size of 232 with 95% confidence level. The questionnaires were administered with the supports of two research assistants in all the viewing centres during the UEFA EUROPA League final and the UEFA Champions League final in 2019. Two hundred and thirty two (232) questionnaires were distributed in all but only One hundred and ninety four (194) that is (83.62%) were retrieved in usable forms as some respondents either did not return the questionnaires or did not complete the answering of the questions. Correlation and Regression analysis model were employed to test the correlation between youth unemployment and crime rate with psychoactive substance use are measured.

Data Analysis and Presentation

Testing of Hypotheses

Three hypotheses were tested and the results are as indicated below:

Hypothesis 1: There is no significant relationship between youth unemployment and crime rate.

Table 3. Correlation Coefficient for Youth Unemployment and Crime Rate

		Youth Unemployment	Crime Rate
Youth Unemployment	Pearson Correlation	1	0.155*
	Sig. (2-tailed)		0.032
	N	194	192
Crime Rate	Pearson Correlation	0.155*	1
	Sig. (2-tailed)	0.032	
	N	192	192

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

Source: Author's Fieldwork 2019

The table 3 above presents the correlation between youth unemployment and crime rate. The result shows that youth unemployment has a 0.155 correlation with crime rate. Based on the Spearman's rho correlation, there is a significant positive relationship between the two variables but marginal; [Spearman's rho = 0.155, n = 192, p = 0.032]. We reject the null hypothesis (H_0). Therefore, it can be safely concluded that there is a statistically significant marginal relationship between youth unemployment and crime rate.

Hypothesis 2: There is no relationship between unemployment and psychoactive substances use.

The table 4 above presents the correlation between unemployment and psychoactive substance use. The result shows that Youth unemployment has a 0.130 correlation with psychoactive substance. Based on the Spearman's rho correlation, there is no significant relationship between the two variables; [Spearman's rho = 0.130, n = 194, p = 0.071]. We accept the null hypothesis (H_0). Therefore, it can be safely concluded that there is no statistically significant relationship between youth unemployment and psychoactive substance use.

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Table 4. Correlation Coefficients for Unemployment and Psychoactive Substance Use

		Unemployment	Psychoactive Substance use
Unemployment	Pearson Correlation	1	0.130
	Sig. (2-tailed)		0.071
	N	194	194
Psychoactive Substance use	Pearson Correlation	0.130	1
	Sig. (2-tailed)	0.071	
	N	194	194

Source: Author’s Fieldwork 2019

Discussion of Findings

The findings of this study shows that the variables discussed were partially significant. For instance, in hypothesis one, it was established that youth unemployment and crime rate have a significant marginal relationship evidenced by their co-efficient values of (0.155). The result shows that youth unemployment has a 0.155 correlation with crime rate. Based on the Spearman’s rho correlation, there is a significant positive relationship between the two variables but marginal; [Spearman’s rho = 0.155, n = 192, p = 0.032]. We reject the null hypothesis (H₀). Therefore, it can be safely concluded that there is a statistically significant marginal relationship between youth unemployment and crime rate. This result is in conformity with the study of Oyebade (2003) there is combination of multiple factors responsible for the vast youth unemployment situation, which has raised the spectre of serious and street crimes in the country. The culminating effects on the affected unemployed youths were social disgrace, labelling and loss of self-esteem, which devoured their moral characters thereby creating impaired safety and security in the society.

The second hypothesis, which states that there is no relationship between unemployment and psychoactive substances use was tested and proved. The result shows that Youth Unemployment has a (0.130) correlation with psychoactive substance and based on the Spearman’s rho correlation, there is no significant relationship between the two variables. This result depicts that youth unemployment has nothing to do with usage of psychoactive substances such as Indian hemp, cigarette, codeine, beer and stout as well as kolanut. This significant is has a results of educational qualification by the respondents.

Conclusion and Recommendation

This study aimed at examining the effect of youth unemployment on crime rate in Nigeria, It was established that Unemployment is most common among Nigerian youths within the age bracket of 18 and 35, leaving a job and not finding another one can lead to engaging in cybercrime, economic situation such as recession in a country can lead to youth engaging in theft and robbery, looting of funds meant for building infrastructure and other developmental projects by government officials is a major cause of youth unemployment, encouraging and revamping of vocational and technical education can solve the problem of youth unemployment, overhauling of the university system in terms of reconfiguration of curricula to focus on both skills and knowledge acquisitions will reduce youth unemployment, and it can be reduced if the Nigerian government fights corruption with all seriousness.

a. Any effort aimed at addressing the problem of youth unemployment in Nigeria must have value re-orientation from the foundation.

b. Government must undertake an effective reappraisal of her various public policies and programmes designed to generate adequate economic opportunities capable of creating jobs for the unemployed youths.

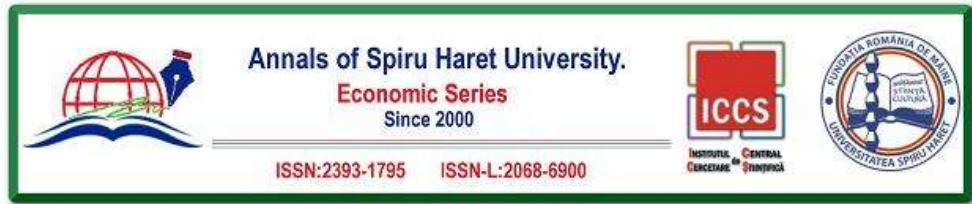
c. Government at all levels should put in place mechanisms that will encourage financial institutions to grant soft loans to intending youth entrepreneurs to start small scale businesses, that will sustain them and prevent them from indulging in criminal activities.

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INFLUENCE OF QUALITY OF WORK LIFE ON JOB PERFORMANCE IN LAUTECH TEACHING HOSPITAL IN OSOGBO, OSUN STATE, NIGERIA

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Abstract

This study examined the influence of Quality of Work Life on Job Performance in LAUTECH Teaching Hospital in Osogbo, Osun State, Nigeria. A total of 181 employees were selected. Questionnaire was used to obtain relevant primary data. The collected data were analyzed using T-test for Independent Measures with the application of Statistical Package for Social Sciences (SPSS) version 21.0. The results revealed a significant influence of Quality of Work Life on Job Performance; there was a significant influence of Adequate and Fair Compensation (a dimension of Quality of Work Life) on Job Performance; there was a significant influence of Opportunity for Growth and Security (a dimension of Quality of Work Life) on Job Performance; there was a significant influence of Safety and Health Working Conditions (a dimension of Quality of Work Life) on Job Performance; and there was a significant influence

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of Social Integration in the Workplace (a dimension of Quality of Work Life) on Job Performance. It was concluded that Quality of Work Life will significantly influence Job Performance. It was recommended that management of LAUTECH Teaching Hospital Osogbo, Osun State in particular, and those of other organisations in general, should place importance on the Quality of Work Life on their employees, as this will aid and improve the performance of their workers. Management team of organisations should enhance the level of Quality of Work Life, to increase employees' job performance. Furthermore, it was recommended that it is important for the management to encourage social integration among their staff to increase their job performance.

Keywords: *quality of work life; job performance, LAUTECH Teaching Hospital, Osogbo.*

JEL Classification: J31

Introduction

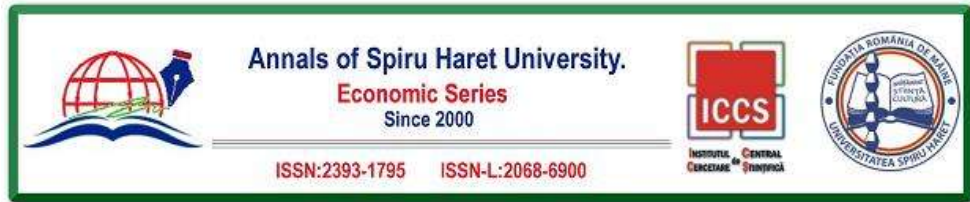
Organizations are always after some new ways in order to challenge and meet the needs of the recent dynamic businesses, regardless of the amount of time or the energy they are spending, it is important for employees to be satisfied and happy about their work, especially nowadays that employees are bearing major responsibilities and tasks between home and job and are expected higher job expectations [Glass & Finley, 2002; Van der Lippe, 2007, as cited in Sinha 2012]. The role of human resources in companies is big for moving organizations forward and in making the organization to perform its best. Quality of work life is viewed as a philosophy, or a set of principles which treats people as an asset that is trustworthy, accountable, and capable of making appreciated influence, i.e. the way employees are treated should be with trust and dignity [Sinha, 2012].

The quality of work of the world is defined as “the quality of the relationship between the employee and the work environment where the human dimension is added to the technical and economic dimensions” [Çetinkanat & Kösterelioğlu, 2016]. Quality of work life was introduced as a mere concept of companies, later on, quality of work life embraced and covered other different areas such as education and examining quality of work life in such fields was started [Çetinkanat & Kösterelioğlu, 2016]. The aim of education is to make sure that individuals are having chances in order to adjust the social orders, the modern world, and to train

employees with knowledge and abilities that are needed for responding the modern age or changes that are occurring in the society or the world a whole [Çetinkanat & Kösterelioğlu, 2016].

Human element is the most powerful factor in directing organizations towards failure or success; therefore, this element has always been stressed on [Çetinkanat & Kösterelioğlu, 2016]. Work has a vital meaning in human`s life, work can direct the energy of life to a meaningful purpose and has a role in having an efficient usage of time [Çetinkanat & Kösterelioğlu, 2016]. Furthermore, it has a big role in having a relaxed mental health as an outcome from being satisfied [Çetinkanat & Kösterelioğlu, 2016]. Humans are spending most of their times in the workplace, their performance and productivity increases due to their satisfaction level [Çetinkanat & Kösterelioğlu, 2016]. However, work is not only a financial support for human beings, but it is one factor behind making humans more social and self-governing, it leads to a developed environment, consequently having a high quality of work life for individuals in organizations is important for obtaining better-off employees [Çetinkanat & Kösterelioğlu, 2016].

Organizations are always after some new ways in order to challenge and meet the needs of the recent dynamic businesses, regardless of the amount of time or the energy they are spending, it is important for employees to be satisfied and happy about their work, especially nowadays that employees are bearing major responsibilities and tasks between home and job and are expected higher job expectations [Glass & Finley, 2002; Van der Lippe, 2007, as cited in Sinha 2012]. The role of human resources in companies is big for moving organizations forward and in making the organization to perform its best [Glass & Finley, 2002]. Furthermore, in the thoughts of Mallick, Pradhan, Tewari, and Jena (2015), organizational citizenship behaviours are actions or behaviours that employees are willing to engage beyond their recommended role requirements, which are positively related to indicators of individual, unit and organizational performance. In order to see the much need for the consideration of organizational citizenship behaviour, Banahene, Ahudey, and Asamoah (2017) summarizing the thoughts of various academics and researchers, said that in this global economic situation that is characterized by market competitiveness and self-team-based work structures, all winning organizations are increasingly relying on employees who take extra-role activities and show both in-role and extra-role behaviours in the workplace. In-role behaviours are the task performance activities that are explicitly indicated in employees` job description and just happens while extra-role behaviours are the



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contextual performance activities involving pro-activeness, discretionary, and deliberate employees behaviours which are outside the job description, employment contract, or associated with the main job tasks [Banahene, 2017; Organ, 1997; Schnake, 1991; Organ, 1988; Bateman, & Organ, 1983; Smith, Organ, & Near, 1983].

The need for employees to exhibit quality of work-life and organizational citizenship behaviour is centered on its impact on the job performances of the employees and the organizations which is the essence of organizational existence [Kennerley, & Neely, 2003]. Employee performance is important to organizations since it enables employees to meet their set out objectives and is defined as the job-related activities expected of a worker and how well those activities were executed [Kennerley, & Neely, 2003].

Employee job performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around [Hellriegel and colleagues cited in Pradhan, & Jena, 2017] and in view of its impact on the organization, an effective employee performance management system is imperative for every business organization [Pradhan, & Jena, 2017].

Humans need meaningful and rewarding job in order to meet the cost of survival and material needs in their life. The Oxford Dictionary (2011) defines job as a paid position of regular employment. We need to be employed in order to be financially independent and have control over our life. Employment helps to overcome financial obligation and also allows one to be involve in good companionship as well as contribute to the society [Ahmad, 2002]. Even though each individual has a desire to own a job of his/her choice, not all succeed in getting one. Family and personal financial needs usually forces the individuals to accept the jobs available rather than selecting a job related to their skills and knowledge.

However, even employees who are hired according to their skills and relevant knowledge on their current work sometimes are not satisfied with their job [Ahmad, 2002]. Lack of job satisfaction among employees in an organization, could lead to poor production and work performance. Job satisfaction is defined as the level of contentment a person feels regarding their job while work performance is the work related activities expected from an employee and how well those activities are executed by them [Ahmad, 2002].

Job performance is the general attitude that people have about their jobs. Job factors such as the pay, the job itself, promotion opportunities, support from

supervisors and relationship with co-workers can affect employee's satisfaction [Ahmad, 2002]. According to a recent JobStreet.com survey that was conducted in September 2012 on Employee Job Satisfaction in Malaysia, 78% of the respondents claimed that they were unhappy with their current job. Dissatisfaction with their scope of work was the top reason many felt unhappy at work [Daily Express, 2012]. Job dissatisfied employee is most likely to show poor performance at work which indirectly affects the productivity of the organization. Organizational commitment and job involvement of the employees will also be a question mark if the employee is not satisfied with his job. Employees are the most important resources of each organization. How they feel about the work and the results from it, have a direct impact on the organization's performance and ultimately its stability [Milliman, 2008]. For example, if the employees are happy and satisfied with their work, they will be highly motivated to perform the best of their ability to achieve the goals of the organization. Therefore, to compete in the global market and achieve organizational goals, the organization should do more for an employee than the job requires which could lead to higher job performance [Milliman, 2008].

Statement of the Problem

In the last decade, job performance and satisfaction have become a major concern for management in organizations. This concern has been noticed from the realization that trained, experienced, satisfied, and committed employees can be vital for long-term organizational success [Maaniemi, 2013]. Much evidence shows that people learn more from each other and through finding solutions for their day-to-day problems at the workplace [Felstead, 2005; Hager & Johnsson, 2009; Silverman, 2003]. The failure of an organization to get her employees satisfied and achieve high level performance can prove to be key issues because low performance and dissatisfied employees can lead to a number of problems, such as insufficient workforce, continuous labour turn over, the costs of recruiting and training new employees, organizational inefficiency and lack of productivity [Johnsson, 2009]. All these increase the burden on management. Hence, keeping employees satisfied, motivated, committed, and increasing the performance in their jobs has been identified as an important task for managers [Silverman, 2003].

Also, employees are the pivot on which organizations revolve around even as their success and/or performance greatly impacts the performance of their organizations [Mmakwe & Ojiabo, 2018]. The work environment in Nigeria is such that is far challenging in view of the daily retrenchment, termination of appointment, and declaration of redundancy of employees. This leaves employees with several

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issues and challenges to face daily with just the best option being citizens of any organization wherein they work [Mmakwe & Ojiabo, 2018]. The need to assist colleagues, assist the organization by going beyond their stipulated job description, learning and exhibiting the required skills for meeting up their tasks, and demonstrating extra-role behaviours by employees seem to be a determining factor to the sustenance of the performance [Mmakwe & Ojiabo, 2018].

Objectives of the Study

The broad objective of the study is to examine the influence of quality of work life on job performance in LAUTECH teaching hospital in Osogbo, Osun State, Nigeria. The specific objectives of the study are to:

- 1) assess the influence of quality of work-life on job performance among staff of LAUTECH Teaching Hospital in Osogbo, Osun State;
- 2) determine the influence of adequate and fair compensation will significantly influence job performance among staff of LAUTECH Teaching Hospital in Osogbo, Osun State;
- 3) examine the influence of safety and healthy working condition on job performance among staff of LAUTECH Teaching Hospital in Osogbo, Osun State;
- 4) determine the influence of opportunity for continued growth and security on job performance among staff of LAUTECH Teaching Hospital in Osogbo, Osun State;
- 5) examine the influence of social integration on job performance among staff of LAUTECH Teaching Hospital in Osogbo, Osun State.

Research Hypotheses

The following research hypotheses are meant to be tested in the study:

1. Quality of work-life will significantly influence job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.
2. Adequate and fair compensation (a component of quality of work-life) will significantly influence job performance among staffs in LAUTECH Teaching Hospital Osogbo, Osun State.
3. Opportunity for continued growth and security (a component of quality of work-life) will significantly influence on job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.
4. Safety and health working conditions (a component of quality of work-life) will significantly influence job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.

5. Social integration in workplace will positively influence job performance among staffs in LAUTECH Teaching Hospital Osogbo, Osun State.

Literature Review

Theoretical Framework

Kalleberg's Job Satisfaction Theory (Work Values and Job Rewards)

Kalleberg proposed “Work Value and Job Rewards” or job satisfaction theory in 1977 based on six dimensions of work (1977). The six dimensions for identifying current status of employees’ job satisfaction include intrinsic, convenience, financial, relationships with co-workers, career opportunities, and resource adequacy. Intrinsic refers to job a characteristic that allows employees to use their abilities and realize their work outcomes [Kalleberg, 1977]. Convenience deals with the workload and enough time to do that. Financial refers to salary, fringe benefits, and job security. Co-worker relationships refer to whether colleagues are helpful and friendly. The other dimension of this theory is a career opportunity that is related to employees’ desire for advancement and recognition [Kalleberg, 1977]. Resource adequacy is the last dimension that refers to employees’ desire for having access to enough resources in order to perform well. It also includes having necessary equipment and helpful and competent co-workers to perform job tasks appropriately [Semerek & Peterson, 2007]. According to Kalleberg (1977), social scientists concerned with the problems of job within the industrial society that were highly interesting in the notion of job satisfaction. He believed that rewards from the company, the nature of work, and interaction with citizens and clients could influence workers’ job satisfaction and motivation.

This theory often uses to measure the level of QWL among employee in organization [Ziaur, & Rehman, 2010]. Number of scholars has used this theory to measure the QWL in organization and institution [Mukhtar, 2012; Smerek & Peterson, 2007]. It can be argued that the job satisfaction theory often use to measure the QWL, as confirmed by Wooden and Warren (2003) who revealed that job satisfaction is associate with the QWL concept. Therefore, since the aim of this study is to identify the current level of QWL among the administrative staff in public universities, it is more applicable to use Kalleberg job satisfaction theory [Warren, 2003].

Structural Functionalism Theory of Work-life

This theory can be traced back to the early 20th century, the era where industrial revolution leading way to separating economic work from the personal life [Clark,

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2000]. The 19th century's technological advancements in machinery and manufacturing contributed at the early stages to this separation of work from family [Clark, 2000]. This theory implies that the life is concerned mainly with two separate spheres: productive life, which happens in the workplace, and affective life, which is at home [Oslen, 1983]. Structural functionalism theory believes in the existence of radical separation between work (institution, workplace, or market) and families. According to this theory, these two (workplace and family) works best "when men and women specialize their activities in separate spheres, women at home doing expressive work and men in the workplace performing instrumental tasks" [Kingsbury & Scanzoni, 1993; as cited in MacDermid, 2005]. By the late 1960s, many researchers started to question the dominance of structural functionalist for describing the social issues of the time [Demerath, 1966]; which gave way to the development of new views for describing the work-family relationship.

Structural-functionalism as one of the dominant sociology-based theories of early 20th century [Clark, 2000]. It emerged following World War II and was largely influenced from the industrial revolution and the changes in the social role of men and women during this said period [Clark, 2000]. The theory implies that the every individual's life is concerned mainly with two separate spheres: productive life which according to this theory refers to that part of work-life which helps one to produce a product or a service and emotional life which is at home which centre's around spending time for oneself, spouse, parents, child care, leisure, health care etc. Structural functionalism theory believes in the existence of fundamental parting between work and families [Clark, 2000].

Border Theory of Work-life

Clark (2000) presented a work/life border theory a new dimensional theory about work life balance. Clark opines that each person's role takes place within a specific domain of life, and borders that may be bodily, temporal, or emotional separate these domains. The theory addresses the issue of "crossing borders "between domains of life, especially the domains of home and work [Clark, 2000]. According to this theory, the flexibility and limit to switch over the boundaries between people's work and family lives will affect the level of integration, and determines the ease of transitions between the two spheres, and the level of conflict between these domains are closely related [Clark, 2000]. Flexible boundaries facilitate integration between work and home domains [Clark, 2000]. When domains are relatively integrated, mutual transition is easier, but that may lead to

work family conflict. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely [Bellavia & Frone, 2005].

Methodology

Research Design

The study was a survey, which employed Ex-post Facto design. The independent variable was Quality of Work-Life. The dependent variable was Job Performance. The independent variable was quality of work life was classified into dimensions, such as adequate and fair compensation, safety & healthy working condition, opportunity for continued growth, and security, and social integration in workplace.

Population and Sample of the Study

The targeted population of this study consisted of all employees working in LAUTECH Teaching Hospital Oshogbo, Osun State. Nigeria as at the time this study was conducted. The total staff of LAUTECH Teaching Hospital Osogbo Osun State was a little above 3000. The sample size was calculated using Taro Yamane's formula [Yamane, 1973] with 95% confidence level, and 219 respondents were used as sample.

Research Instrument

The research instrument used in carrying out this study was a structured questionnaire. It measured the Influence of Quality of Work-Life (QWL) on Job Performance in LAUTECH Teaching Hospital Osogbo, Osun State. The questionnaire was divided into three sections named A, B, and C. Section A contained the socio-demographic information of the respondents such as age, sex, marital status, education qualification, religion and years of experience. Section B was the adopted Quality of Work-life Inventory developed by Vijayalakshmi (2005). It contained 50 items, measured on a 5-point Likert Scale, ranging from Strongly Agree, to Strongly Disagree. The Cronbach's alpha coefficients for reliability of the scale were 0.88. Section C was the Job Performance Scale developed by Gerbing, and Anderson (1988). It measured task performance, contextual performance, and adaptive performance. This scale contained 23 items measured on a 5-point Likert Scale, ranging from Strongly Agree to Strongly Disagree. The Cronbach's alpha coefficient for reliability of the scale was 0.80.

Administration of Research Instrument

Two hundred and nineteen (219) copies of the questionnaire were administered by the authors in LAUTECH Teaching Hospital, Osogbo, Osun State. However,

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only One hundred and Eighty-One copies of Questionnaire were correctly completed and found suitable for use. The remaining thirty-eight copies that were not usable were discarded.

Method of Data Analysis

The data gathered from socio-demographic information was presented in form of frequency tables with percentages while the stated hypotheses were tested with inferential statistics. The Statistical Package for Social Sciences (SPSS) Version 21.0 was used.

Results

Hypotheses Testing

Hypothesis One: This stated that quality of work life will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 1 below.

The result in table 1 above revealed that there was a significant influence of quality of work life on job performance among staffs in LAUTECH teaching hospital, Osogbo [$t(179) = 26.42, p < 0.01$]. Therefore, the hypothesis one was supported by the result of the study.

Table 1. A Summary Table of T-Test for Independent Measures Showing the Influence of Quality of Work Life on Job Performance among Staff in LAUTECH Teaching Hospital, Osogbo, Osun State

QUALITY OF WORK LIFE	N	\bar{X}	SD	df	t	P
HIGHER	96	58.24	23.33	179	26.42	<.01
LOWER	85	47.66	21..15			

Source: Authors' Fieldwork, 2020.

Hypothesis Two: This stated that adequate and fair compensation (i.e., a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 2 below:

Table 2. A Summary Table of T-Test for Independent Measures Showing the Influence of Adequate and Fair Compensation (i.e., A Dimension of Quality of Work Life) on Job Performance among Staff in LAUTECH Teaching Hospital, Osogbo, Osun State

ADEQUATE AND FAIR COMPENSATION (A DIMENSION OF QUALITY OF WORK LIFE)	N	\bar{X}	SD	df	t	P
HIGHER	99	3.76	0.84	179	4.22	<.01
LOWER	82	2.83	0.21			

Source: Authors' Fieldwork, 2020.

The result in table 2 above revealed that there was a significant influence of adequate and fair compensation (i.e., a dimension of quality of work life) on job performance among staff in LAUTECH teaching hospital, Osogbo [$t(179) = 4.22, p < 0.01$]. Therefore, the hypothesis two was supported by the result of the study.

Hypothesis Three: This stated that opportunity for continued growth and security (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 3 below:

Table 3. A Summary Table of T-Test for Independent Measures Showing the Influence of Opportunity for Growth and Security (i.e. A Dimension of Quality of Work Life) on Job Performance among Staff in LAUTECH Teaching Hospital, Osogbo, Osun State

OPPORTUNITY FOR GROWTH AND SECURITY (A DIMENSION OF QUALITY OF WORK LIFE)	N	\bar{X}	SD	df	t	P
HIGHER	100	6.89	2.12	179	6.54	<.01
LOWER	81	3.77	0.78			

Source: Authors' Fieldwork, 2020.

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The result in table 3 above revealed that there was a significant influence of opportunity for growth and security (a dimension of quality of work life) on job performance among staff in LAUTECH teaching hospital, Osogbo [$t(179) = 6.54, p < 0.01$]. Therefore, the hypothesis three was supported by the result of the study.

Table 4. A Summary Table of T-Test for Independent Measures showing the Influence of Safety and Health Working Conditions (i.e., A Dimension of Quality of Work Life) on Job Performance among Staff in LAUTECH Teaching Hospital, Osogbo, Osun State

SAFETY AND HEALTH WORKING CONDITIONS (A DIMENSION OF QUALITY OF WORK LIFE)	N	\bar{X}	SD	df	t	P
HIGHER	109	6.77	2.24	179	6.58	<.01
LOWER	72	3.56	0.97			

Source: Authors' Fieldwork, 2020.

Hypothesis Four: This stated that safety and health working conditions (i.e., a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 4 below.

The result in table 4 above revealed that there was a significant influence of safety and health working conditions (a dimension of quality of work life) on job performance among staff in LAUTECH teaching hospital, Osogbo [$t(179) = 6.58, p < 0.01$]. Therefore, the hypothesis four was supported by the result of the study.

Hypothesis Five: This stated that social integration in the workplace (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis was tested by T-Test for Independent Measures. The result is shown in table 5 below.

The result in table 5 below revealed that there was a significant influence of social integration in the workplace (a dimension of quality of work life) on job

performance among staff in LAUTECH teaching hospital, Osogbo [$t(179) = 4.73$, $p < 0.01$]. Therefore, the hypothesis five was supported by the result of the study.

Table 5. A Summary Table of T-Test for Independent Measures showing the Influence of Opportunity for Growth and Security (i.e. A Dimension of Quality of Work Life) on Job Performance among Staff in LAUTECH Teaching Hospital, Osogbo, Osun State

SOCIAL INTEGRATION IN THE WORKPLACE (A DIMENSION OF QUALITY OF WORK LIFE)	N	\bar{X}	SD	df	t	P
HIGHER	75	4.54	2.32	179	4.73	<.01
LOWER	106	3.63	0.97			

Source: Authors' Fieldwork, 2020.

Discussion of Findings

The purpose of the study was to investigate the influence of quality of work life on job performance in LAUTECH teaching hospital in Osogbo, Osun State, Nigeria. The first hypothesis considered for the study stated that there would be a significant influence of quality of work life on job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis one was supported by the result of the study. The finding indicated that employees who experienced higher level of quality of work life reported more job performance than employees who experience lower level of quality of work life. This therefore implies that the more the quality of work life, the more the job performance. This finding was supported by the study conducted by Suyantiningsih, Haryono & Zami (2018). The research concluded that quality of work life has a positive effect on job performance. Igudia and Ohue (2008) also revealed that there is a positive relationship between quality of work of life and organizational citizenship behaviour.

Hypothesis two considered for this study stated that adequate and fair compensation (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis two was supported by the result of the study. The finding indicated that employee who experienced higher level of adequate and fair compensation (i.e. a dimension of organizational citizenship behaviour) reported more job performance than employee who experience lower level of adequate and fair compensation. This

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therefore implies that the more employees are adequately and fairly compensated, the more they will perform on the job. The finding was supported by the study conducted by Yuniarsih and Ahman (2017). The research concluded that adequate and fair compensation has a significant influence on the performance of employees. Amstad (2011) also revealed that there is a positive relationship between adequate and fair compensation (i.e. a dimension of organizational citizenship behaviour) and job performance.

Hypothesis three considered for this study stated that opportunity for continued growth and security (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis three was supported by the result of the study. The finding indicated that employee who experienced higher level of opportunity for continued growth and security (i.e. a dimension of quality of work life) reported more job performance than employee who experience lower level of opportunity for continued growth and security. This therefore implies that the more employees are given opportunity for continued growth and security, the more the job performance. The finding was supported by the study conducted by Konovsky and Organ (1996). The research concluded that opportunity for continued growth and security.

Hypothesis four considered for this study stated that safety and health working conditions (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis four was supported by the result of the study. The finding indicated that employee who experienced higher level of safety and health working conditions (i.e. a dimension of quality of work life) reported more job performance than employee who experience lower level of safety and health working conditions. This therefore implies that the more the safety and health working conditions, the more the job performance. The finding was supported by the study conducted by Lambert (2000). Also, Ghasi and Imhanrenialena (2017) study concluded that safety and health working conditions (i.e. a dimension of organizational citizenship behaviour) have a positive effect on job performance.

Hypothesis five considered for this study stated that social integration in the workplace (i.e. a dimension of quality of work life) will significantly influence job performance among staff in LAUTECH Teaching Hospital, Osogbo, Osun State. The hypothesis five was supported by the result of the study. The finding indicated that employee who experienced higher level of social integration in the workplace (i.e. a dimension of quality of work life) reported more job performance than employee

who experience lower level of social integration in the workplace (i.e. a dimension of quality of work life). This therefore implies that the more the social integration in the workplace, the more the job performance. The finding was supported by the study conducted by Baral and Bhargava (2010). The research concluded that social integration in the workplace (i.e. a dimension of organizational citizenship behaviour) have a positive effect on job performance Tziner and Sharoni (2014).

Conclusion

This study focused on the influence of quality of work life and organizational citizenship behavior on job performance in LAUTECH teaching hospital in Osogbo, Osun State, Nigeria. Based on the findings the following conclusions were reached:

- Quality of work-life significantly and positively influences job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.
- Adequate and fair compensation (a component of quality of work-life) significantly and positively influence job performance among staffs in LAUTECH Teaching Hospital Osogbo, Osun State.
- Opportunity for continued growth and security (a component of quality of work-life significantly and positively influence job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.
- Safety and health working conditions (a component of quality of work-life) significantly and positively influence job performance among staff in LAUTECH Teaching Hospital Osogbo, Osun State.
- Social integration in workplace significantly and positively influences job performance among staffs in LAUTECH Teaching Hospital Osogbo, Osun State.

Recommendations

The research investigated the influence of quality of work life on job performance in LAUTECH teaching hospital in Osogbo, Osun State, Nigeria. Based on findings, the following recommendations were made:

1. Management of LAUTECH Teaching Hospital Osogbo, Osun State place importance on the quality of work life on her employees as this will aid and improve the performance of their job.
2. Management should conduct a skill match to align responsibilities to employee knowledge and skills in order to achieve even higher levels of efficiency and effectiveness in realizing organizational goals.

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3. To achieve higher job performance for the employees, the business owner should motivate the employee and encourage the employee to share their ideas, allow them to contribute to the decisions.

4. Management needs to focus on creating a healthy working environment so employees have a positive attitude towards the workplace and also towards their clients.

5. Social Integration plays an important role in terms of influencing OCB and job performance among employees. It is important for the management to encourage social integration among their staff and also to increase the job performance.

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THE EFFECT OF POPULATION AND FINANCIAL DEVELOPMENT ON ENVIRONMENTAL HEALTH IN NIGERIA (1980-2019)

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Abstract

In recent times, environmental health quality has raised issues on dynamics of population, financial development and environmental health quality in Nigeria. The present study has made an attempt to explore interlinks among these variables using Autoregressive Distributive Lag (ARDL) bound cointegration approach. The study period is from 1980 to 2019. The coefficient of population has a positive and statistically significant effect on carbon emission proxy for environmental quality for both short and long-run. The coefficient

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market capitalization (MCP) is statistically significant at 5% level and with the positive sign in the both short-run and long-run. However, credit to private sector has negative and significant impact on carbon emission. Nigeria should develop its financial sector to enhance investment in energy saving equipment that will reduce carbon emission, hence improve environmental quality. Also, the growing population should be encouraged to use the clean form of energy for their daily activities.

Keywords: *population; financial development; environmental health; autoregressive distributive lag.*

JEL Classification: Q56, J10, G10

Introduction

The interaction between population and environmental health has become a growing concern in recent years for many nations of the world. With the increasing number of people living in urban areas and the world's population projected to increase to 9.8 billion by 2050, the link between urbanization and environmental health becomes imperative [United Nations, 2017]. The human population is known to largely rely on nature for raw materials for its provision of food, air, and water and other activities, which in turn can affect the environment. The growing population in Africa is accompanied by a swift growth in urbanization, industrialization, and an exhaustive abuse of environmental resources [Kone, 2018]. For instance, an increase in population growth is known to bring about increases in the demand for natural resources, such as water and fossil fuels, which in turn results into pressure on agricultural lands as a result of deforestation, bush burning etc. leading to all kinds of pollution which contributes to an unhealthy environment. According to Santra (2011), environmental hazards occur from increase in population, rise in the use of resources, technological advancement and the poor approach of humans to the environment.

As explained by the Environmental Kuznets Curve (EKC), development initially leads to deterioration in the environment but after a certain level of growth has been achieved, environmental degradation can begin to reduce. It has also been argued that financial factors can help improve economic growth but have implications on the environment. According to Mesagan and Nwachukwu (2018), increased investment in industrial technology in the bid to improve economic

growth can help stimulate consumption of industrial energy which can either lead to increases or decreases in carbon emissions. Most African countries often rely on the use of industrial machinery, which are unfriendly to the environment and tend to generate more pollution and excessive carbon emissions; hence, more economic activities increase the chances for environmental degradation. Similarly, when there is access to loans through the financial institution, it makes the purchase of goods, which releases more toxic gas to the environment such as automobiles, refrigerators easier [Mohammed *et al.*, 2019]. Likewise, with financial development, assessing advanced technology and machineries, which are less harmful to the environment, can become easier. For example, Dasgupta *et al.* (2001) postulated that countries with stable and developed financial markets tend to enjoy cleaner environment than their counterparts with less stable financial markets. With this in mind, countries continue to seek ways in which they can improve the quality of the environment by lessening the emissions of greenhouse gases, which contributes to the cause of global warming.

Nigeria being a country with high population that heavily depends on oil as a source of revenue and fossil oil for its energy supply, the questions that readily comes to mind is whether a relationship exists between Nigeria's populations and environmental degradation? If yes, can financial development amidst a growing population help in improving the quality of the environment? In order to answer these questions, the study assessed the impact of population and financial development on environmental health.

The rest of the paper is divided into five sections study, section two presents the review of relevant literature, section three presents the methodology, section four discusses the results while section five concludes the study.

Literature Review

Some studies have examined the nexus among population growth, financial development and environmental health across various regions of the world. This link has been explored mostly, in the advanced countries [Paramati *et al.*, 2017], Asia [Feridun, 2006; Ahmed *et al.*, 2021; Shahbaz *et al.*, 2013], and Africa [Tsaurai, 2018; Aluko, & Obalade, 2020]. In existing studies, mixed empirical evidences have been established while investigating the link between financial development and environmental health. Ahmed *et al.* (2021) for example employed the linear ARDL in their study in Japan from 1971 to 2016. Their result showed that financial development positively stimulates ecological footprints while population density

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improves environmental quality in Japan. The study reported that high population density will reduce ecological footprints in the long-run and the use of better technology will reduce ecological deficit in Japan. Similarly, Baloch *et al.* (2019) using the Driscoll-Kraay panel regression found that financial development increase ecological foot print in the Belt and Road countries. Also, Tamazian *et al.* (2009) studied the role of financial development in the BRIC environment. With the use of the standard reduced-form modelling approach, the study reported that capital market and banking sector development accompanied by high foreign direct investment reduces carbon dioxide emissions. The study argues that financial development increase energy demand which in turn decreases Co2 emissions.

In the same vein, Tamazian and Rao (2010) examined the link between financial development and environmental degradation and found that financial development in countries with strong institutions reduces carbon dioxide emissions which then increases environmental quality and vice versa. In a study of 129 countries, Al-mulali *et al.* (2015) reported that financial development engenders higher environmental quality in low, lower-middle, upper-middle, and high-income countries while energy consumption, urbanization, and trade openness through their positive effect on ecological footprint, increase environmental damage of most countries examined. Feridun (2006) studied the case of China using the ARDL technique and reported that financial development leads to a decrease in environmental pollution in China. However, Paramati *et al.* (2017) reported that Stock market capitalization increases CO2 emissions in developing G20 countries and reduces it in the developed G20 countries. A unidirectional causality from stock market capitalization to CO2 emissions was also reported in the study.

Zhang (2011) likewise reported a positive influence of financial development on Co2 emissions in China. The study also reported foreign direct investment amongst the indicators of financial development to be the least influence on carbon emissions. Shahbaz *et al.* (2013) employed the ARDL, VECM approach and found that financial development reduces and granger cause Co2 emissions in Indonesia. However Shahbaz *et al.* (2016) examined the effect of financial development on environmental quality in Pakistan and reported that inefficient financial development that is bank-based adversely affects environmental quality. Aluko and Obalade (2020), also reported that financial development negatively influences environmental quality while larger population, greater affluence and higher levels of technology reduces environmental quality in the Sub-Saharan African countries. The study also reported a bidirectional relationship between financial development and Carbon emissions.

While in a West African study, Tsurai (2018) with the use of the pooled OLS technique found that domestic credit provided by financial sector significantly increased carbon emissions in the examined countries. Wang *et al.* (2019) examined the relationship between urbanization, financial development, population growth, technology with CO₂ emissions. The study recorded that all the variables examined have significant positive relationships with CO₂ emissions. Kayani et al (2020) assessed the implications for sustainable development in top ten CO₂ emitter countries and revealed a positive relationship between financial development, urban population and CO₂ emissions in the long-run.

Evidences have also been provided to show the link between population and environmental health. For instance, Cole and Neumayer (2004) examined the link between population size and environmental quality. For CO₂ emissions, the elasticity of emissions with respect to population was found to be unity with the population sizes examined while for SO₂ emissions, population-emissions elasticity was found to be negative for small population sizes, but begins to rise rapidly when population increases. This means that for CO₂ emissions, population increases are matched by proportional increases in emissions while a higher urbanization rate and lower average household size increase emissions. Similarly, in a multivariate analysis by Martínez-Zarzoso *et al.* (2007) on the impact of population growth on CO₂ emissions in European Union countries, results showed the existence of different patterns for old and new EU members. For the old EU countries, the impact of population growth on CO₂ emissions was lower than unity and non-significant while for the new EU countries; the elasticity emission-population was lower than 2.73 indicating more than proportionate between population and emission.

O'Neill *et al.* (2012) examined the relationships between demographic change and carbon dioxide emissions in. They found that CO₂ emissions from the use of energy respond almost proportionately to changes in the size of population. The study concludes that by 2050, population growth paths could lead to changes in global emissions of CO₂ by about 15% and to 40–60% by 2100. Wang *et al.* (2012) employed the Partial Least Squares (PLS) with STIRPAT model in China and concluded that urbanization adversely affects environmental quality. Li and Ma (2014) studied the relationship between the urbanization rate, economic development and environmental change in China. Their results revealed an inverted-U-shaped relationship between urbanization rate and changes in China's regional environmental quality. A study in India by Ohlan (2015) with the use of ARDL technique found that population growth increases carbon emissions. Zaman *et al.* (2011) also investigated

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the relationship between population and environmental degradation for three SAARC countries. The result from the study reveals that increasing population growth impounds pressure on production, which may burden land cultivation and lead to the deterioration of the environment. Sulaimon and Abdul-Rahim (2018) however reported that population growth to have no influence on carbon emissions in Nigeria. According to Yahaya et al (2020), in their study on the Nigerian environment found that population, energy consumption, and financial development increases environmental degradation in the short run and leads environmental decay in the long-run. The study also reported that output growth and trade helps in promoting environmental quality.

From the above literature, it could be observed that there is no consensus yet on the link among population growth, financial development and environmental health. Also, few studies exist yet in developing countries, particularly Nigeria, hence this study.

Methodology

Based on previous theoretical and empirical findings as articulated in the literature, as well as the structure of the Nigerian economy, the environmental health in Nigeria proxied with carbon dioxide emission depends on gross domestic product (GDP), square tests of GDP to test inverted environmental Kuznet curve, financial development proxied by broad money supply (BMS), credit to private sector (CPS), market capitalization (MCP), Interest rate (INT) and population (POP). Subjective evidence from literature reveal that the autoregressive distributed lag model (ARDL) is one of the major workhorses in dynamic single- equation regression. The ARDL approach yields consistent estimates of the long–run coefficients that are asymptotically normal, irrespective of whether the underlying are I(1) or I(0) [Pesaran, & Shin, 1995]. One particularly attractive reparameterisation to researchers is the error-correction model; which uses have increased over time [Engle, & Granger, 1987]. Thus, Equation (3.29) and equation (3.30) forms the basis of our ARDL model, and the effect of population and financial development or financial deepening on environmental health can be expressed as:

$$EHT_t = \alpha_0 + \alpha_1 GDP_t + \alpha_2 GDP_t^2 + \alpha_3 BMS_t + \alpha_4 CPS_t + \alpha_5 MCP_t + \alpha_6 INT_t + \alpha_7 POP_t + \alpha_8 ENEC_t + \varepsilon_t \quad (1)$$

The short-run and long-run effect of population and financial deepening on environmental health can be expressed as:

$$\begin{aligned} \Delta EHT_t = & \alpha_0 + \sum_{i=1}^n \alpha_{1i} \Delta EHT_{t-1} + \sum_{i=1}^n \alpha_{2i} \Delta GDP_{t-1} + \sum_{i=1}^n \alpha_{3i} \Delta GDP_{t-1}^2 + \\ & \sum_{i=1}^n \alpha_{4i} \Delta BMS_{t-1} + \sum_{i=1}^n \alpha_{5i} \Delta CPS_{t-1} + \sum_{i=1}^n \alpha_{6i} \Delta MCP_{t-1} + \\ & \sum_{i=1}^n \alpha_{7i} \Delta INT_{t-1} + \sum_{i=1}^n \alpha_{8i} \Delta POP_{t-1} + \sum_{i=1}^n \alpha_{8i} \Delta ENEC_{t-1} + \beta_1 GDP_{t-1} + \\ & \beta_2 GDP_{t-1}^2 + \beta_3 BMS_{t-1} + \beta_4 CPS_{t-1} + \beta_5 MCP_{t-1} + \beta_6 INT_{t-1} + \beta_7 POP_{t-1} + \\ & + \beta_8 ENEC_{t-1} + \epsilon_t \end{aligned}$$

(2)

The ARDL model testing procedure starts with conducting the bound test, which states the null hypothesis of zero cointegration, that is:

$$\begin{aligned} \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = \beta_6 = \beta_7 = \beta_8 = \beta_8 = 0 \\ \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4 \neq \beta_5 \neq \beta_6 \neq \beta_7 \neq \beta_8 \neq \beta_8 \neq 0 \end{aligned}$$

The statistic underlying the procedure is the F-statistic, which is used to test the significance of lagged levels of the variables, in order to establish the existence of cointegration. The error correction representation of equation can be specified as follows:

$$\begin{aligned} \Delta EHT_t = & \alpha_0 + \sum_{i=1}^n \alpha_{1i} \Delta EHT_{t-1} + \sum_{i=1}^n \alpha_{2i} \Delta PGDP_{t-1} + \sum_{i=1}^n \alpha_{3i} \Delta PGDP_{t-1}^2 + \\ & \sum_{i=1}^n \alpha_{4i} \Delta BMS_{t-1} + \sum_{i=1}^n \alpha_{5i} \Delta CPS_{t-1} + \sum_{i=1}^n \alpha_{6i} \Delta MCP_{t-1} + \\ & \sum_{i=1}^n \alpha_{7i} \Delta INT_{t-1} + \sum_{i=1}^n \alpha_{8i} \Delta ENEC_{t-1} + ECT_{t-1} + e_t \end{aligned} \quad (3)$$

Error correction term (ECT) measures the speed of adjustment. The coefficient of the error correction term is expected to be negative and statistically significant to further confirm the existence of a cointegrating relationship. In equation (3), environmental health (EHT) depends on per capita GDP (PGDP), the square of per capita GDP to capture environmental Kuznet effect $(PGDP)^2$, broad money supply as a proxy for financial deepening (BMS) and Credit to private sector as a proxy for financial deepening (CPS). Market capitalization (MCP) and interest rate (INT) also serve as variables for financial deepening. Fossil energy consumption (ENEC) can also influence environmental health. Table 1 presents data description and sources of the variables employed in the study.

Table 1. The Measurements of Variables and Sources of Data

Variables (Symbol)	Measurements	Sources
Dependent Variables		
Environmental Health (ETH)	Carbon emission per capita	WDI
Independent Variables		
Per Capita Income (PGDP)	Real Per capita GDP is measured by Real GDP divided by population	WDI
Population (POP)	Urban population growth rate (annual %)	WDI
Broad Money Supply (BMS)	Broad money supply to GDP (m_2)	WDI
Credit to Private Sector (CPS)	Ratio of private sector credit to gross domestic products	WDI
Market Capitalisation (MCP)	Ratio of market capitalisation to gross domestic products	WDI
Interest Rate (INT)	Interest rate (Lending Rate)	WDI
Energy Consumption (ENEC)	Fossil fuel energy consumption (% of total)	WDI

Source: Authors' compilation

Empirical Result and Discussion

The common practice in time series modelling has involved the application of (augmented) Dickey-Fuller and Phillips-Perron tests to determine whether a series possesses a unit root, improved and efficient tests with much better statistical properties are now Dickey-Fuller test statistic using a generalized least squares (DF GLS). This modified test not only has the best overall performance in terms of small-sample size and power, but also has substantially improved power when an unknown mean or trend is present [Stock, 1994; Elliott *et al.*, 1996]. The test unit root result in Table 2 shows that the null hypothesis of a unit root cannot be rejected for the level series of some variables using KPSS and DF GLS techniques. However, the null hypothesis of a unit root can be rejected for the first difference of all the series at a 5 per cent level of significance.

Table 2. Unit Root Test

Variable	KPSS			DF-GLS		
	T-Stat	Prob.	Order	T. Stat	Prob.	Order
EHT	-0.9873	0.4236	I(1)	-1.5920	0.4219	1(1)
D(EHT)	-8.5968	0.0000		-5.0427	0.0512	
POP	-1.2274	0.6010	I(1)	-2.9779	0.0891	1(1)
D(POP)	-6.0590	0.0000		-5.8042	0.0372	
BMS	-0.8447	0.7932	I(1)	-1.9620	0.9511	1(1)
D(BMS)	-7.6349	0.0000		-7.0438	0.0000	
CPS	-1.3426	0.2699	I(1)	-2.9959	0.0682	1(1)
D(CPS)	-4.8735	0.0000		-5.8117	0.0019	
MCP	1.6328	0.0329	I(1)	-1.8921	0.0471	1(1)
D(MCP)	-3.9990	0.0041		-3.0821	0.0032	
INTR	-2.1820	0.0732	1(1)	-2.0049	0.0910	1(1)
D(INTR)	-8.9302	0.0000		-8.0418	0.0000	
GDP	-1.0687	0.6852	1(0)	0.6780	0.2871	1(0)
D(GDP)	-6.0685	0.0067	1(1)	-5.6784	0.0041	1(1)
ENEC	-4.0721	0.0042	1(0)	-1.7900	0.4911	1(1)
D(ENEC)				-4.5591	0.0382	

Source: Authors' Compilation (2021) using E-view 10

Furthermore, pair wise ranger causality was performed to see whether there is a causality relationship between these variables. The direction of causality is depicted in Table 3. The result shows that the null hypothesis that states that environmental health (EHT) does not Granger Cause population (HEXP) is rejected given the p-value which is below 5%. It is also observed from the result that population growth (POP) Granger caused environmental health (EHT). The null hypothesis that population growth (POP) does not Granger Cause credit to private sector (CPS) is rejected given the p-value which is below 5%, however, the null hypothesis that credit to private sector(CPS) does not Granger Cause population (POP) is accepted which is statistically insignificant at 5%. It implies that a uni-directional causal relationship exist between population and financial deepening proxies by credit to private sector (CPS). The causality runs from population to financial deepening proxies by credit to the private sector. Furthermore, the unidirectional causality runs from credit to private sector to environmental health. It was also revealed that a uni-directional causality run from

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market capitalisation (MCP) to environmental health. Thus, given the result, this study rejects the null hypothesis that states that there is no causal relationship between population and financial deepening, population and environmental health and financial deepening and environmental health in Nigeria.

Table 3. Granger Causality Result

Pairwise Granger Causality Tests		
Null Hypothesis:	F-Statistic	Prob.
EHT does not Granger Cause POP	5.9016	0.0007*
POP does not Granger Cause EHT	3.8037	0.0053*
POP does not Granger Cause BMS	2.7057	0.0316*
BMS does not Granger Cause POP	1.3803	0.4920
EHT does not Granger Cause CPS	1.5028	0.1381
CPS does not Granger Cause EHT	4.1582	0.0029*
EHT does not Granger Cause MCP	1.0317	0.6392
MCP does not Granger Cause EHT	5.4176	0.0041*
POP does not Granger Cause MCP	4.9318	0.0016*
MCP does not Granger Cause POP	1.3791	0.2118

Note: * Rejection of null hypothesis at 5%

Source: Authors' compilation

Co-integration test Results

The results of the co-integration test based on the ARDL-bounds testing method are presented in Table 4. The result indicates that the F-statistic is greater than the upper critical bound from Pesaran *et al.* (2001) at 5% significance level using restricted intercept and no trend. This study therefore rejects the null hypothesis of no cointegration among the variables. This shows that there is a long-run causal relationship among these variables in Nigeria. F-test results indicate that we reject the null hypothesis of no cointegration between variables, since computed value of F-statistics is greater than I(1) bound value at 5% level of significance. Thus, we concluded that variables are cointegrated which implies that there is a long-run relationship among the variables. The bounds test result shows that there exists cointegration because the bounds F-statistics value is greater than the I(0) and I(1) series, the study then proceeds to present both the short run and long-run result for the models.

Table 4. Cointegration Result

F Bounds test

Test Statistic	Value	Signif.	I(0)	I(1)
			Asymptotic: n=1000	
F-statistic	5.618989	10%	3.17	4.14
		5%	3.79	4.85
		2.5%	4.41	5.52
		1%	5.15	6.36

Source: Authors' Computation Critical bound from Pesaran *et al.* (2001)

Table 5 presents the long-run and short-run coefficients using ARDL approach. Population (POP) has positive and significant impact on carbon emission in both short-run ($t_c = 2.19, P < 0.05$) and long-run ($t_c = 2.24, P < 0.05$). Also, the lagged of population is significant in explaining environmental health in Nigeria. This result indicates that a unit change in population increases carbon emission by 0.0191 and 0.2019 in short-run and long-run respectively. This result validates theoretical position that population growth worsen the environmental situation. This finding is consistence with the result of Ohlan (2015), Zaman *et al.* (2011) and Yahaya *et al.* (2020). However, it disagrees with the finding of Sulaimon and Abdul-Rahim (2018) which reported that population growth has no influence on carbon emissions in Nigeria. Broad money supply (BMS) has no significant impact on environmental health proxy by carbon emission in the short-run and long-run in Nigeria. The credit to private sector (CPS) has negative and significant impact on carbon emission in both short-run ($t_c = -3.50, P < 0.05$) and long-run ($t_c = -2.10, P < 0.05$). This result indicates that a unit change in credit to private sector reduces carbon emission by 0.1299 and 0.2911 in short-run and long-run respectively. This finding is consistence with the finding reported by Tamazian and Rao (2010) and Ahmed *et al.* (2021). Market capitalization has positive and significant impact on carbon emission in both short-run ($t_c = 2.37, P < 0.05$) and long-run ($t_c = 2.09, P < 0.05$). The result shows that a unit changes in market capitalization worsen environmental health by 0.5082 and 0.8181 in the short-run and long-run respectively. This finding is in agreement with Zhang (2011), Paramati *et al.* (2017), Al-mulali *et al.* (2015), Aluko and Obalade (2020).

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Table 5. Population, Financial Development and Environmental Health

Dependent Variable: Environmental Health proxies by Carbon emission				
Long-Run				
Variable	Coefficient	Std. Error	t-Statistics	P Value
POP	0.2019	0.0901	2.2408	0.030
BMS	-0.2241	0.2971	-0.7542	0.821
CPS	-0.2911	0.1381	-2.1078	0.027
MCP	0.8181	0.3913	2.0907	0.011
GDP	0.3881	0.1691	2.2950	0.037
GDP^2	-0.6697	0.8811	0.7600	0.711
INT	-0.9282	0.3771	-2.4614	0.004
ENEC	0.5911	0.2180	2.7114	0.001
Constant	0.6621	0.2901	3.1664	0.001
Short- Run				
D(ETH(-1))	0.1939	0.0941	2.0605	0.021
D(POP)	0.0191	0.0087	2.1954	0.043
D(POP(-1))	0.0817	0.0314	2.6019	0.002
D(BMS)	0.5990	0.2211	2.7091	0.007
D(BMS(-1))	0.0192	0.0111	0.1729	0.219
D(CPS)	-0.1299	0.0371	-3.5013	0.000
D(MCP)	0.5082	0.2922	2.3670	0.003
D(MCP(-1))	-0.2101	0.1011	-2.444	0.035
D(GDP)	0.1783	0.0881	2.0238	0.031
D(GDP^2)	0.0101	0.0515	0.1961	0.928
D(INT)	-0.4291	0.1771	-2.4229	0.001
D(INT(-1))	-0.2911	0.1421	2.0485	0.000
D(ENEC)	0.3921	0.1221	3.2113	0.030
D(ENEC(-1))	0.1689	0.0716	2.3589	0.038
D(ENEC(-2))	0.4901	0.2107	2.3260	0.013
ECT_{t-1}	-0.6141	0.2911	2.1095	0.042
R-squared	0.691			
		F-statistics	4.8901	0.000
Diagnostic Tests				
F-Statistics		Prob.		
Serial Correlation	1.421	0.198		
Functional form	0.811	0.203		
Normality	0.791	0.133		
Heteroscedasticity	0.722	0.921		
Stability Tests				
CUSUM	Well Behaved			
CUSUM of Squares	Well Behaved			

Source: Authors' compilation

Gross domestic product (GDP) has positive and significant impact on carbon emission in both short-run ($t_c = 2.0238$, $P < 0.05$) and long-run ($t_c = 2.2950$, $P < 0.05$). A unit increase in GDP increases carbon emission by 0.1783 and 0.3881 in the short-run and long-run respectively. The square of GDP is not significant in explaining carbon emission in short-run and long-run in Nigeria. This implies inverted U-shape environmental Kuznet postulation is not hold for Nigeria. Interest rate has negative and significant impact on carbon emission in both short-run ($t_c = -2.42$, $P < 0.05$) and long-run ($t_c = -2.46$, $P < 0.05$) in Nigeria. A unit increase in interest rate reduces carbon emission by 0.4291 and 0.9282 in both short-run and long-run respectively. Energy consumption has positive and significant impact on carbon emission in both short-run ($t_c = 3.21$, $P < 0.05$) and long-run ($t_c = 2.71$, $P < 0.05$) in Nigeria. A unit increase in energy consumption increases carbon emission by 0.3921 and 0.5911 in both short-run and long-run respectively. This result supports the fact that subsidized petroleum products consumptions dominate energy consumption mix in Nigeria, which has adverse impact on environmental health. Furthermore, this result implies that, in the context of subsidy-plagued fossil-fuel consumption and high carbon emission, an accelerated program to promote energy efficiency could reduce carbon emission in Nigeria. The share of fossil fuels out of total energy use in Nigeria in 2018 was 82%. One of the reasons of energy consumption pulling the carbon emission is lack of energy saving plans in Nigeria as government is subsidizing the fossil-fuel price.

All the diagnostic result confirmed that there is no correlation, no functional form error, no heteroscedasticity and no normality effect in the model. The statistical properties of the models as indicated by the diagnostic probability value show that the models are consistent, efficient and feasible for forecast and policy making. Also, it implying that the coefficients seem to follow a stable pattern during the estimation period; thus, one can use these coefficients for policy decision-making purposes since the model do not suffer from any structural instability over the period of study. The stability result implies that the estimated parameters were mostly stable over the period of estimation as shown by the CUSUM test and CUSUM Square test in Figure 1 and Figure 2 respectively.

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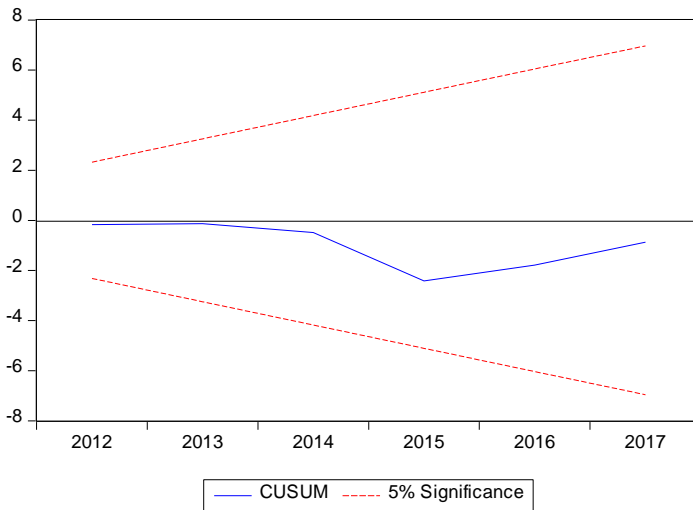


Fig. 1. CUSUM Test
Source: Authors' Computation

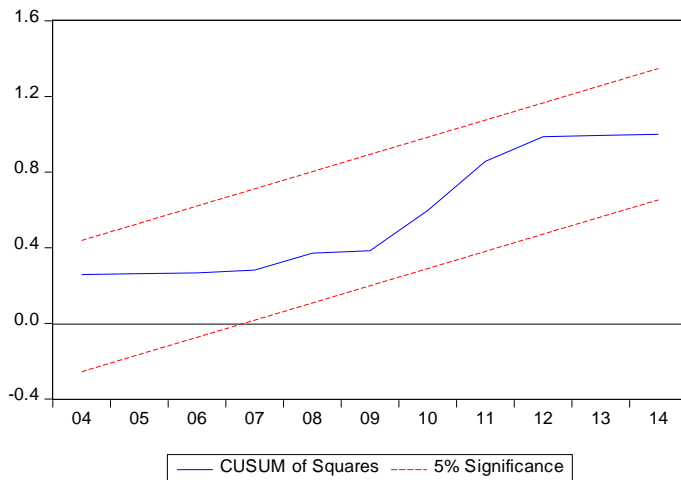


Fig. 2. CUSUM Square Test
Source: Authors' Computation

Conclusion and Policy Recommendation

Environmental health quality has always remained a topical issue among academia and researchers due to lack of consensus on this subject. A potential unresolved issue is not only the causal relationship among these variables but also the effect of population and financial development on environmental health quality in Nigeria. The present study has been an attempt to explore interlinks between these variables ARDL bound cointegration approach on time series data spanning from 1980 to 2019. Population (POP) has positive and significant impact on carbon emission in both short-run and long-run. Also, the lagged of population is significant in explaining environmental health in Nigeria. Credit to private sector has negative and significant impact on carbon emission in both short-run and long-run. Market capitalization has positive and significant impact on carbon emission in both short-run and long-run. The study concluded that while money market development proxied by credit to private sector improve environmental health, capital market development capture with market capitalization worsen environmental health situation in Nigeria. On the basis of the findings, this study recommends that there is need to impose carbon tax to improve environmental health quality in Nigeria. Also, the growing population should be educated on the need to use renewable environmental friendly energy for automobile, cooking and lighting in order to reduce carbon emission in Nigeria.

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ASSESSMENT OF SOCIAL MEDIA'S INFLUENCE ON THE ACADEMIC PERFORMANCE OF TERTIARY INSTITUTION STUDENT

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Abstract

This paper assesses the influence of social media on academic performance of tertiary institutions. The study made use of a quantitative approach where 100 questionnaires were distributed to tertiary institutions students in Ekiti State. The study findings reveal that all the respondents have access to the internet and that they do so through different mediums such as smart phones, tablets and computers. Also, smart phones are the most popular means of accessing the internet by students. These devices are portable and allow students to carry it along at any given time. Findings of this study reveal that Ekiti State University students spend more time on social media than reading their books, this makes them rely on social media to do their assignments

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without consulting other sources. The study also revealed that students' exposure to social media has effect on their academic performance and that effect is negative. It is the perspective of this paper that undergraduate who invest more energy in online networking are liable to perform inadequately in their scholarly exercises than the individuals who don't, because of an extraordinary number of times spent on long range informal communication exercises, the scholastic execution of undergraduates endure misfortunes which could prompt poor execution in their studies.

Keywords: social media; digital communication; academic performance; university students' social media usage.

JEL Classification: I23, I25, I31

Introduction

Technological advancements have brought major changes to the ways and manners people conduct their affairs globally. This technological advancement continues to break communication barriers and replacing them with new methods of connecting global audience. With the enablement of technology, anyone who has access to the Internet can be connected through numerous accessible social media platforms, and mobile telephony and be able to communicate video calls and electronic conferencing with peers regardless of distance. Wentworth and Middleton (2014) express the belief that “social media is an extension and explosion of traditional word of mouth networks. Word of mouth has always been the most effective and trust worthy means of disseminating information”.

According to Ünal, and Koroğlu (2016), social media have become very popular in recent years, this may be attributed to increasing proliferation and affordability of Internet enabled devices such as personal computers, mobile devices and tablets. This is evidenced by the burgeoning popularity of many online social media that include such social networking platforms as Facebook, collaborative projects such as Wikipedia, content communities like YouTube, blogs like Word Press, virtual games worlds such as World of Warcraft and virtual social worlds like Second Life. According to statistics by National Bureau of Statistics [NBS] (2016) as at September 2015, there were a total of 150,469,438 mobile subscribers in Nigeria. Of all users, a total of 97,212,364 had an Internet subscription. As a result, social media are becoming more and more popular especially among students in Nigeria. [Yusuf, 2018]

Teenagers and young adults have especially embraced these tools as a way to connect with their peers, share information, reinvent their personalities, and showcase their social lives [Skiera, Hinz, & Spann, 2015]. As a result, a lot of students happily make use of these opportunities by spending a substantial amount of their time to use various social media platforms. However, the question remains that whether social media have any impact on student's academic performance. [Rouis, Limayem, & Salehi-Sangari, 2011]

Ezeah, Asogwa and Edogor (2013) in "Social Media Use among Students of Universities in South-East Nigeria", the study could not determine whether a significant difference exists in "social media" habit between male and female students. Similarly, Buhari and Ashara (2014) in "Use of Social Media among Students of Nigerian Polytechnic" also conspicuously omitted the same factor. And no attempt was made to establish if a significant difference exists in "social media" habit as it relates to age. Thus, the need to make up for these gaps in knowledge in area of education in Nigeria makes the current study very significant. Its findings would further reveal the purposes students use social media, whether usage of social media affect academic performance, the interaction of gender difference, and the interaction of age. Hence, the broad objective of this study is to examine the influence of social media on academic performance of selected higher institution in Ekiti State.

Statement of Problem

The world today is a global market in which the internet is the most important sort of information. Since the advent of social media sites in the 1990s, it is assumed in some quarters that the academic performance of students is facing a lot of neglect and challenges. The educational system in Nigeria is faced with so many challenges which have certainly brought about a rapidly decline in the quality of education [Buzzetto-More, 2012]. There is a deviation, distraction and divided attention between social networking activities and their academic work. It is observed that students devote more attention to social media than they do to their studies. [Dabbagh, & Kitsantas, 2011]

In recent times social media have been a major stay in the minds of students and the world at large thereby causing a lot of drastic measure by students, teacher and even educational administrators at large. It is therefore of great importance to explore some of the trending issues facing students' academic performance as a result of social media. Students at all levels of learning now have divided attention

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to studies, as a result of available opportunities to be harnessed from social media. Whether these opportunities promote studies is a question that needs to be answered. Thus, the problem this study examined the influence of social media networks on the academic performance of the students in Ekiti State.

Conceptual Literature

Concept of Communication

Communication in its simplest form is the activity of conveying information through the exchange of thoughts, messages or information or information as by speech, visuals, signals, writing, or behaviour. Be that as it may, communication requires a sender, a message and a recipient, although it may mean different things to different people. For instance, Srampickal (2006) posits that communication is more than a transfer of ideas, from one communicative partner to the other.

Communication is one of the oldest academic fields in the world; with roots that dates back as far as the Ancient Greek academies. As communication methods have evolved, the study of communication has evolved with them [Brown, 2011]. Different people understand communication to mean different things to them depending on what their interest or targets are. According to Brown (2011), “Communication is the process of sharing information, thoughts, and feelings between people through speaking, writing or body language”. This extends the concept to require that transmitted content is received and understood by someone in a way it was intended.

Concept of Social Media

Social Media

The term “Social media” is defined as the application that allows users to converse and interact with each other; to create, edit and share new forms of textual, visual and audio content, and to categorize, label and recommend existing forms of content (Selwyn 20129). Social media therefore denotes to the wide collection of Internets based and mobile services that connect people together to communicate, participate, collaboratively interact, discuss and exchange ideas and information on an online community. The kind of Internet services commonly associated with social media (sometimes referred to as “Web”) [Eke, Omekwu, & Odoh, 2011].

It is easy to confuse social media with social news because we often refer to members of the news as the media. Adding to it, that social news site is also social media site. [Kolek & Saunders, 2008]

Blogs are Web information sharing technology [Hijazi, & Naqv, 2006]. According to Kaplan and Haenlein (2010), blogs are the social media equivalent of personal web pages and can come in a multitude of different variations, from personal diaries describing the author's life to summaries of all relevant information in one specific content area.

Mobile Social Media

When social media is used in combination with mobile devices, it is called mobile social media [Al-Menayes, 2015]. Mobile social media is a group of mobile applications that allow the creation and exchange of users generated content. The introduction of anytime anywhere Wi-Fi in mobile phones and the prevalence of free social media applications according to AlMenayes (2015) have made them indistinguishable from personal computers when it comes to Internet use. The rising importance of the mobile social media is reflected when we looked at the average time per day that people are spending on the mobile web, this metric according to Global Web Index (2015) has jumped from 1.24 hours in 2012 to 1.99 hours in 2015. According to ExactTarget (2014) half of the planet now owns a mobile phone. Out of the total global population: 7.18 billion Active mobile users: 3.61 billion (50% penetration). Similarly, 77% of all social media users are now accessing them via mobile devices. 22% of people on the planet use social media on a mobile device (Ibid.). Mobile phones are portable, providing easy access to the Internet regardless of time and place [Al-Menayes, 2015]. Mehmood and Taswir (2013:) remarked that as a result of smart features available on social networks like reading RSS feeds, location tagging and status updates have ignited popular uses of social media on mobile phone. dents and found that the students use the SNSs to communicate with friends;

Impacts of Social Networking Sites

Through email and instant messaging, online communities are created where a gift economy and reciprocal altruism are encouraged through co-operation. 2go and other social networking tools are increasingly the objective of scholarly research. Scholars in many fields have begun to investigate the impact of social networking site, investigating how such site may play into issues of identity, privacy, social, youth culture and education. Several website are beginning to tap into the power of the social networking model for philanthropy. In 2011 HCL technologies conducted research that showed that 50% of British workers are banned from the use of social

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media during office hours. In this view, when one is chit-chatting, the content of the message reveal a lot about an individual. In chatting, comments, photos, and status should speak less of an individual. Kim in summary says: “if you are mindful of what you are doing, you can maintain a measure of privacy on a social network” [Dewing, 2012]; and, in reference to this, Proverbs 10:19, states that “In the abundance of words, there does not fail to be transgression, but the one, 2012”.

Concept of Academic Performance

Hijazi and Naqvi, (2006) define academic performance as a multidimensional construct composed of the skills, attitudes, and behaviours of a learner that contribute to academic success in the classroom. Academic instruction is arguably the primary business of education. To this end, schools are expected to influence students’ learning, socialisation, and even vocational preparedness. Despite the attention paid to a broad definition of educational outcomes, however, academic performance remains central. Students’ academic performance is a term that appears frequently married in higher education discourse. It is a satisfactory and superior level of performance of students as they progress through and complete their school experience [Tinto, 1993]. The implication of this definition is underscored by research, which repeatedly demonstrates that the vast majority of students who withdraw from school do so for no reason other than poor academic performance [Hijazi & Naqvi, 2006; Tinto, 1993].

Parents’ Education

Parents are the most immediate relation of a child. Educated parents better understand the educational needs and their children’s aptitude. They, thus help their children in their early education, which affects their proficiency in their relative area of knowledge. Parents’ education or academic background definitely contributes immensely toward the academic life of children.

According to Grissmer (2003), parents’ level of education is the most important factor affecting students’ academic achievement. Taiwo (1993) submits that parents’ educational background influence the academic achievement of students.

Academic Ambition of the Student

The importance of setting up goals for behaviour was first suggested and defined by Junco, Merson and Salter (2010). The ability to set goals and pursue these goals is sometimes referred to by educators as student’s academic ambition Junco., Heiberger and Loken (2010) demonstrate that ambitions can be linked to

the seeking of success and the avoidance of failure. Junco et al. (2010) defines ambition as the persistent and generalized striving for success, attainment, and accomplishment. In short, ambition is about attaining rather than achieving, though of course there is a certain relationship between the two [Junco, 2011]. Ambition is thus discussed by numerous philosophers, with those seeing it as virtuous apparently outweighing those who perceive it as vicious [Junco, 2011].

Study Habits

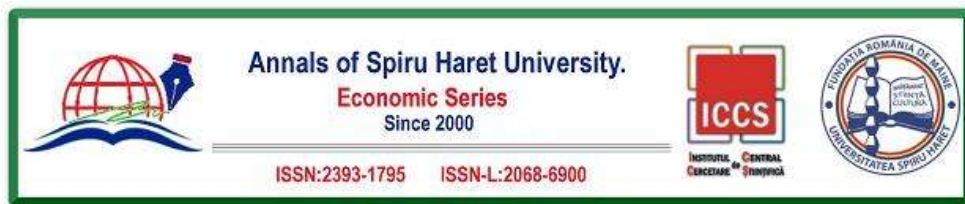
Study habits of students may be relevant to the prediction of grades because it is possible that student's grades may be related to their study habits. That is, students with poor study habits may obtain lower grades than those students with better study habits. The importance of the relationship between grades, instructor ratings and study habits has not been determined [Middleton, 1979]. Study skills and learning approaches include, for example, time management, using information resources, taking class notes, communicating with teachers, preparing for and taking examination, and several other learning strategies. The research shows a significant correlation between such learning behaviour and approaches and academic achievement in higher education [Soares *et al.*, 2009].

Academic Interaction

Research on college students suggests that activities like advising could increase students' involvement in their college experiences. Colleges and universities could use strategic planning to design advising programs based on relationships of shared responsibility and focused on students' success. Research on positive outcomes of college and on the diverse needs of students making up today's student population suggests that a new look at advising is needed. Findings link academic advising directly and indirectly to contact between faculty and students and persistence in college. For example, involvement influences learning and defines effective institutions as those having the capacity to involve students [Kietzmann, Silvestre, McCarthy, & Pitt, 2012].

Learning Skills

Recent research has considered student behaviour and learning to be important factors in student's academic success and retention. Kirmani *et al.* (2008) conclude that if we aim to increase student's academic success in higher education institutions, we must focus on interventions directed towards learning strategies, a fact which suggests the need to develop programs of this kind [Kirschner, & Karpinski, 2010]. The influence of learning strategies on academic achievement, on



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the other hand, has been much less widely investigated, in spite of its theoretical importance and prevalence in international reports [Klastrup, 2003].

Social Network and Education

The advent of social network platforms may also be impacting the way in which learners engage with technology in general. For a number of years, Kolek, and Saunders (2008) dichotomy between digital natives and digital immigrants has been considered a relatively accurate representative of the ease with which people of a certain age rate, in particular, those born before and after 1980, use technology. Social networking and their educational uses are of interest to many researchers.

Social Media and Student Academic Performance in Tertiary Institution

Academic performance in this context is describe as the activities that relates to the work done in colleges and universities especially which involves studying and reasoning rather than practical or technical skills. Higher education on the other hand is an educational level that primarily describes post-18 learning that takes place at the universities as well as other colleges and institutions that awards academic degrees and professional qualification [Kwon, & Noh, 2010].

A side most deliberations of social media being perceived as either on the very straightforward or the very philosophical, emergent numbers of educationalists exploring and aspiring in this field are beginning to consider the possible significance and likely implications of social media for education practice and provision specially in terms of higher education. Social media constitute an increasingly important context in one's academic everyday lives. Indeed, some critics talk of social media as a self-networked acknowledging avenue serving as a key site for sociality and identity recognition in many people's lives [Kuwon *et al.*, 2010]. The apparently changing nature of a student, who is entering university, will ultimately see the significance of social media in higher education in a practical sense, the attribute of social media reflects a highly connected, collective and creative qualities application that are more flexible, fluid and accelerated in nature.

Influence of Social Media Network on Student Academic Performance in Tertiary Institution

Though there have been many social, economic, and environmental factors that have added to the pressure of university students in the past ten years both positive and negative, the drop-out rate for students is still a major national problem

[Bowen, 2008]. Current statistics show that university students in Nigeria are under increased pressure due to higher academic standards in other countries, and it has become more important than ever for educators to encourage graduation and further education [Bowen, 2008]. However, with more and more students being preoccupied with social media networks and technological social lives, how will this affect their studies? It is estimated that even those students who do graduate high school, one out of three does not have possess the knowledge and skills that would lead him or her to the next level, such as college or an advanced trade school [Bowen, 2008].

Conceptual Framework of Social Media's Influence on Academic Performance of Students of Tertiary Institution in Ekiti State

Review of Related Theories

According to the literature review sections, the research is anchored on two theories: The Uses and Gratification theory and the Competence and Performance theory.

As was previously mentioned, social media offers today's youth a portal for entertainment and communication and it is becoming one of the main platforms for accessing information and news. This study aims to assess the influence of social media on academic performance of undergraduates in the selected tertiary institutions in Ekiti State, the results will reveal whether the use of social media enhances their academic performance or not.

Uses and Gratification theory

Uses and gratification was developed in 1974 by Katz, Blumler and Gurevitch [Wimmer, & Dominick 2011]. Basically, the theory places more emphasis on "what people do with media" rather than "what media do to people" [Katz, 1959 cited in Idakwo, 2011]. Uses and gratifications theory is the study of the gratifications or benefits that attract and hold audiences to various types of media and the types of content that satisfy their social and psychological needs.

Social networking sites as new media of communication also lends itself to uses and gratifications approach, in part due to its interactive nature [Grant, 2005]. Uses and gratifications research has typically focused on how media are used to satisfy cognitive and affective needs involving personal needs and entertainment needs [Rubin, 2002].

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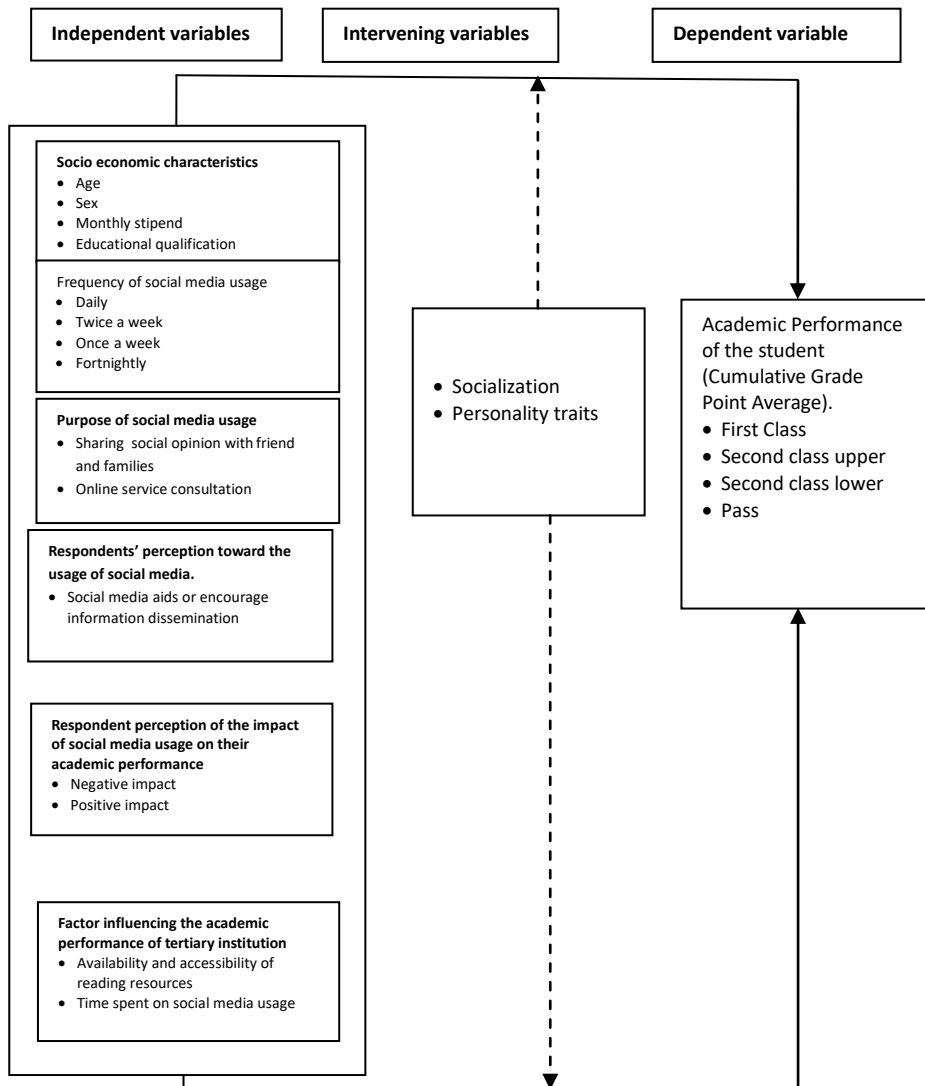


Fig. 1. Social Media and Academic Performance of Tertiary Institution Student Model 2021

Competence and Performance theory

The term competence in this context refers to the ability of undergraduate students' (requiring skills and knowledge) that has actually been acquired. Competence theory in this work is a framework designed to explain undergraduate students' motivation to participate, persist and work hard in their academics [Rumelt, 1994]. The central thesis of this theory is that undergraduate students' are attracted to participate in activities at which they feel competent or capable [Lawson, 1999].

Humans (undergraduate students') are capable of extraordinary accomplishments. Gandhi led a nonviolent revolution that liberated India from colonial rule. Wonderful accomplishments also occur in day-to-day practice in higher education [Pellegrino *et al.*, 2001]. An advisor inspires students to follow their dreams. A teacher magically connects with students. A researcher continually asks the quintessential questions that lead to revolutions in thinking. A dean inspires an entire college to collaborate and attain wonderful outcomes.

Review of Related Empirical

Several studies have been carried out by different researchers to assess how the use of social media impact student academic performance. Megableh *et al.* (2015), MehMood & Taswir (2013), Kist (2008), Nwafor (2011), believe that the use of technology such as internet is one of the most important factors that can influence educational performance of students positively or negatively. It stated that many parents and guardians are worried that students now spend too much time on Facebook and other social media sites and do not have enough time to study

Oladipo and Mamman (2014) carried out a research on student's perceptions regarding the impact of social media on business education in Nigerian universities. They found out that Facebook and email emerged as the favourite site (in terms of popularity) for students (99 percent) among other thirteen sites, instant messaging (85 percent) while others were less favourites. This study is related because they both seek to investigate effects of social media on students' academic performance, they also used questionnaire to collect data, adopted a descriptive design and similar method of data analysis.

David (2014) carried out a research on effect of Facebook on students academic performance. It shows that 26 percent of respondents agreed that the use Facebook affect their academics positively, 32 percent are not affected in any way by their use of these social media while 42 percent are affected negatively. This implies that students' activities on Facebook have effect on their academic performance. This

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study is related to the present study because the two studies seek to find out effects of Facebook usage on students academic performance, both studies are descriptive surveys research design and used survey questionnaire to seek for information from the respondents.

Owusu-Acheaw and Larson (2015) did a study to assess students' use of social media and its effect on academic performance of tertiary institutions students in Ghana with a focus on Koforidua Polytechnic students. Questionnaire was used for collecting data. The study revealed that majority of the respondents had mobile phones which also had Internet facility on them and had knowledge of the existence of many media sites. The study further confirmed that most of the respondents visit their social media sites using their phones and spend between thirty minutes to three hours per day. In addition, the study revealed that the use of social media sites had affected academic performance of the respondents negatively and that there was direct relationship between the use of social media sites and academic performance.

Onah and Nche (2014) carried out a research to study the relationship between the use of social media and students' academic performance in Pakistan. The results suggest social media has an inverse relationship with academic performance.

Emeka & Nyeche (2016) also did a study on the Impact of Internet Usage on Academic performance of undergraduate students using University of Abuja, Nigeria as a case study. Survey method using questionnaires as the instrument for data collection was adopted. The result revealed that the use of Internet is a beneficial tool to students and enhances their skills and capability, which will assist them in studies and professional life.

Literature Gap

Several studies have been carried out in the past on this subject. But the review of previous empirical literature revealed a lack of consensus in the research findings of past researchers which indicates the existence of a research gap.

Reviews of previous works of scholars were undertaken in this Chapter. It dwelt extensively on issues relating to social media and its influence on student education. Its existence in European and other Countries have taken a long time only that it is a new phenomenon in the Nigerian scene. Several causes were identified for single parenthood such as cybercrime, exposure to pornography and series of many other social vices, which has created moral decadence in the society due to their exposure to social media in the society and cut across all ages, gender, culture and classes.

Based on the aforementioned points raised, it is clear from the previous studies that very few literature materials dwelt on its negative impact in the society and proper up bringing which is considered to be one sided. Especially as this is affecting their level of moral development. From this analysis, it became imperative for this study to extend its dragnet to these two critical areas and make comparison of both positive and negative influence of social media and academic performance of tertiary institution students in Ekiti State.

It is however important to note that one other uniqueness of this study with the latter is on its rationale to assess the impact of such variables as their academic interaction, study habits, addictiveness to social media and moral decadence. An observation made by the researcher indicate that these essential variables are more significant to one's academic performance than to size of the family, educational qualifications, environment or any other factors.

In fact, in most of the studies reviewed, the above variables were linked to positive influence alone while the present study is assessing the identified variables on the two key concepts of social media and academic performance in Ekiti State and also looking at both the positive and the negative influence which available literature has failed to put into considerations. The present study is attempt to fill this gap. This study is distinct from previous works because this study reflects the role of social media on academic performance of tertiary institution students in Ekiti State, the short and long run positive and negative influence of social media on academic performance of tertiary institution students in Ekiti State.

Research Design

A research design refers to an arrangement of conditions for collection and analysis of data of the study in a manner that aims to combine relevance to research purpose with economy in procedure. Also the research design can be defined as the conceptual structure within which research is conducted [Kothari, 2004].

The study could be described as a survey research. The study would investigate the communities in Ekiti State through selecting samples of social media to find the moral challenges confronting their academic performance mentally, socially and psychologically. This envisaged cross-sectional survey strategy would help to generalize for the population and allow inferences to be made about the whole population at one point in time. In this study, the research design could be of both qualitative and quantitative [Kombo, & Tromp, 2006]. Moreover, Kothari (2004)

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observed that qualitative studies aim at understanding and conveying respondents' life experience in a given social setting which is the case in this study because it focuses on assessing the influence of social media on physically, mentally, socially and psychologically development of students

Materials and Methods

This study made use of quantitative survey research design through primary data. The study area is Ekiti State University, Ado Ekiti. The population of this study is the entire students of Ekiti State University, Ado Ekiti who are about 20000 [Source: www.eksu.edu.ng, 2021].

Data presentation and analysis

Respondents' details

Findings from the data gathered revealed that 60 (60%) out of the 100 respondents are female and 40 (40%) are male and 45 (45%) out of the 100 respondents fall under the ages of 18-24, 30 (30%) out of the 100 respondents fall under the ages of 25-31, while 15 (15%) fall under the ages of 32-38 and 10 (10%) fall under the ages of 39 and above. This implies that most of the respondents fall under the ages of 23-25.

Explicating Research Question One: *Do you use social media networks?*

To answer this question, items 3, 4 and 6 was used from the questionnaire.

Table 1 below reveals that all the respondents have access to the internet. The question now is what medium they use to access the internet. The next question answers the various mediums used by the respondents to access the internet.

Table 1. Respondents Access to the Internet. *Do You Have Access to the Internet?*

Responses	Frequency	Percentage
(a) Yes	100	100
(b) No	0	0%
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 2. Medium of Accessing the Internet. Which of the Following Medium Do You Use to Access the Internet?

Responses	Frequency	Percentage
(a) Computer	25	25%
(b) Smart Phones	65	0%
(c) Tablet	10	10%
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 3. Social Media Account of Respondents. On Which of the Social Networking Sites Do You Have an Account?

//	Frequency	Percentage
(a) 2go	5	25%
(b) BB chat	15	15%
(c) Facebook	50	50%
(d) My space	-	
(e) WhatsApp	30	30%
(f) others specify	-	
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 2 above ascertained the medium used by the respondents in accessing the internet. The findings reveal that majority of the respondents 65 (65%) make use of smart phones to access the internet, while 25 (22%) make us of computer, whereas, only 10 (10%) make use of tablet to access the internet.

Table 3 above examined the social networking sites the respondents have an account on. Findings reveal that a reasonable amount of the respondents 50 (50%) have an account with Face-book, while 30 (30%) have an account with WhatsApp, 15 (15%) have an account with BB chat, and only 5 (5%) out of the 100 respondents have an account with 2go. This findings implies that majority of the respondents have an account with Facebook rather than any other networking sites.

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Research Question Two: What are the social media networks that you are more exposed to?

Items 7, 9, 10, 11 from the questionnaire answered research question two.

Table 4. Social Media Mostly Exposed to by the Respondents. Which Social Media Network Are You Mostly Exposed to?

Responses	Frequency	Percentage
(a) 2go	5	25%
(b) BB chat	10	10%
(c) Facebook	60	60%
(d) My space	-	
(e) WhatsApp	25	25%
(f) others specify	-	
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 4 above examined the type of social media the respondents are mostly exposed to. Findings show that majority of the respondents 60 (60%) are more exposed to Face-book than any other networking site, while 25 (25%) agreed to WhatsApp as the most exposed networking site to them, while 10 (10%) out of the 100 respondents are more exposed to BB chat, whereas, only 5 (5%) are exposed to 2go. This implies that most of the respondents are more exposed to Facebook and Whatsapp than any other form of networking sites.

Table 5. Frequency of Respondents Surfing the Internet: How Often Do You Go Online?

Responses	Frequency	Percentage
(a) Very often	75	75%
(b) Often	15	15%
(c) Not very often	5	5%
(d) Not often	5	5%
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 5 above seek to ascertain the frequency of respondents surfing the internet. Findings revealed that majority of the respondents 75 (75%) agreed that they surf the internet very often, 15 (15%) surf the internet often, while 5 (5%) go online not very often and 5 (5%) not often. This implies that, most of the respondents go online very often. That is, there is high frequency of respondents going online.

Table 6. Hours of Respondents Going Online. *How Much Time Do You Spend Online Daily?*

Responses	Frequency	Percentage
(a) 6 hours and above	15	15%
(b) 4-5 hours	65	65%
(c) 3-4 hours	10	10%
(d) 2-3 hours	5	5%
(e) 1 hour or less	5	5%
Total	100	100

Source: Field survey, Ekiti State University, 2021.

Table 6 above reveals respondents time spent daily online. Majority of the respondents 65 (65%) spend 4-5 hours surfing the internet, 15 (15%) spend 6 hours and above online daily, 10 (10%) spent 3-4 hours, 5 (5%) spend 2-3 hours, while 5 (5%) spend only 1 hour or less online. This implies that, most of the respondents spend a lot of time online.

Table 7. Actions Respondents Do Most on Social Media. *Which of the Action Do You Do Most on Social Media?*

Responses	Frequency	Percentage
(a) Academic activities	15	15%
(b) Sports and news	5	5%
(c) Entertainment	10	10%
(d) Chatting	70	70%
(e) Others	-	-
Total	100	100

Source: Field survey, Ekiti State University, 2021.

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Table 7 explore the various actions carried out by the respondents on social media. Findings revealed that majority of the respondents 70 (70%) prefer chatting to other form of internet surfing, 15 (15%) agreed to using social media for academic purposes, 10 (10%) concurred to using social media for entertainment purposes while only 5 (5%) out of the respondents make use of social media for sports and news. This implies that, most of the respondents' chat, negating academic pursuits.

Research Question Three: What is the influence of social media on your academic performance? Items 13-16 from the questionnaire answered research question three.

Table 8 below seek to find out the influence social media have on students academic performance.

Table 8. Influence of Social Media on Students' Academic Performance

Items	Responses	SA	A	UD	D	SD
1	Ekiti State University undergraduate students spend more time on social media than reading their books	70 (70%)	15 (15%)	-	10 (10%)	5 (5%)
2	Students now rely on social media to do their assignments without consulting other sources	5 (5%)	60 (60%)	5 (5%)	25 (25%)	5 (5%)
3	Students' exposure to social media have effect on their academic performance	65 (65%)	15 (15%)	5 (5%)	10 (10%)	5 (5%)
4	The influence of social media on the academic performance of students is negative	75 (75%)	10 (10%)	-	10 (10%)	5 (5%)
5	Students who spend more time on social media are likely to perform poorly in their academic activities than those who do not.	80 (80%)	7 (7%)	5 (5%)	3 (3%)	5 (5%)

Source: Field survey, Ekiti State University, 2021.

Items 1 from the table above seek to find out if Ekiti State University students spend more time on social media than reading their books. 70 (70%) out of the 100

respondents strongly agreed that Ekiti State University students spend more time on social media than reading their books, 15 (15%) agreed to the same assertion, on the other hand, 10 (10%) disagreed that Ekiti State University students spend more time on social media than reading their books while 5 (5%) strongly disagreed.

Items 2 from the table sought to find out if students now rely on social media to do their assignments without consulting other sources. 5 (5%) strongly agreed that students now rely on social media to do their assignments without consulting other sources. 60 (60%) agreed that students now rely on social media to do their assignments without consulting other sources. 25 (25%) disagreed that students now rely on social media to do their assignments without consulting other sources, 5 (5%) strongly disagreed while 5 (5%) remained undecided as to whether students now rely on social media to do their assignments without consulting other sources.

Items 3 examined whether Students' exposure to social media have effect on their academic performance. Majority of the respondents 65 (65%) strongly agreed that students' exposure to social media have effect on their academic performance, 15 (15%) agreed that students' exposure to social media have effect on their academic performance, 10 (10%) disagreed that Students' exposure to social media have effect on their academic performance, while 5 (5%) strongly disagreed that students' exposure to social media have effect on their academic performance and 5 (5%) remained undecided.

Items 4 seek to ascertain if the influence of social media on the academic performance of students is negative. Majority of the respondents 75 (75%) strongly agreed that the influence of social media on the academic performance of students is negative, 10 (10%) agreed that the influence of social media on the academic performance of students is negative, 10 (10%) disagreed that the influence of social media on the academic performance of students is negative, while 5 (5%) strongly disagreed that the influence of social media on the academic performance of students is negative. This implies that to a very large extent, social media have negative influence on students academic performance.

Items 5 sought to know whether students who spend more time on social media are likely to perform poorly in their academic activities than those who do not. Most of the respondents 80 (80%) strongly agreed that students who spend more time on social media are likely to perform poorly in their academic activities than those who do not, 7 (7%) agreed that students who spend more time on social media are likely to perform poorly in their academic activities than those who do not, 3 (3%) disagreed that students who spend more time on social media are likely

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to perform poorly in their academic activities than those who do not, 5 strongly disagreed that students who spend more time on social media are likely to perform poorly in their academic activities than those who do not. On the contrary, 5 (5%) maintained neutrality as to whether students who spend more time on social media are likely to perform poorly in their academic activities than those who do not.

Base on the table above, one could deduce that social media have influence on student's academic performance and that influence is negative. This implies that, the continuous addiction to social media could deter students from studying their books as they will glue themselves to it rather than their books.

Discussion of major findings

In this section, the data collected from survey on the topic "The influence of Social Media on the academic performance of students" will be discussed in details relating it to other scholars work.

- The study reveals that all the respondents have access to the internet and that they do so through different mediums such as smart phones, tablets and computers.
- Findings also reveal that smart phones are the most popular means of accessing the internet by students. These devices are portable and allow students to carry it along at any given time.

The study examined the various social media networking sites that respondents have an account with and found out that Facebook and WhatsApp are the most conversant social media among students of Ekiti State University. They would prefer to open account with Facebook and WhatsApp than any other social media form. Therefore, majority of the respondents are more exposed to Face-book and WhatsApp than any other networking sites. That is, students of Ekiti State University prefer chatting on Facebook and WhatsApp. These findings is in line with Asemah, and Edegoh (2013) findings that shows that Facebook is the most used social media by undergraduate students of Kogi State University.

This study also reveals that majority of students of Ekiti State University spend at least 4-5 hours or so daily surfing the internet. This shows that most of them go online as revealed in the study. These findings are in line with Seyi (2012), study which criticized seriously the obsessive attitude of Nigeria youths towards social media. It pointed out that the rate at which youths devote their quality time in chatting, calls for urgent attention.

The study further examines the various actions taken by students on social media and found out that most students prefer to chat than do any other thing on social media. This finding concurs with Seyi (2012) who observed that "some

students are always busy ping-pong and going while lectures are on rather than concentrating and this affects their academic pursuit”.

Findings of this study reveal that Ekiti State University students spend more time on social media than reading their books, this makes them rely on social media to do their assignments without consulting other sources. The study also revealed that students’ exposure to social media has effect on their academic performance and that effect is negative.

Further findings revealed in this study is that students who spend more time on social media are likely to perform poorly in their academic activities than those who do not.

Summary/Conclusion

There is a gigantic festival on the planet today because of the coming and change in the communication innovation which has helped the extent of communication by means of Information and communication technology (ICTs). In this manner, this study determines the impact of social media on academic performance of undergraduate scholastic execution with special reference to Ekiti state University undergraduate. Discoveries demonstrated that an extraordinary number of undergraduate students in the Ekiti state university know about online networking and have entry to different interpersonal interaction locales. It is the perspective of this paper that undergraduate who invest more energy in online networking are liable to perform inadequately in their scholarly exercises than the individuals who don’t, because of an extraordinary number of times spent on long range informal communication exercises, the scholastic execution of undergraduates endure misfortunes which could prompt poor execution in their studies.

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REVIEW OF ACADEMIC LIBRARY INFORMATION AND HUMAN RESOURCES: EVIDENCE FROM OSUN STATE UNIVERSITY, NIGERIA

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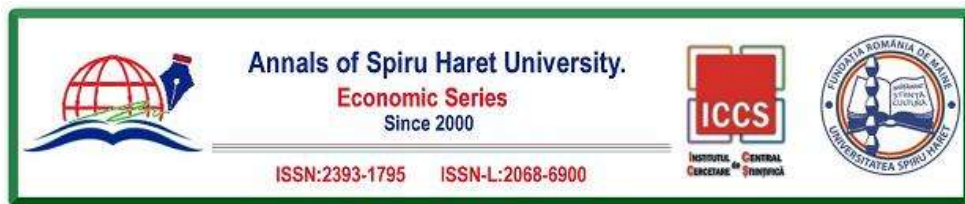
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Abstract

Generally, the library is referred to as the knowledge hub of higher education institutions, saddled with the responsibility of supporting the teaching, research, and community engagement function in the university. These libraries are conceived to enable them genuinely handle the information needs of library clientele. In the wake of the COVID-19 pandemic, the human traffic to the physical library shrinks which brings more responsibility to the library personnel who works from home to make the library resources available to users at their various locations. The emerging responsibility motivated this study which investigated the appraisal of academic library information resources and human resources in Sola Akinrinade Central Library of Osun State University in Nigeria. A structured questionnaire was used for data collection. A sample of three hundred and forty-five respondents were selected using a simple random sampling technique. Two hundred and seventy-five copies were returned. Findings from the study revealed that available information resources and human resources in the academic library do not meet the accredited academic library standards. Similarly, the academic library is not sufficiently and



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adequately funded which has grossly affected the provision of the available information and human resources. The researchers recommend that recruitment of professional librarians and other library support staff; provision of quantity and quality information resources, and integration of academic library in the plan of higher institutions among other measures would improve the relevance of library and human resources in higher institutions of learning.

Keywords: *accreditation; human resources; information resources; library information; COVID-19.*

JEL Classification: D83, L89, M12, M54, O15

Introduction

Osun State University library is as old as the institution itself. It is the heart of the University. It helps students to develop critical thinking skills and be creative by connecting them to a wide range of scholarly resources. The library exposes staff and students to new technologies, innovations, and findings in their area(s) of research, publication, teaching, and learning with the aid of structures, information resources, and human resources as provided by the University. The library took off from one of the lecture halls in the main campus at Osogbo with few professional librarians. The library materials were purchased, while some came in as gifts and donations in all areas of human endeavour. Following the processing of these materials, they were distributed to other campus libraries. This is because Osun State University is a multi-campus institution operating a collegiate system located in the six (6) geopolitical zones of the state. The Osun State University library is decentralized in each of the six campuses namely: Osogbo, Okuku, Ikire, Ejigbo, Ipetu-Ijesa, and Ifetedo. All campus libraries share the responsibility of supporting the University's Information needs, and pools knowledge, resources, and personnel to create efficiency. The main library (Sola Akinrinade Central Library), Osogbo coordinates the activities of all campus libraries and ensures that they all work together to achieve the mission and vision of the university [Gbotosho, 2016].

The library has a unique position as a potential educational force in the university community of staff and students of different levels especially in this era of Information Communication Technology (ICT): which can facilitate the library's capability to reach out to direct users and remote access to Information has become important for socio-economic development. On this note, libraries and related institutions are important players in the fulfillment of noble goals that contribute

towards human development. Libraries are sources of knowledge, scholarship, and wisdom. According to Clifford and Olurotimi (2014), a library is an agency, which engages in the collection, processing, preservation, and dissemination of recorded information in the various formats most convenient to its target user(s). It has been posited that an investment in libraries, is an act of faith in the continuity of life [Heseltine, 2020; Missingham, 2021]. One of the myriads of challenges of African libraries identified in the literature is an investment in libraries [Lynch *et al.*, 2020]. Some philanthropists such as Bill and Melinda Gates have taken steps to redress this by making large investments in libraries [Deyrup, Bekbalaeva, & Tammaro 2020].

Also, libraries are in short, the mirror held up to the face of humankind, the diary of the human race. Libraries are not only repositories of past human endeavour, they are the instrument of civilization. They provide tools for learning, a laboratory of human aspiration, a window to the future. They are a source of self-renewal, intellectual growth, and hope. In this land and everywhere on earth, they are a medium of progress, autonomy, empowerment, independence, and self-determination. They have always provided and will always provide a place and space for imaginative recreation and rebirth.

Clifford and Olurotimi (2014) noted from Guskin (1996) that the use of university libraries promotes active learning, thus contributing to student's ability to think critically and work well independently or in groups. An academic environment without a library is tantamount to a person without a brain. It would be pertinent to discover whether academic libraries are indeed living up to their objectives. The effectiveness and efficiency of services provided in academic libraries are mainly determined by library users. Agboola and Bamigboye (2011) opined that the quality and strength of any educational program depends on the library; not the library as a magnificent building but the use of it. The library has a unique position as a potential educational force in the university community of staff and students of different levels especially in the information Communication Technology aspect which can facilitate the libraries' capability to reach out to direct users as well as remote access users. Moreso, students are an important part of the set-up of academic institutions, being the major users of academic library facilities. The staff, particularly, the academic staff as well make maximum use of the library.

Nwezeh and Shabi (2011) stated that librarians have Information dissemination as their predominant function. Eze and Uzoigwe (2013) cited Ajibero (1995) in their study, described university library as the heart of the university using the human and material resources at its disposal to support teaching, learning, research, and publication objectives of the institution. Professional librarians that work in the

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university libraries, most especially in this Information Communication Technology (ICT) era have always engaged themselves with the collection, organization, and dissemination of information resources to support research and learning. These are resources in both print and electronic formats. This is why librarians in the university libraries are fully recognized as academic staff.

Statement of the problem

It is a well-known fact that academic library information and human resources are very germane in the success of the overall objectives of any institution. On this note, it is important to find out the types of available resources in Osun State University library in Nigeria coupled with their standard of operation and if a substantial percentage of the university budget is allotted to the library or not. In addition, it is necessary to examine whether the university/academic library has a good selection policy where library staff and students are wholly participating in the selection process of the library information resources.

The objective of the study

The study is meant to:

- i. identify the types of resources available in the library,
- ii. investigate the acquisition policy of the university library,
- iii. find out the selection policy of the university library information resources,
- iv. identify the source of funding of the university library information resources,
- v. evaluate the adequacy of human resource (library staff) student ratio,
- vi. examine the quality and quantity of the university library information resources as well as the purpose for which they were provided for

Literature Review

Academic libraries carry a philosophical mission to provide access to educational resources, instruction on locating, accessing, evaluating, and using resources successfully to all its users. Cahill, Joo, Howard, Dwyer, Oaks, and Yates, gave a beautiful description of libraries while citing Haycock (2016) who demonstrated the “uniqueness of libraries among service sector and industries” [Cahill *et al.*, 2020]. According to Munde and Marks (2009) who opine that libraries exist because they add value to teaching, learning, and the production and dissemination of knowledge. Similarly, McCluskey and Winter (2012) state that today’s institutions of higher education are expanding their learners’ educational experiences by removing

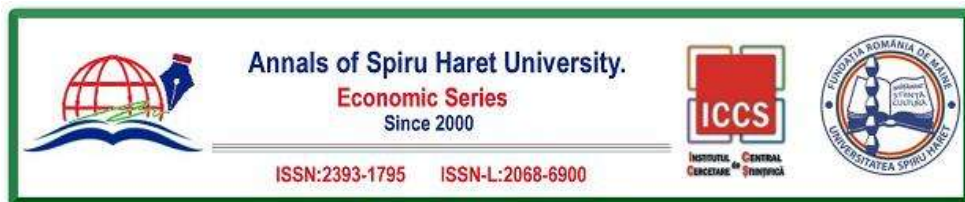
physical barriers and delivering courses and academic programs online. This becomes more pronounced with the advent of COVID-19. This expounded the adoption of remote working which forced some employees to adapt for the first time in their working life to working from home [McDonald, 2020].

The online learning environment offers a unique platform for the delivery and access of academic content gathered from educational institutions. The advent of COVID-19 came with the thousands being infected, died, and hospitalized. “Job losses, business closures, and schools and universities lockdown followed by a shift to online learning made the pandemic one of the worst in the history with over one million deaths reported in the world” [Medawar, & Tabet, 2020]. University libraries also shared from it and employees working in the libraries have their share too with much emphasis being laid on online support. The COVID-19 has also shown the world the “primacy of digital” over analogue [Larsen, 2020].

The American Library Association (1989) through its Presidential Committee on Information Literacy defines information literacy as a set of abilities requiring individuals to “recognize when information is needed and can locate, evaluate, and use effectively the needed information”. The library is primarily set up to collect, organize or process, store, preserve and disseminate Information resources of any format to users as quickly as possible. The library is not a profit-making organization. It is established to support the organization or individual to achieve the stated goals and objectives.

The main reason for establishing the library is to meet both the current and future needs of users by acquiring relevant, current, quality, and quantity Information resources. It is to have a positive influence on the community it serves [Joo, & Cahill, 2019]. Library users are satisfied when the library can provide quality service. Quality and quantity collection of library resources of different formats and services determines the richness of the library together with other facilities such as conducive environment and quality staff. A good collection of textbooks, journals, reference books, online journals, eBooks, Internet resources, etc., are needed in a good library [Haliso, & Aina, 2012].

An academic library is expected to provide for its users, quality and quantity materials, both printed and non-printed for teaching, learning, research, and publication. It has been posited that a collection development policy establishes ground rules for planning, budgeting, selecting, and acquiring library information materials which are to be managed by the qualified human resources for users’ profitable experience [Olajojo, & Akewukereke, 2006]. This document provides a framework for coordinated collection development programs throughout the university libraries. According to Ikem (1995) cited in Olajojo and Akewukereke



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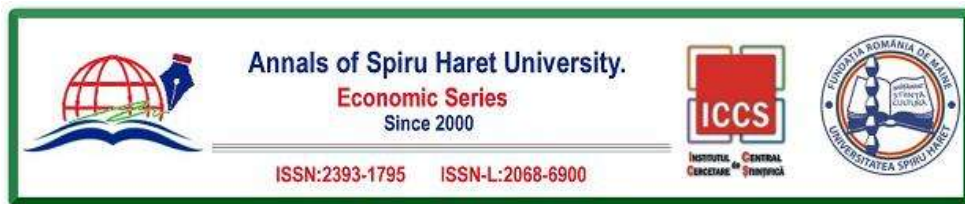
(2006), stated that collection development policy is the vehicle through which the library achieves the goals of its readers' services.

Some authors have observed that collection development is a planned, systematic development of a collection based on the objectives of the library [Eguavoen, Madu, & Darisu, 2002]. It is indisputable, that libraries formed a vivacious part of the world's system of education, as they provide prints and non-prints Information resources, such as books, journals, the internet, computers, films, and other useful library materials. Thus, there should be adequate provision of academic library Information resources to supplement the teaching, learning, research, and publication process of the university.

In the Osun State University library, selection decisions are usually made based on reviews and standard collection development tools by librarians (personnel) designated as selectors in specific subject areas, based on their interests and field of specialization. Also, the selection of library information materials is initiated by the institution librarian after evaluating the individual college's need and consideration through: requests of faculty and students; knowledge of the curriculum and educational application, and knowledge of the existing collection. Similarly, selection involves looking for the strengths and weaknesses in an item and how it might or might not match the needs of the collection.

Landesman (2012) shared the following general roles in the principles involved in the selection of library information materials, which applies to Osun State University library: library information materials are best selected based on suitability for inclusion in the collection; more so, the collection should be an unbiased source of Information that represents as many points of view as possible; the subject should be covered in a manner appropriate to the library anticipated users' needs and no information material should be excluded from the collection because of the race, religion, gender, nation, origin, sexual preference, or political view of the author, the materials, or the user. The university library in terms of selection criteria is based on the mission, budget, users, and strengths and weaknesses of the current collection; which involves two types of selection: current and retrospective selection.

The current selection is a type of selection that involves the purchase of titles that are new or recently released, while retrospective selection implies that in some cases, you go back and purchase information materials that were published during an earlier time. This type of selection often occurs when a new program is added such as a specialization in physical therapy, or, a topic suddenly becomes popular.



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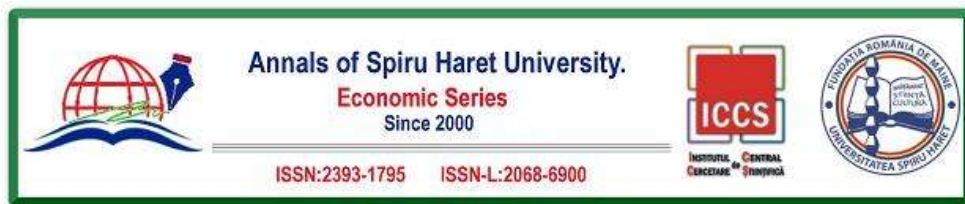
For retrospective acquisition, the library considers the following criteria: research value; importance to the collection; cost of acquisition, and preservation (if it is an older item, this could be an issue).

A library acquisition policy is a formal statement that guides the library's acquisition of information materials to be added to its collection. It has several elements each addressing a specific purpose. As cited by Kinyanjui (2017) from the Oxford English Dictionary, that, a policy is a course or principle of action adopted or proposed by an organization or individual. A library acquisition policy is a formal statement that guides the library's acquisition of materials to be added to its collections. It has several elements each addressing a specific purpose.

He further explained that a written library acquisition policy is an indispensable document in the library because of these reasons. It defines the scope of the libraries acquisition activities, which could be described in the following terms: Languages collection or excluded; geographical areas covered, and/or specific areas excluded; chronological periods covered by the collection in terms of intellectual content and terms of publication dates and specific periods excluded. Secondly, it lays the guidelines for acquiring materials for the collection of the library. Furthermore, the policies force the staff to think through the library's goals and commit themselves to these goals, more so, it helps the staff to identify the long-and-short-range needs of users and to establish priorities for allocating funds.

The Acquisition Section of the Osun State University library carried out the various important functions, which are: estimation of total grant for the purchase of books and periodicals, utilization and supervision of the allocated grants, and to provide proportional grants to newly establish the department as suggested by the library committee, alphabetically arrangement of publisher catalogue and book seller's catalogue, circulation of current publishers' catalogue to every department. Also, checking the catalogue and library stock to avoid duplication, inviting quotations from the reputed publishers/booksellers for the book, reference books, rare books, back volume journals, etc. whatever the library needs, checking the catalogue and library stock to avoid duplication, placing of an order for the purchase of books and documents and issuing reminder in case of delay arises out of receiving books in time, physical check-up of the books after being received, verification of bills with the actual price with a book in print price conversion rate through good office committee, and accessioning of the arrived documents and payment of bills.

The importance of funding in providing quality library service cannot be overemphasized. It is the glue that holds the building, collection, and staff together



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and allows the library to attain its goals. Money can be considered the soul of the library. Inadequate funds impede the effectiveness of any library [Anafulu, 1997; cited by Ubogu, & Okiy, 2011]. Similarly, the amount of funds that a library receives directly influences the quality of its services. While the majority of funds for libraries come from state and local sources, federal funding provides critical assistance, giving libraries across the country the financial support they need to serve their communities.

In addition, the library is invariably a part of a wider organization an arm of government, university, school, and research institute or business concern as the case may be. Its budget, therefore, is negotiated with its parent organization [Akporhonor, 2005]. The parents' body is therefore the proprietor that takes full responsibility for its funding. Academic libraries are financed from the budgets of their parent institutions. These funds usually cover only the current expenditure. But sometimes, libraries are supported by government ministries particularly, the Ministry of Education.

Emojorho (2004) opined that the Nigerian government-owned Federal university libraries, while the state government-owned, state university libraries derive funds from government allocations, endowment funds, library fees, gifts, and other miscellaneous sources such as the sale of duplicate materials, fines, and photocopying. That the university bursary integrates and collates the various estimates from the various departments. The estimates are then channelled through and defended, at the following six levels: Library Committee, the librarian presents and explains the budget estimate; Development and Estimate Committee, the librarian defends his/her budget estimate; Finance and General Purposes Committee; The University Council; and the National University Commission/Commission of Higher Education; Ministry of Finance and Education Development through the Ministry of Education. Therefore, academic libraries should be adequately funded to provide effective services.

In the same vein, the human resources in the library – the professional librarians and support staff are expected to be in the right quantity, with the right competencies, right quality, at the right place, possessing the right qualifications, knowledge, skills, and abilities. This should be enshrined in the recruitment policy of the University. The Basic Minimum Academic Standard of the National University Commission in Nigeria provided a staff-student ratio of 1:30. Librarians being considered as academic staff, also have this benchmark. However, the benchmark is not being met by some Universities. This has been reported in

literature where fewer human resources are left in the library to perform duties meant for more hands [Islam, & Islam, 2011]. However, the success in the labour market has been linked to human capital- human resources, in this case, librarians. “Raising the level of human capital is seen as increasingly critical to fuelling economic growth” [Lo, & Stark, 2020]. To have a unique library user experience, qualified and competent human resource is germane being the human capital that drives other capital in the organization [Amoah, & Akussah, 2017].

Methodology

The survey method was adopted for this study. The population of the study comprised 2,500 users of the Sola Akinrinade Central Library, Osun State University, Osogbo Main Campus, Osun State, Nigeria. Slovin sample determination formula was used to choose three hundred and forty-five respondents at a 5% error margin ($N = 2,500$, $e = 0.05$, $n = 345$). A simple random sampling technique was used to select 345 respondents. The instruments used for data collection were questionnaires and documentary sources.

Discussion of Findings

The responses from 275 respondents were analyzed and the presentation of data was based on the retrieved responses. Out of 345 questionnaires administered, only 275 copies (79.7%) were correctly filled, returned, and used for the analysis. Data were analyzed and presented in tables using frequencies and percentages. This section contains the study, findings, and discussion of results obtained from the Statistical Package for Social Science (SPSS), version 21 was used to analyse data generated.

The Result

The study was administered to appraise the academic library information and human resources in the Sola Akinrinade Central Library, Osun State University, Osogbo. The responses from 275 respondents sampled from library clientele are presented in Table 1, which request the opinion of the respondents on whether there is a selection policy in the University library. Findings revealed that 89.1% of the respondents indicated that the library has a selection policy while 10.9% of respondents indicated that the library has no selection policy. Moreso, the study showed that they acquire information materials directly from vendors and sometimes through gifts and donations. On this note, the chance for selecting suitable library information resources for their clientele/users is maximal.

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Table 1. Selection Policy of the Academic Library (N = 275)

Responses	Frequency	Percentages
Yes	245	89.1
No	30	10.9
Total	275	100

Table 2. Participants in the Selection Process (275%)

Responses	Frequency	Percentages
Academic staff	104	37.82
Professional librarians	98	35.64
Non-teaching staff	23	8.36
Students	50	18.18
Total	275	100

Table 2 shows that academic staff participated highly in the selection process, with 37.82% of respondents. This is to enable them to have the opportunity to select library information materials that are relevant and current to their course/program of study. The study revealed that 35.64% of professional librarians participated in the selection process. Professional librarians are involved because they are supposed to be involved directly in acquiring the library information resources by processing, organizing, and making them available to its users for consultation. Similarly, non-teaching staff was allowed to take part in the selection process of library information resources. This is because the majority of them are involved in part-time and full-time programs in this institution and other institutions of their choice to enable them to upgrade themselves. Thus, they do frequently use and borrow library materials. The study reveals that 8.36% participated in the selection process, however, the percentage is very low. This study equally revealed that students were given the chance to participate in the

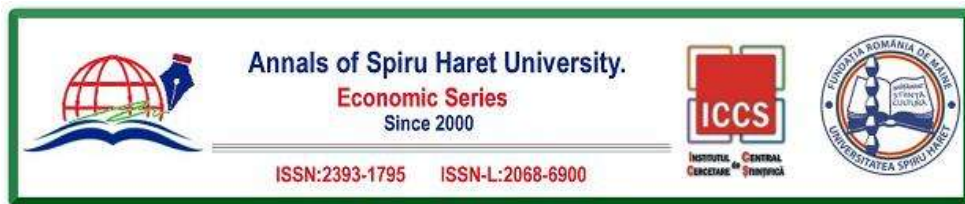
selection process 18.18%. The majority of them said that they are always satisfied with the university library Information resources on the ground hitherto for their Information need.

Table 3. Acquisition Policy of the Academic Library (N = 275)

Responses	Frequency	Percentages
Yes	251	91.27
No	24	8.73
Total	275	100

Table 3 revealed that 91.27% of respondents are of the view that there are maximum acquisition policies for acquiring library information materials in the library, while a minimum number of respondents 8.73 disagreed with the above assertion. The findings then revealed that Osun State University library has an effective and efficient acquisition policy. The researcher concluded that the library has an effective acquisition policy due to the purchase of library information materials most of the time. An academic library must have a good selection policy for acquiring its resources, both print, and non-print materials to satisfy the educational need of its clientele.

Table 4 reveals the type of library information resources available in the library and their quantity. The findings reveal that the collection has a total of 1,650 Volumes and above of books on all areas in Sciences, Engineering, and Technology as well as all programs in Health Sciences materials. Despite the total number of books above, they are still inadequate considering the total volume of copies with the population of students, lecturers, non-teaching staff, and community members who are majorly the users of the information resources in the library. The inadequacy of information materials as well affects other library information resources such as reference materials 450 volumes and above, while Serials Publications are 820 volumes and above. Materials on Africana are 174 volumes and above, UNESCO, United Nations, and other national materials were 145 volumes and above. Reprographic and Audio-visual material were 50 and Computer Systems 125 in number. The Sola Akinrinade Central Library, Osogbo campus is connected to the internet facilities and presently the library has 125



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computer systems. The undergraduate E-library section of the library has 75 computer systems while the Postgraduate section has 50 computer systems.

However, as there are enough computer systems, internet facility to power them is grossly inadequate. The findings from the above posited that the academic library still has insufficient information resources which are not commensurate with the standard of an ideal academic library in terms of the number of library users patronizing and using the information resources daily. For an ideal academic library, the internet facility must be adequate and enough for use. Similarly, more library Information resources must be acquired to enable the university academic community to benefit from the available resources in their various field of study. This must reflect the standard of the institutions' curriculum to improve the academic standard of all categories of library users and society in general.

Table 4. Types of Information Resources available in the Library

Type of Information Resources	Quantity
Books	1,650 Volumes and above
Reference materials	450 Volumes and above
Serials Publications	820 Volumes and above
Documentation and Government Publications	174 Volumes and above
Africana materials	110 Volumes and above
UNESCO, United nation and other national materials	145 Volumes and above
Reprographic and Audio-visual materials	50
Computer Systems	125
Total	100

Table 5 reveals that 92.7% of respondents show that they are dissatisfied with the level of funding in the library while 7.3% of respondents indicated that they are satisfied with the level of funding in the library. The results of the findings revealed that the academic library is not sufficiently and adequately funded which has

grossly affected the provision of the available information resources as shown in Table 4. The inadequate and insufficient funding of the library leads to poor library administration and operation in terms of library personnel which is also grossly inadequate and nothing to write home about. Invariably, this is hitherto jeopardizing the haphazard security network of the library in terms of securing and proper protection of Uniosun library Information resources.

All categories of level of staff are grossly inadequate and insufficient considering the total number of library Information resources coming into the library occasionally, while neglecting library staff in terms of welfare, promotion, employment, upgrading as well as training and re-training of them. The government at all levels, university management, education stakeholders, and non-governmental organizations (NGOs) are not contributing enough to the development of academic libraries in funding.

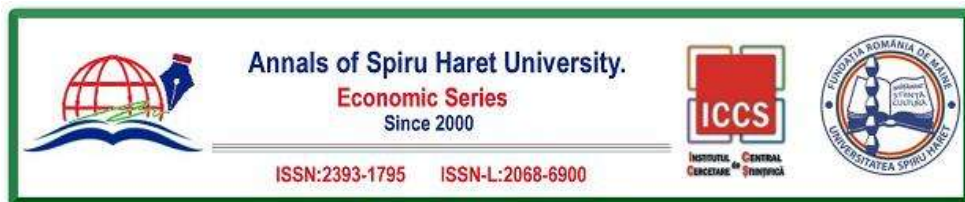
Table 5. Level of Satisfaction in Funding the Academic Library (N = 275)

Responses	Frequency	Percentages
Yes	255	92.7
No	20	7.3
Total	275	100

Table 6. Perception of Respondents on Adequacy of the Total Number of Human Resources in the Library (N = 275)

Responses	Frequency	Percentages
Adequate	151	54.9
Not adequate	124	45.1
Total	275	100

Table 6 reveals that 54.9% of respondents perceived that the number of staff servicing in the central library is adequate and 45.1% reported that they are not.



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The results of the findings revealed that there are lean human resources in the library. This will lead to work overload which is detrimental to the health of the workforce. The inadequate and insufficient staff of the library leads to poor library administration and operation in terms of library personnel. The adequacy of human resources goes beyond quantity but it is more of quality in terms of adequacy in terms of right skills, competence, qualification (academic and professional), knowledge, and abilities.

Summary and Conclusion

The study examined an appraisal of academic library information resources and human resources in the Sola Akinrinade Central library, Osun State University, Osogbo, Osun State, Nigeria. However, without sound and adequate provision of library information resources and library human resources, the main objectives of the university in terms of teaching, learning, research, and publication may not be realized. It is a well-known fact that the library has two major resources, which must go hand in hand, and that is “Library Information Resources and Human Resources,” neither of them must be left out. The university libraries are supposed to provide a variety of adequate library Information resources. However, the tables used in the analysis of data and presentation of findings in the study have revealed the inadequacy of library information resources and human resources in the library. No organization/institution can function effectively without finance.

Recommendations

Based on the findings of this study, the following recommendations were adduced. There should be the employment of all cadre of library staff. The university management and library management cannot continue to acquire library information resources and at the same time occasionally subscribing to different online databases without its effective usage due to lack of library personnel. Thus, the university librarian should consider the aspect of “human resources” to process, organize, secure and disseminate its information resources. It is one of the duties of the university librarian to lay bare all challenges that the library is facing that are preventing adequate utilization of the library information resources by library clientele. It is therefore recommended that the recruitment (employment) processes of the library staff should be looked into with a view of getting the right candidates on board. The selection committee of library staff should include experts in Industrial Relations and Personnel Management/Human Resource Management and professional librarians. This will help solve the problem of recruitment errors.

The state government should try to empower the libraries in the area of funding. Furthermore, rather than depending solely on a government grant, the university management, librarians, and education stakeholders of any institution should solicit gifts and donations from individuals and organizations to develop library collections. Librarians should explore all available means, including lobbying, asserting their rights where necessary, request for gifts/donations and all wholesome means to ensure constant funding of their libraries cum availability of current Information resources, and factor in modern ICT facilities and innovative approaches into their library services to further improve access and use of their products and services.

Enabling ICT and research environment enhanced by the constant supply of electricity and internet facilities by increasing the university bandwidth in terms of accessing the online resources should be adequately provided to maximize effective utilization of the information and electronic resources in the university library. Librarians should embrace the services of agencies and groups whose objectives, aims, and functions can help to further improve the availability of information sources. Such bodies include Education Trust Fund of library intervention; Open Society Intervention for West Africa (OSIWA); Information Network for Availability of Scientific Publication (INASP); Book Aid Intervention; Endowment; Alumni; Associations and Group of Library Users; Macarthur Foundation. Apart from providing the funds, these eight sources and many more will ensure the sustainability of the services.

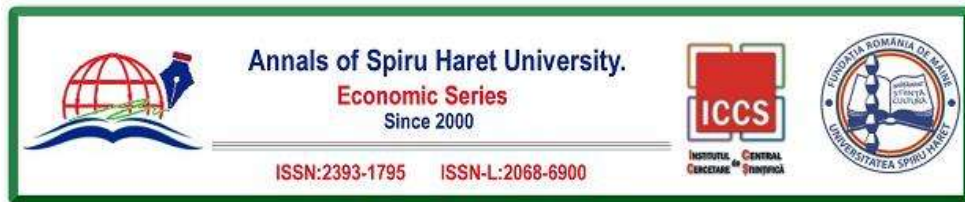
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PROTOCOL FOR A SCOPING REVIEW ON THE CONCEPTUALIZATION OF COMPETITIVE INTELLIGENCE IN ENTREPRENEURSHIP LITERATURE

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Abstract

Competitive intelligence is a crucial skill increasingly required of entrepreneurs across firms, since guidance to enterprises on this crucial skill has proven to be problematic over the years, owing primarily to a lack of unified understanding of its meaning as well as the erroneous use of the term interchangeably with other close but dissimilar concepts. This paper aims to

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establish a protocol for a scoping review of relevant literature, to map, compare and synthesize the disparate conceptualizations available and relative theoretical underpinnings, in a bid to systematically derive a more robust and comprehensive definition and terminology that accurately captures all facets of the competitive intelligence concept. This scoping review will follow the methodological recommendations first developed by Arksey and O'Malley, and subsequently refined by Levac and colleagues. A management practitioner as well as a local librarian will be involved in the development of the search strategy, and the search will be conducted in electronic databases (Web of Science, SCOPUS and EBSCO Business Complete). This scoping review will aid the design of upcoming studies on competitive intelligence using accurate, comprehensive and scientifically conceptualized and operationalized terminology.

Keywords: *competitive intelligence; entrepreneurship; management; protocol; systematic review.*

JEL Classification: M10

Introduction

As business environs become gradually unstable, nations and corporations depend on discovery of environmental fluctuations so as to respond promptly [Calof, Arcos, & Sewdass, 2018; Kahaner, 1996]. Since firms require time for adaptation to fluctuating environments, ability to anticipate changes and determine consequences of alternative responses remain necessary [Olaleye *et al.*, 2020]. In a competitive environment, Competitive Intelligence (CI) has appeared into a discipline to assist firms, in adapting to environmental changes [Sewdass, 2012], as well as dealing with industry disruption [Vriens, & Soilen, 2014]. Competitive intelligence appeared in the early 90s in France [Davenport, & Prusak, 1997; Fayard, 2006] and is swiftly transposed to multinational companies. However, among SMEs in America, concentration was on the concept of business intelligence and knowledge management, while collective intelligence is concentrated upon in Asian context. Hence, conceptualization test on the term “intelligence” were sturdily biased by the geographic context in which it transpires.

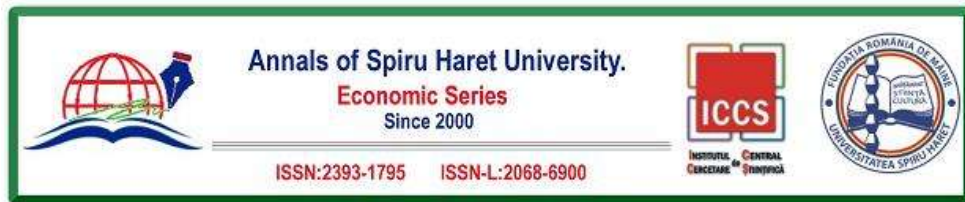
It is well established within management practice and among relevant scholarly communities, that competitive intelligence is a skill set crucial to the success of organizations and individuals [Wright *et al.*, 2004; Global Intelligence Alliance, 2007a; Michaeli, & Simon, 2008]. Approaches, which have analyzed competitive

intelligence, differ and were conditioned by geographical prejudice. Despite these conceptual differences, theoretical results regarding positive effects of competitive intelligence on internationalization and inter-discipline are unanimously established. Although, they are unsatisfactorily substantiated empirically, despite the improved consideration presently evolving in entrepreneurship and management literature.

Mazzarol, Reboud and Soutar (2009), reported that ‘owners or managers of small firms need to be alerted to environmental changes, committed to innovation and willing to change or take action if required’. Lesca, Caron-Fasan, Janissek-Muniz and Freitas (2005), reported that in becoming more competitive, SMEs in developing countries are required to capture international and transnational markets. Hence, the application of CI methods and tools by SMEs is expressly dynamic in a striving nation. Competitive intelligence is a business tool that assist organizations in the strategic management process in increasing business performance through enhanced knowledge and quality strategic plans [Salguero *et al.*, 2019]. Also, the Society of Competitive Intelligence Professionals (SCIP) defines CI as the ‘procedure for supervising the competing environment and enterprise competitors for efficient business activity support and its ability to make qualified decisions, relatively to competitors’ [Štefániková, & Masárová, 2014]. CI is an extensive thought of knowledge dispersal, engrossed in competition [Nelke, 2012]. Competitive intelligence’s real value is to provide entrepreneurs with the organizational learning tool on what the competitor will do, not what the competitor has already done.

In a study conducted by Qiu (2008), entrepreneurial attitude, normative beliefs and their effect on managerial scanning practices for Competitive Intelligence was examined, which in turn attach to managerial construal of organizations’ strength and weakness on competitiveness. Tanev and Bailetti (2008) focused on the nexus between intelligence activities and innovation in technology firms, while Dishman and Calof (2008) report on the CI practice of technology-led companies and how this is used in the development of their marketing strategy.

As earlier mentioned, few attempts have been made in extant literature in recent times to conceptually delineate competitive intelligence from other close but dissimilar concepts such as corporate intelligence, business intelligence, market and entrepreneurial orientation, thereby creating further disparities in its conceptualizations across management fields [Tuan, 2013; Calof, & Wright, 2008]. However, owing to the unsystematic approach with which these studies were conducted, this protocol and its accompanying scoping review will not be building



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upon these studies, but will review extant literature from scratch, fully deploying the systematic (scoping) scientific review approach. This study intends to establish a protocol for a scoping review to examine how the competitive intelligence construct alongside its true conceptual equivalents are conceptualized and operationalized within the extant body of literature. Specifically, it aims to examine the individual contributions of relevant studies to our understanding of these concepts while identifying existing conceptual scope and gaps in literature in the process. Ultimately, it is expected that these efforts will culminate into the generation of a more robust, comprehensive and accurate definition and operationalization of the construct that would drive future studies on competitive intelligence.

Methodology and Analysis

Given the conceptual nature of this review and the consequent need for a substantially broad research question rather than a narrow one, we established that the scoping review approach to scientific reviews is the most appropriate approach for mapping out the diverse patterns of conceptualizations and operationalizations of competitive intelligence within extant management literature. This is because the scoping technique to reviews has been found to be robust enough in aiding the deciphering and breakdown of complex concepts while effectively enabling the clarification, delimitation and sometimes, generation of new conceptual boundaries [Stoffels *et al.*, 2019; David, Drey and Gould, 2009]. Furthermore, the technique will enable the identification of conceptual gaps, as well as the nature and sources of extant scientific evidence on competitive intelligence currently informing entrepreneurship and management practices, policies and research [Stoffels *et al.*, 2019; Daut, van Mossel, & Scott, 2013]. In a bid to provide the most comprehensive and holistic overview or summary of extant literature on the subject matter, this review will encompass as wide a range of studies as possible. Most importantly, it will include primary studies of varying methodological designs- as much as extant literature allows. A synthesis of the resultant studies isolated, will provide a well-grounded conceptual basis upon which future research on competitive intelligence will be based, seeing that scoping reviews typically lead to the generation of hypotheses or propositions rather than their deduction [Stoffels *et al.*, 2019].

The critical evaluation and appraisal of qualitative reviews especially within the natural and social sciences typically involves examining the transparency with which scientific rigor is both applied and disclosed, the comprehensiveness of the study and the probability of reproducing the study and its findings. The critical evaluation of

these quality determining elements is immensely aided by the adherence to quality standards typically provided by standardized reporting guidelines. The most popular of these are the standardized reporting guidelines for systematic reviews of which two prominently stand out: (a) the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA), its extension for scoping reviews (PRISMA-ScR) and its accompanying guidelines for comprehensive development of systematic review protocols (PRISMA-P) [Tricco *et al.*, 2018; PRISMA-P Group *et al.*, 2015]; and (b) the Methodological Expectations of Campbell Collaboration Intervention Reviews (MECCIR) for both the conduct and reporting of reviews, developed by Campbell Collaborations [Stoffels *et al.*, 2019; Tricco *et al.*, 2018].

Out of the two predominant standardized guidelines, only the PRISMA guidelines provides a comprehensive guide for the reporting of review protocols (PRISMA-P); it should be noted that this guideline is specifically aimed at the development of systematic review protocols rather than scoping review protocols, as the guidelines for scoping review protocols is still undergoing development at the time of this report [Stoffels *et al.*, 2019; Tricco *et al.*, 2018]. Thus, as provided in file 1 of the accompanying supplementary document, this protocol adopts equivalent and relevant items from the PRISMA-P guidelines to both generate and ensure that the reporting quality contained here-in meets the required scientific standard.

Concerning the development of the final scoping review, we will ensure that the PRISMA-ScR guidelines are rigorously implemented particularly with regard to the reporting of its methodology. To do so we will adopt the 6-phase procedure pioneered by Arksey and O'Malley (2005), modified by Levac, Colquhoun and O'Brien (2010) and further extended by Peters *et al.* (2017) of the Joanna Briggs Institute. This methodological procedure involves the following phases: (a) identification of the research question; (b) identification of relevant studies; (c) study selection; (d) charting the data; (e) curation, summarization and reporting of results; (f) consultations with experts [Stoffels *et al.*, 2019].

Phase A: Identification of the research question

Given that the overriding objective of this exercise is to examine and hence gain an in-depth understanding of how competitive intelligence is conceptualized in extant entrepreneurship research, and its influence on performance, regardless of study design, methodological and analytic procedure and outcome, we pose the following initial research questions:

RQ1: How is competitive intelligence conceptualized and operationalized in extant entrepreneurship research

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RQ2: How are the various concepts and terms used as equivalents to competitive intelligence conceptualized and operationalized in extant entrepreneurship research?

RQ3: How does Competitive Intelligence influence performance of an Entrepreneur?

It should be noted at this juncture, that given the iterative nature of systematic reviews and more so scoping reviews [Arksey & O'Malley, 2005; Stoffels *et al.*, 2019], the initial research questions stated above is not final nor exhaustive, and depending on our findings as we execute the actual review process, we may find a need to add more research questions. In addition to the earlier stated core objective of this study which is to contribute to the understanding and development of a comprehensive conceptualization of competitive intelligence, this study will also take advantage of the review process to further synthesize all results contained in primary studies that are relevant to competitive intelligence within the focal context.

Phase B: Identification of relevant studies

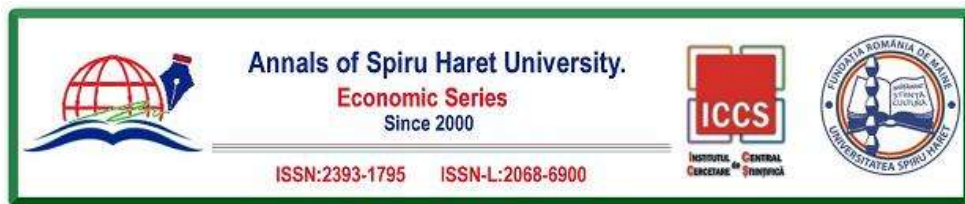
This concerns the iterative development of a scientifically appropriate search strategy, and will involve the contribution of the entire scoping review research team. Taking guidance from best practice drawn from prominent systematic review authorities especially the Joanna Briggs Institute and their recommended scoping review guideline [The Joanna Briggs Institute, 2015; Peters *et al.*, 2017], we will implement a two-step search procedure, by first of all initiating an initially broad search phase upon which the second stage of the search process will be based [Colquhoun *et al.*, 2014; Davis *et al.*, 2009; Stoffels *et al.*, 2019]. The Peer Review of Electronic Search Strategies 2015 guideline statement also known as the PRESS statement [Arksey & O'Malley, 2005; PRISMA-P Group *et al.*, 2015], will be used as a guide (by OLE and BRO) to comprehensively develop the two-step search procedure deployed in this study.

At the first stage of the search process, we will search for the term 'competitive intelligence' limiting the results to 'business' and 'management' literature, to identify an initially broad set of studies first for the Web of Science (WOS) collection database, after which this initially search string will be extended to the SCOPUS and EBSCO Business Complete databases sequentially. This initial search step will enable us to not only identify studies topically having competitive intelligence as a core concept, it will also allow us identify other concepts which are used as equivalents competitive intelligence within the entrepreneurship

literature. A draft search representing this initial search step is available for viewing in file 2 of the supplementary document that accompanies this protocol. After analysis of titles and abstracts of the related papers, it was deduced that keywords are: business intelligence, corporate intelligence, market/entrepreneurial orientation. The search query will include the three sets of keywords separated by, AND Boolean operators corresponding to each of the three main search concepts and within each concept keywords will be separated by OR Boolean operators.

Following in the footsteps of previous scoping review studies [Stoffels *et al.*, 2019] the first hundred studies returned from this initial search step will be collectively examined by all of the researchers in the review team for the face validity of this initial search step, with the aim of ensuring that this initial search string first and foremost allows for the identification of studies topically concerned with competitive intelligence and subsequently, that it allows for the isolation of studies using other conceptual terms equivalent to competitive intelligence. Upon the collective agreement among the research team regarding the validity of this initial search step, the two reviewers saddled with the responsibility of identifying equivalent concepts (OLE and BRO) will proceed to scan through the first two hundred studies generated from all three databases in a bid to identify and isolate concepts equivalent to competitive intelligence which are eligible for inclusion in the second phase of the search strategy as well as their accompanying studies. These concepts are those which represent management or managerial psychology terminologies used in entrepreneurship literature which concern themselves with the cognitive aspect and processes of strategic decision making for both strategic goal setting and strategic problem solving at the managerial level of analysis (such as market orientation, business and corporate intelligence, etc.). Upon collective agreement by both reviewers on identified concepts eligible for inclusion at the second step of the search strategy, the first reviewer will then proceed to scan the rest of the abstracts returned from the initial search. However, where disagreements exist, the second reviewer will proceed to scan the next two hundred abstracts from the returned studies until a collective agreement is reached. After an agreement is obtained and after all of the abstracts have subsequently been scanned, all of the concepts identified and isolated to be eligible for inclusion at the second stage of the search strategy will be reviewed and discussed again by both reviewers and a final selection of eligible concepts determined for inclusion at the second search step.

At the second stage of the search strategy, a search string and query will be developed first for the Web of Science (WOS) collection database and then



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extended to the SCOPUS and EBSCO Business Complete databases respectively. The generation of this search string or query will entail the combination of each of the selected eligible concepts from search stage 1 and limiting the search results to ‘management’ and ‘business’ literature to locate and isolate studies which both conceptualize and operationalize each of the eligible concepts within the entrepreneurship and management literature.

Upon generating the two sets of study collectives from the two-step search procedure earlier described, we will examine the end reference lists of all of the returned studies for the possibility of identifying and locating additional studies that may have been missed despite the rigor of the two-step search process. The review team will conduct these two searches in June, 2021.

Phase C: Study Selection

After implementing the second step of our search strategy and upon obtaining a definitive set of primary studies all of the abstracts will be screened by two independent researchers to determine studies whose full texts are eligible for retrieval. Once all eligible full texts have been retrieved, they are then comparatively assessed again between the two reviewers for their eligibility for inclusion or exclusion in the study. Where disagreements exist, discussion sessions are held with the entire research team and consensus decisions taken to resolve them.

The inclusion and exclusion criteria mentioned in the paragraph above and depicted in Figure 1 above will be generated in an ongoing and iterative manner. However, the inaugural inclusion criteria will be restricted to the following:

1. Primary studies and reviews of an original nature published in peer-reviewed journals
2. Such studies must have competitive intelligence as one of their main topics
3. The topic area must be within the field of entrepreneurship or general management

Since the objective of this scoping review, is to examine how competitive intelligence has been conceptualized and operationalized in peer-reviewed management research, it is only logical that we exclude materials published in such avenues as postgraduate theses, commentaries, magazines, book reviews, books, blogs and vlogs as well as letters to the editors. More elaborate and detailed reasons for excluding these and other literature sources will be provided and documented in the full text of the scoping review process.

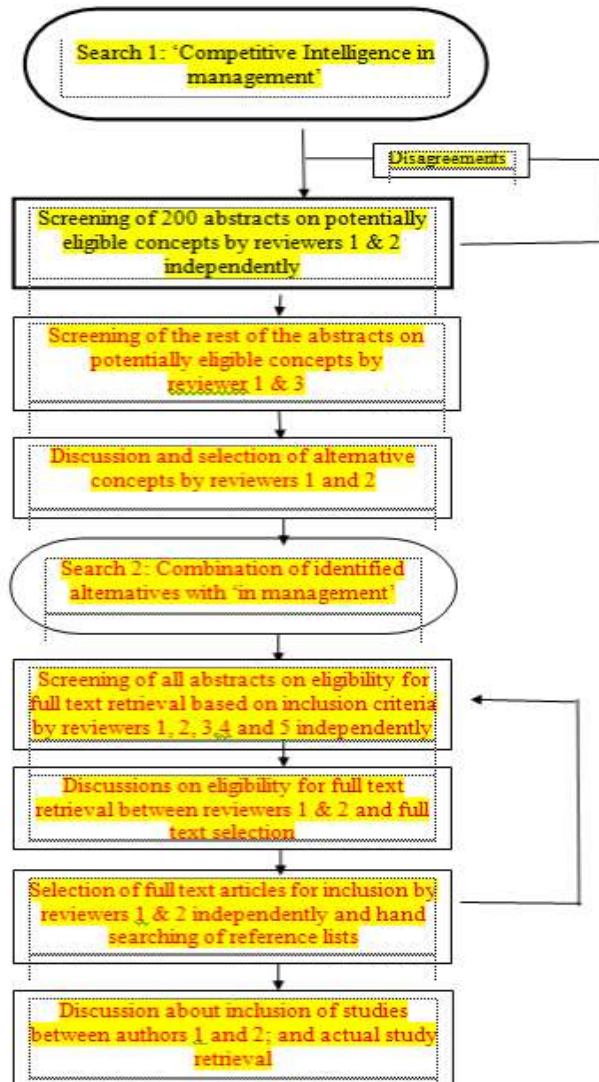


Figure no. 1. Search And Study Selection Process: Flow Diagram

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Phase D: Charting the data

The full texts of primary studies which meet the inclusion criteria specified above will constitute the sole source of analytical data for this scoping review. The process of extracting data from these studies will entail the preliminary generation of an analytical framework using an excel spreadsheet to record key information which will form the building block of the analytical categories to be examined at the analysis stage. Such information includes study characteristics (year of publication, country context, organization context, study methodology, study question, study design, study participants, study outcomes and study quality), conceptualization of competitive intelligence (extant definitions, rationale and underlying theories, as well as extant operationalizations, reflections on its formal and informal nature), and gaps identified in the competitive intelligence literature. However, additional data extraction categories will be included to the spreadsheet in consultation with the research team as they become evident during the review process. While its neither standard nor required practice to evaluate study quality in scoping reviews [Arksey & O'Malley, 2005; Colquhoun *et al.*, 2014; Daudt *et al.*, 2013; Davis *et al.*, 2009; Levac *et al.*, 2010; Stoffels *et al.*, 2019], we follow the recommendations of Daudt *et al.* (2013) implemented in Stoffels *et al.* (2019) and assess study quality in a bid to unravel all extant gaps in the competitive intelligence stream of research within the field of entrepreneurship and management, irrespective of their nature- qualitative or quantitative [Levac *et al.*, 2010]. In doing so, we similarly follow in the footsteps of Buckley *et al.* (2009) and Stoffels *et al.* (2019) in using the pre-set quality indicators for reviews specified by [Buckley *et al.*, 2009] and reported in the analytical framework earlier mentioned. A preliminary evaluation of the excel-based analytical framework spreadsheet for its comprehensiveness and efficacy will be performed by carrying out a pilot test on the first five to ten primary studies, with contribution from the entire research team to ensure that a common framework will guide our analysis of the studies.

Each team member will independently review the full-texts of the included primary studies and chart the extracted data into their individual analytical frame spreadsheets to enhance the accuracy of the data extraction process. Upon completion, these independently charted data will be compared and any inconsistencies in extracted data will be resolved through repeated dialogue and discussions across the entire research team.

Phase E: Curation, summarization and reporting of results

In the actual scoping review publication, we will use a PRISMA flow diagram to present the final numbers related to this study. We will document a descriptive account of the various conceptualizations of competitive intelligence encountered during the review process as well as their accompanying operationalization irrespective of how diverse they are. We will then proceed to narratively synthesize the relevant data extracted using emergent themes and categorizations. The final results will be consensually and comparatively arrived at and consolidated by two of the reviewers BRO and FTS.

As earlier mentioned, the study will concern itself with identifying both qualitative and quantitative gaps, discrepancies and shortcomings in extant competitive intelligence literature. A thorough discussion of the extracted data and its emergent themes within the purview of relevant entrepreneurship and general management theories will be carried out, culminating in our proposition of alternative conceptualization or operationalization (or both) of competitive intelligence for future researchers within the management stream of research as our findings deem necessary.

Phase F: Consultations with experts

This phase entails the introduction of an important reality check to confirm the practicality and virility of our findings and interpretations. We will engage two management practitioners and one entrepreneurship consultant from the corporate world as well as one entrepreneurship academic scholar specializing in the stream of research, for consultation on the findings of our study as well as on our proposed alternative conceptual definition and operationalization of competitive intelligence.

Ethical Consideration and Study Dissemination

As systematic and scoping reviews depend on a methodology which mandates the extraction and review of data from publicly available literature sources, they do not require ethical consent or approval [Stoffels *et al.*, 2019]. The resultant scoping review will constitute the first and only (to the best of our knowledge) effort at systematically identifying, scoping and comparing competitive intelligence terminologies and the varying concepts used to portray it in the entrepreneurship literature with a view to proposing an alternative and more comprehensive conceptualization. This protocol thus reflects the very transparent, robust and rigorous scoping review methodology to be implemented in the final study. Findings

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from the study will be disseminated by publishing it in a peer-reviewed journal targeting entrepreneurship and management scholars and practitioners alike. The exposal of current gaps in the management literature regarding the conceptualization and operationalization of competitive intelligence and the proposal of an alternative albeit more accurate, robust and comprehensive conceptualization, will be of interest to future management scholars, as it will guide future research in this regard. In addition, both the study methodology and the study's findings may also be of interest to scholars and researchers in other management domains other than entrepreneurship, giving the ubiquitous nature of the competitive intelligence concept across management and non-management domains alike.

Contributors:

OLE and BRO were responsible for the preliminary design of this study. BRO, OLE, SAO, TOO and CGA were instrumental to the development of the eligibility and data extraction criteria. The draft search strategy was developed by BRO and OLE. OLE, BRO, SAO, TOO and SOE were responsible for screening the abstracts and their full texts. BRO generated and conceptualized the review approach adopted for this study and led the team in the preparation and writing of the manuscript. OLE, BRO, SAO, TOO, FTS, SOE and CGA collectively contributed to and gave approval for the final version of this protocol; while OLE assumed a supervisory role for the preparation of the manuscript.

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Competing interests: This is an ongoing project that will end by September 2021; participation in this protocol does not hinder the scoping review result. On the contrary, it might enrich it. Moreover, in this scoping review we have a strong and experienced team that ensures quality and exemption. In addition, we have no conflicts of interest related to the studies used in this scoping review.

Preliminary Timeframe:

- Search for literature: April 2021–March 20218
- Coding and assessment: June 2021–September, 2021
- Initial results: September 2021
- Preparation of final paper: October 2021–December 2021
- Submission of final review: January 2022

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IMPACT OF ECONOMIC CRISES ON FIRMS: A LITERATURE REVIEW

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Abstract

This paper examines literature that analyzes how economic crises affect firms. Eighty-five studies were examined with the overall aim of finding out the impact of crises on firms. Studies published between 1805 and 2018 were sampled purposively through digital database searches, to establish the most recent literature on the impact of crises on firms. Consequently, the majority of the work assessed focuses on the global economic crisis of 2007 and its effect on firms in a different country and regional contexts. The literature demonstrates that economic crises affect firms negatively and positively with a tendency for crises to affect firms more negatively. Negative impacts include a decline in demand, fall in profitability, debt problems, operational challenges, bankruptcy, loss of goodwill or public image, uncertainty, and scale down of operations. Positive impacts comprise stimulation of efficiency, and improved performance for strategic firms. The review further establishes that the impact of crises on firms varies from firm to firm, which requires that to examine the impacts of economic crises on firms requires that the firms are studied on a case-to-case basis.

Keywords: *economy, economic crisis, crisis impact on firms, firm survival.*

JEL Classification: G33, G34

Introduction

A growing literature on the impact of an economic crisis on firms suggests that firms are strongly affected by crises, although the nature of impact is still a subject

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of debate. An accurate and robust view within the literature is that the effects of the financial crisis can lead to a series of unfavourable consequences for firms. One study of firms in Romania concludes that the most affected ones are firms that do not have a sustainable strategy (response) [Burlea *et al.*, 2010]. Thus, most of the firms that fail to respond effectively are strongly affected by economic crises. Sufficient evidence supports the thesis that most firms experience great difficulty during periods of economic crises [Buratti, Cesaroni, & Sentuti, 2018]. In general, economic crises affect the performance of firms by reducing their inefficiency, causing a drop in demand, leading to a fall in GDP, wage cuts, and moral hazard problems as noted by Notta, Vlachvei, and Grigorion (2018). Notta, Vlachvei, and Grigorion's study of the impact of economic crises on food manufacturing firms in Greece, instructively discusses some of the most severe effects of crises on firms.

In extreme cases, a crisis and poor management of that period, can erase decades of hard work and slash the value of a firm in very hours. It is even worse because crises are unpredictable. A crisis can emerge out of the blue and ravage economies and their agents [see Solt, 2018]. Based on a review of the impact of the international financial crisis, Solt's research gives a very recent evaluation of the impact of crises on firms.

Broad perspectives on the impact of crises on firms

There are three dimensions visible in research on the impact of crises on firms, the first of which is the negative impacts of crises. Other studies focus on the positive effects of the crisis on firms. Finally, some studies explore the idea that crisis impacts on firms vary from firm to firm. As such to determine the effect of economic crises on firms requires a case-by-case approach.

Research suggests that economic crises, like other internal and external (environmental) variables, influence the capacity of firms to perform. The firms' capacity, in this case, is related to their ability to achieve their objectives [see also Pervan, & Višić, 2012]. Pervan and Višić's study covering a period of 2002-2010 examined a total of 18, 492 firms to analyze variables that shape firm performance, especially in profitability. The study was exhaustive and its findings can be extrapolated across time and space. Using a fixed-effects model [developed by Gauss (1809) and Legendre (1805)], their results also show that various factors or variables positively or negatively affected firms' profitability. Although they explored other variables such as crisis, their primary concern was on the size of the firm. The study also contends that no single factor could account for the performance

of a firm. Their conclusions would, however, be strengthened if they had examined other factors that determine firm performance during crises. Civelek, Çemberci, Artar, and Uca (2015) in their definition of firm performance contribute to explanations of how an economic crisis could impact performance. They consider firm performance as a multidimensional concept defining the success of a business. In other words, it involves the extent to which the objectives of a business are achieved. The short-term goals of firms are improving efficiency, reducing the level of inventories, and shortening the rate of turnover. Their long-term aim is to increase market share and profitability.

In line with this thinking, Sternad (2012) plausibly argues that significant changes influence businesses in their environment. These changes, which include economic crises, stimulate firms to respond. Environments are those events and developments external to the organization that considerably and structurally affect (a) the attainability of a firm's strategic objectives and (b) the strategic choices open to the organization. Sternad's quantitative study of about 257 managers of firms in Austria and Slovenia to understand the factors that shaped firms' response to the 2008-2009 global financial and economic crisis is extensive. It significantly indicates that strategic interpretations of the economic crisis, as well as country differences, influence the choices of firms. Both factors shape whether firms choose to use externally or internally directed strategic responses and pro-active or retrenchment strategies. Unlike other studies, Sternad examines more than one factor that shapes firm responses to crises. As opposed to cultural influences on managerial choice of response, country-specific factors like institutional or social differences also play an essential role in the selection and nature of responses adopted by firms.

In another study, Peltonen (2014) has adequately addressed the complex impact of economic crises on firms. The study examines decision-making in Finnish firms during recessions from 2007 to 2011. It found that beyond the macroeconomic variables, recessions are a complex societal phenomenon. A recession affects the business environment and a firm's decision-making in many ways. Although it is limited to four years, Peltonen's findings reflect the situation for most firms that experience economic crises. Gershon's (2013) definition of the business environment enhances our understanding of Peltonen's argument. It states that the business environment is the general economic conditions that can either help or hurt one's business operations. The business environment leads to a dramatic effect on the financial performance of the firm. In contrast, Notta and Vlachvei (cited in Kontogeorgos, Pendaraki, and Chatzitheodoridis, 2017) focus on only one impact

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of crises on firms. They indicate that, during an economic crisis, there is a likelihood that the performance of firms deteriorates [Yap, Mohamed, & Chong, 2014]. Their view overlooks the possibility that some firms perform better during economic crises, yet this is sometimes the case.

The gulf between different perspectives on the impact of economic crises on firms, calls for further studies of impacts of crises on firms using different emerging contexts of research. In the next section, we review studies that first examine the negative impacts of crises on firms.

The negative impact of economic crises on private sector firms

Studies on the negative impacts of economic crises on firms demonstrate that economic crises create a decline in demand, lead to a fall in profitability, and cause debt problems for firms. Economic crises may also result in operational challenges, bankruptcy, loss of goodwill or public image, uncertainty and lead the firm to scale down its operations for firms. The proceeding sections examine selected studies on each of these impacts.

• *Decline in demand*

One-way in which firms are worst affected during economic crises is when the crisis leads to a fall in the demand for their products and services. Some studies have explored the impact of the crisis on demand for a firm's products and services. Before examining this research, it is imperative to define demand.

Gupta (1990) considers the demand for goods and services as a condition that typically meets three main characteristics. The first is the desire to have a good, the second is the willingness to pay for that good, and the third is the ability to pay for that good. Demand consists of "taste" and "ability" to buy. In other words, a consumer must have a taste for something plus the ability to pay for it for that condition to fit within the economic concept of demand [Cory Jr, 1999].

Successive studies have convincingly demonstrated that the most negative impact of economic crises on firms is their tendency to cause a decrease in demand for firms' products or services [see, for example, Yalman, Demirkoparan, & Aras, 2011; Sternad, 2012; Vissak, 2012; Hrastelj, 2013; Trinh, & Phuong, 2016]. A financial crisis survey conducted about the global financial crisis of 2007 indicated that 70 percent of firms in each of the countries studied chose a "drop-in demand" for its products and services as the main impact of the crisis [Ramalho, Rodríguez-Meza, & Yang, 2009]. Another case study reflected how firms in the energy sector

encountered a crisis-driven fall in demand leading them to drill fewer wells. These firms drastically cut back spending on refineries, pipelines, and power stations during the global economic crisis of 2007-2009 [International Energy Agency (IEA), 2009]. Notably, as illustrated by the case of energy firms, the fall in demand consequently leads to a fall in output, because when demand falls firms tend to cut back on their production levels to match the fall in demand [see Solt, 2018].

A host of factors created by the crisis may lead to a drop in demand for a firm's products or services. A fall in consumer incomes is a leading factor that fuels a decline in demand during the crisis. Indeed, previous research has established that when income levels of households are affected in times of crises, consumer behaviour changes to cautious buying or no buying at all [Zurawickia, & Braidot cited in Sigindi, 2017; Flatters, & Willmott, 2009; Hur, 2012 cited in Peltonen, 2014; Peltonen, 2014; Sigindi, 2017; Moraru, 2012]. Similarly, Cali and Kennan (2010) reveal that as a result of the crisis, when people lose their jobs, they lose their disposable income affecting their capacity to purchase goods and services. On the other hand, when crisis-driven inflation causes soaring prices of goods and services, even the employed become cautious about how they spend the little they have. Economic crises create a lower demand for goods and services due to decreasing income and worsening expectations (which influence demand for capital goods). Another dimension of the causes of a decline in demand and which is logically explored by Downes (2012) is that reduction in income, wealth, and credit during an economic crisis results in reduced demand. As such, firms realize a reduced demand for their goods and services. This fall in demand leads to inventory decumulation, and as a result, the firms cut back their production volumes. Tumusiime Mutebile (2009), Ssewanyana, Bategeka, Twimukye, and Nabiddo (2009), and Ssewanyana and Bategeka (2010) advance this view by examining the impact of the crisis on declining production patterns of firms in Uganda.

Although these studies rely on empirically-based evidence to draw their conclusions, there is corresponding evidence that during economic crises, not all firms experience a fall in demand for their products and services. Firms that produce or supply essential products and services may instead realize a rise in demand for these items. In the next section on the positive impact of the crisis on firms, the current study also attempts to understand if some firms may be less affected than others during economic crises.

The founders of a firm are motivated by their desire to make a profit. Yet the fall in demand for firms' products and services during a period of economic crisis,

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leads to a fall in profitability. In the next section, we explore how the fall in demand for products and services caused by an economic crisis leads to a fall in the profitability of firms.

• *Fall in Profitability*

Several studies have focused on how crisis-driven decline in demand leads to a fall in revenues and profitability of firms. The concept of profitability has multiple meanings for different firms depending on the stages of their development. Firms in the infancy and financial growth phase define profitability as the earnings before interest, taxes, depreciation, and amortization (EBITDA). Financially mature firms generate net income. They define profitability in terms of net income, earnings per share, and net income growth [Gershon, 2013]. We define profitability as the ratio of revenue to cost. Profit is the difference between revenue and cost [Griffell-Tatje, & Lovell, 2015].

In most cases, firms realize a fall in profitability during economic crises. Along these lines, Filip (2011) found that a fall in demand and revenues subsequently leads to a fall in the profitability of firms. One study conducted by Kontogeorgos, Pendaraki, and Chatzitheodoridi (2017) of almost 100 firms operating in the cheese sector in Greece for the period 2006 to 2011, established a similar trend. During the economic crisis period, the profitability of cheese businesses was adversely affected. An earlier study of the impact of the financial crisis of 2008-2009 on firms discovered the same effect. The crisis put pressure on the margins (profit) of different firms [Sternad, 2012] with a drastic fall in profits that negatively affected the firms. In Uganda, during the global economic crisis of 2007, many firms witnessed a decline in profitability at a time when the depreciation of the Uganda shilling cut the profits of domestic firms [Ssewanyana *et al.*, 2009]. Despite covering relatively close periods, the findings based on various geographical contexts confirm the general trends for most firms during periods of economic crises. That said, it is equally important to qualify that because not all firms experience falls in demand and profitability during economic crises there can be exceptional cases. Some firms may supply essential goods, which may be on-demand irrespective of how much consumer incomes fall and so they may not encounter a decline in profitability.

A fall in revenue and profitability critically affects the firm, hampering its potential to operate as some studies show. In the worst-case scenario, it could prompt the founders to exit from the market in which they operate. Usually, when demand and profitability fall, firms may become indebted because they borrow

money to operate or obtain suppliers on credit. Consequently, as the next section show, economic crises create debt problems for firms.

• *Debt Problems*

Past research has also provided veracious evidence that as a result of falling revenues and profitability during economic crises, firms could face debt problems. Conceptualizing debt provides insight into how crisis can affect firms.

Debt is a current, i.e., not contingent, liability created under a contractual arrangement. Debt is incurred through the provision of value in the form of assets (including currency) or services. It requires the debtor to make one or more payments in the form of assets (including currency) or services, at some future point(s) in time. These payments will discharge the principal and interest liabilities carved under contract [International Monetary Fund, 2007]. Debt problems come from the disruption in the firm's revenues. This disruption negatively impacts the firm's capacity to honour its liabilities and financial obligations to various parties it entered into a contract. It is evident that with a shortage of liquidity, firms could also borrow more to stay afloat, in the process, compounding their debt problems [see also Yalman, Demirkoparan, & Arasm, 2011; Gilson, cited in Faccio, & Sengupta, 2006].

For example, another study on the impact of economic crises on firms in Lithuania and Romania significantly found that a rise in debt is the second most crucial effect of crisis [Ramalho, Rodríguez-Meza, & Yang, 2009]. Their study used evidence from the economic crisis of 2007/2008. While its findings mirror the situations of firms in those two countries, it is debatable whether the same level of impact applies to firms in different economic contexts.

These findings can be tested with other studies on how economic crises increase the debt levels for firms.

One of the challenges that compound debt problems for firms is that in times of economic crisis, they find it difficult to access credit [Sternad, 2012; te Velde, 2008]. As such, they cannot borrow to finance their operations. In the case of Vietnam, Trinh and Phuong (2016) explained that the economic crisis made the leverage of most firms go down, meaning that they were unable to borrow. Credit from banks was also limited and difficult to access. This difficulty was because of strict rules regarding borrowing. The lender assesses more carefully, the quality of firms evaluating their size, profitability, and ability to pay back the debt. Makochehanwa (2017) explains how economic crises deprived firms in Zimbabwe of access to

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finance. Access to finance, especially from formal sources like banks, was a significant challenge for firms as most banks were not providing loans to firms due to severe liquidity constraints. On average, 63.7% of surveyed firms in the country indicated that access to finance (local currency and foreign currency to import inputs) was yet another challenge. Despite these studies providing evidence that economic crises lead to debt problems, it is still evident that not all firms will face the same problem. Firms dealing in very essential goods and services could be thriving because they do not face interruption in the consumption of their products. In the next section, we review studies that show that beyond debt, firms experience other operational challenges as a result of economic crises.

• *Operational Challenges*

Empirical work testing the impact of the crisis on the operations of firms has produced results that show that firms also face other operational challenges such as economic crime, volatility in currency prices, higher costs of operations due to corruption, and scarcity of inputs.

The rise in economic crime is one such direct impact of the crisis on firm operations. Fligstein and Roehrkasse (2015), in a study of the mortgage industry in the United States, accurately point to how fraud underpinned the mortgage securitization industry during the economic crisis from 2007 to 2009. Mortgage and insurance operators engaged in improper regulatory settlements, and consequently, many had to pay multibillion-dollar penalties. Fraud and corruption rise when as a result of economic crises, many personnel in businesses or governments find it difficult to make ends meet. Washington (2009), in one report for the audit firm Deloitte on the relationship between fraud and economic crisis, indicates that during economic crises, for some, desperate times, lead to a higher risk of fraud or malevolent activity. The report raises alarm bells about fraud and calls for firms to put safeguards in place against these tendencies. Economic crises can indeed lead to fraud and other forms of economic crime. In these periods, firms, households, and governments are challenged by how to survive forcing them to pursue illegal means of survival.

In the same breadth, economic crises may lead to a rise in corruption. As considerable research indicates, economic crises result in higher levels of corruption when public officials try to make ends meet. Subsequently, corruption raises the cost of doing business. Having to pay bribes to public officials or private personnel, during the crisis, increases the cost of doing business for most firms [see also

Makochekanwa, 2017; Ivlevs, & Hinks, 2014]. According to a study of corruption during economic crises in Turkey, Onis and Rubin (2004) emphasize that corruptive activities play a role, with varying degrees in different socio-economic conditions, in the emergence of economic and political crises adversely affecting firms' businesses [see also Madura, 2006]. Corruption increases the cost of conducting business, or it can reduce revenue for the firm. Svensson's (2001) study, however, suggests that it is difficult to determine the actual effect of corruption on firm performance. Until recently, it was considered impossible to measure corruption systematically. There is no doubt that economic crises increase the possibility of an increase in public and private sector corruption.

Economic crises also lead to volatility in foreign exchange rates, poisoning another operational challenge for firms. The volatility of the rates arises out of the fact that international currency exchange rates affect export and import prices and, thus, the competitiveness of firms in world markets [Industrial Systems Research, 2013]. As such, when foreign exchange rates are volatile, firms suffer from difficulty in financial planning. Rapidly changing foreign exchange rates result in the unpredictability of cash flows [Global Economics Crisis Resource Center, 2010; see also Lussier, & Hendon, 2012]. Fluctuations in foreign exchange rates particularly affect firms that import products or raw materials for production. For multinational firms, volatility in the foreign exchange rates could negatively impact profitability. Mauer (1999), demonstrates how during economic crises, frequent forex rate changes on Multinational Corporations (MNCs), affect corporate (firm) performance. An International Monetary Fund (IMF) study about currency crises in Africa, during the global financial crisis, also found that they suffered large depreciations. These depreciations occurred at the onset of the global financial crisis, which affected overall business and economic performance. Collapsing trade and financial flows led to a substantial balance of payments gaps, triggering fast depreciation and higher exchange rate volatility, beginning in mid-2008. The exchange rate losses varied largely commensurate with the extent and nature of each country's exposure to trade and global financial markets [Ltaifa, Kaendera, & Dixit, 2009]. The challenges of failing to access foreign exchange to do business, or a rapidly depreciating currency that results in losses, are not unique to the literature.

Subsequent research has emphasized that the conditions created by crisis including those listed above, could make it expensive for firms to produce. Yet, in some cases, it might force them to withdraw from activities of production altogether.

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During economic crises, there are high costs of inputs and production in general [see also Hrastelj, 2013; Hrastelj, 2013; Yalman, Demirkoparan, & Aras, 2011]. A shortage of inputs or high costs of inputs makes it difficult for firms to operate by affecting their production activities [Makochekeanwa, 2017].

Makochekeanwa's study of Zimbabwe over the years of crises considers that the economic crisis led to a decline in manufacturing activities. This decline came about due to a lack of finance to purchase inputs forcing many firms to either stop production or engage in production in a limited form. This finding is consistent with another study of Hungary during the economic crisis of 2007/2008, where the most definite impact of the crisis on firms was an increase in input costs [Ramalho, Rodríguez-Meza, & Yang, 2009]. Thus, economic crises lead to scarcity of resources such as capital and raw materials to produce [Sternad, 2012]. In other cases, an economic crisis may increase the cost of operation because of high inflation or scarcity of resources. For example, during the crisis in Zimbabwe, some firms were forced to purchase or construct power generators to sustain production. The use of power generators implied sunk costs (in terms of purchase), operating (variable) costs in the form of petrol/diesel, and maintenance costs. Generator-related costs also imply diminished profits for exporting firms [Makochekeanwa, 2017]. The findings of these studies clearly show that economic crises create operational challenges for firms in economies that are going through economic crises.

Market dynamics change during economic crises making it difficult for firms to operate as a study by Hall [cited in Chaston, 2012] proposed. The study demonstrates how economic crises make it difficult for firms to operate being stiffening competition. As more customers scale down on spending, firms are pushed to compete for fewer customers. A feature of markets during an economic downturn is that the intensity of competition will usually increase as firms seek to sustain revenue in the face of declining customer spending. This view is shared by Makochekeanwa (2017) in research on the impact of economic crises on firms in Zimbabwe. He reveals that the economic crises increased competition between firms as they struggled for cautious customers. Failing to attract some customers made it very difficult for firms to survive. Indeed, economic crises do not only shrink existing resources. They also make it difficult for firms competing to attract customers who are reluctant to spend.

With these operational challenges, one of the likely outcomes of economic crises is that firms may go bankrupt. In the next section, literature that examines how economic crises lead to bankruptcy is reviewed.

• *Bankruptcy*

It is well known and widely accepted that debt defaults accruing from economic crises could lead to the bankruptcy of firms [Gilson, cited in Faccio, & Sengupta, 2006]. Bankruptcy is a state in which a firm is unable to discharge its debts, or it is unable to pay those they owe money [Dorling, & Thomas, 2011]. A series of studies examine the relationship between economic crises and the bankruptcy of firms. The majority convincingly found that with the decrease in demand and decline in production affecting the revenues and profitability of firms during an economic crisis and the debt defaults of firms, they could go bankrupt [Hrastelj, 2013, Yalman, Demirkoparan, & Aras, 2011]. Many Asian firms became bankrupt during the 1997-98 Asian financial crises [Yap, Mohamed, & Chong, 2014]. Further, the global economic crisis which erupted in the financial systems of developed countries in the autumn of 2008 created widespread enterprise bankruptcies [Rani, & Torres, 2011; Dombrowska, 2014]. Yap, Mohamed, and Chong's (2014) study on the financial performance of Malaysian firms during the economic crisis of 2008 found that the financials of 46 firms, were severely and adversely impacted. Most of these firms went on to face liquidity and solvency issues that had the potential to or led to collapse and bankruptcies. While it is true that firms may go bankrupt during economic crises, it should be stressed that not all firms will eventually go bankrupt. Firms that are generating revenues or that are profitable because of the type of business they do could survive bankruptcy during economic crises.

Due to their operational conduct during economic crises, the public's perceptions of firms may change for worse. With hikes in prices of their products and services and probable inefficiencies, the image of firms can be damaged. The next section takes a look at how economic crises can affect the goodwill and public image of firms.

• *Loss of goodwill or public image*

There is general agreement in the literature that firms could lose goodwill internally or externally as a result of an economic crisis. Goodwill refers to a good reputation or advantage or benefit of a business beyond the mere value of the capital stock, funds, or property [Oldham, 2017]. Generally, goodwill has appeared to be an umbrella concept embracing many features of a firm's activities that could lead to superior earning power. Goodwill includes excellent management, an outstanding workforce, effective advertising, and market penetration [Stern, 2006]. During economic crises, as firms increase prices of their commodities, or realize a decline in the quality of their goods and services, their goodwill may decline or be

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completely eroded. Internally the firm could lose its goodwill among employees, especially when it sacks some of their colleagues or cuts wages and benefits for staff. Kolb (2011) found that the global economic crisis of 2008, led to the animosity of workers, especially towards large corporations. Accordingly, factory workers who lost their jobs saw a causal connection leading directly from a greedy pursuit of profits. They consider that a high level of compensation for top executives, and flagrant risk-taking, in the firms led to their financial difficulties. A firm hiking its prices for which customers begin to perceive it negatively causes external loss of goodwill. These customers may consider the firm to be trying to exploit them in tough times [see also Kasfir, 2013, for discussions on unjust prices and perceptions of exploitation in Uganda]. As opposed to buoyant market conditions during a phase of economic prosperity, where higher prices are more acceptable to customers, during a recession, the circumstances are different [Fernie, Fernie, & Moore, 2015]. Loss of goodwill within customers during an economic crisis could also be a result of inefficiencies. These inefficiencies arise from operational challenges the firms face. When firms decide to lay off staff and find it difficult to offer products and services like in pre-crisis times, they may lose goodwill. How firms handle the dismissal of employees could also lead to a loss of goodwill for the firm. Sometimes it becomes difficult for the firm to regain its goodwill when the crisis is over. The loss of goodwill indeed affects firms in the end. Customers tend to be loyal to firms that they think of positively.

Faced with a myriad of challenges accruing from an economic crisis, a firm can become challenged by uncertainty. Uncertainty is detrimental for firms, because it breeds reluctance to plan, and curtails the growth and performance of the firm. In the next section, we review research on how economic crises affect firms by creating uncertainty.

• *Uncertainty*

Many studies examining the impact of the crisis on firms have focused on the role of crisis in causing uncertainty within firms. According to Ghai & Gupta (2002), there is more significant uncertainty within firms, during recession and depression than during a boom period. Levels of uncertainty are essential to studies on firm operations. The less certain a firm is about its future, the more likely it that it will not take actions that can make it prosper in the future. A firm will not invest and will focus on closure.

A cross-sectional study by Sigindi (2017) of firms in different countries found that economic crises were a source of uncertainty in firms. When uncertain, firms

find it difficult to anticipate and adjust to a crisis unless there are prior mechanisms for these adjustments. Although it was quite generalized, Sigindi's results are in sync with another study by Morikawa (2016), which specifically researched the effect of crisis-driven economic uncertainty in Japan. Morikawa's longitudinal study covered ten years (2004-2014). It indicates that most Japanese firms across the manufacturing and non-manufacturing sectors, cut back on investment because of the fear of an uncertain future. The study also posits that because of the irreversibility and adjustment costs of investment, economic uncertainty brought by crisis hurts investment. As such, firms may not invest in equipment, research, and development (R&D), and hiring of employees. This mechanism is referred to as the option value of waiting. Morikawa's work builds on research conducted a few years before by Bloom, Bond, and Van Renssen (2007). The latter agrees that uncertainty reduces the responsiveness of investment to demand shocks. Uncertainty also makes firms more cautious when investing or disinvesting. Consequently, firms may lose competitive advantage because of their reluctance to engage in further investment. Whereas these studies reflect the impact of crises in creating uncertainty in firms, they do not suggest how firms can prepare for the economic crisis to minimize the effects of the unknown.

In past research published by Ramalho, Rodríguez-Meza, and Yang (2009), World Bank (2009), and Yalman, Demirkoparan, and Aras (2011), they also discuss how conditions of economic crises create uncertainty, which leads to pessimism in firms. There are several outcomes of uncertainty in firms. First, it could affect employee morale. Second, it could also influence management to scale down on operations and shelve expansion plans because of a feeling of uncertainty. Most businesses fear most changes in economic factors that can have such a dramatic effect, as witnessed by the global economic crisis of 2008-2009 [Dransfield, 2014]. As a result, crisis creates pessimism in firms and uncertainty of firm survival during an economic crisis in the process dampening business confidence similar to the situation during the 1997-98 Asian financial crises [Yap, Mohamed, and Chong, 2014]. Relying on a large panel of unquoted UK firms over the period 2000-09, Byrne, Spaliara, and Tsoukas (2015) also discuss how uncertainty eventually affects firm survival.

While the theoretical and empirical literature that uncertainty has negative consequences for economic activity is convincing, there are unresolved questions about the exact mechanism by which uncertainty affects the economy. One of the causes of uncertainty in firms during times of economic crises is how the media reports on the crisis. Moraru (2012) states that the constant mediatization of harsh

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economic conditions boosts the emotional impact of the crisis effects on consumers' lives and projects a state of uncertainty. The next section examines literature about how economic crises may scale down the operations of firms.

• *Scale down of operations*

Economic crises may force firms to scale down their operations or shelve expansion plans. As a last resort, economic crises could make firms close, shut down, or suspend operations indefinitely [Makochekanwa, 2017]. For some firms, this scale down could be for the period of the crisis, while for others, it could be permanent. As the conditions make it more difficult for them to operate, firms could also close down during economic crises [Hrastelj, 2013]. Liquidation of firms is typical during economic crises [Gilson, cited in Faccio, & Sengupta, 2006], and crises have been known to lead to a higher level of business failures [Sternad, 2012].

Beyond driving firms to scale down operations, economic crises may discourage investors from starting new firms [see Shane cited in Pandey, 2013]. Shane indicates that entrepreneurship was negatively affected by the great recession in the United States. For example, the formation of firms in 2009 declined by 17.3% compared to 2007. Similarly, Mann (2011) writes about how economic crises affected start-up firms in 2009, where there was a reduction in the start-ups leading to an increase in unemployment. Whereas a firm slowing down operations during economic crises is the norm, it can be argued that there can be exceptions. Some firms instead opt to invest, grow, and expand during periods of economic crisis. The next section indicates that whereas many firms are adversely affected by economic crises, some have been positively impacted.

The positive impact of economic crises on private sector firms

• **Stimulates efficiency**

Some of the literature on the impact of economic crises on firms convincingly suggests that crises could have a positive effect on firms and the broader economy. One of the positive impacts of the crisis on firms is that it improves their efficiency. Kim (2013) emphasizes that the economic crisis has the effects of cleansing inefficient elements out of the economy; and provides surviving firms with an opportunity for productivity improvement. For example, crises may purge the economic system of unwanted products, obsolete technologies, incompetent management, and inefficient practices.

Despite the distresses that crises cause and the social costs, which Marx and Engels underscored, Schumpeter [cited in Fontefrancesco, 2013] in some studies

considered crises as a generative force in the market economy. In this regard, crises lead individuals to explore new forms of production and products. These explorations result in the overall betterment of the market and an expansion of the possibilities of individuals.

Other research further emphasizes how recessions are essential to the process through which economies renew themselves. New goods, new methods of production, and new forms of industrial organization replace the previous in the economy [Caballero & Hammour, 1994; Schumpeter, 1934, 1942 cited in Peltone, 2014].

Also, Kitching, Blackburn, Smallbone, and Dixon (2009) have identified the concept of *Creative destruction* concerning how economic crises impact firms. Accordingly, recessions are regarded as periods of ‘creative destruction,’ during which some businesses and industries decline, often terminally, while new ideas, technologies, products, and industries emerge and become the driving forces of subsequent economic activity and growth. Recession conditions contribute to this economic restructuring through stimulating business churn, the entry, and exit of firms, and by motivating incumbent firms to adapt products and business processes.

Another publication by O’Connor (1998) has construed the advantage of economic crises in restoring discipline within those affected by it. O’Connor suggests that boom periods can lead to better performance against competitors by lowering costs, offering better services, and producing better products. In times of crisis and bad times, it can lead to reducing costs, increasing flexibility, expelling living labour, and making new and higher quality products at the same or even lower prices. Thompson and Martin (2005) build on this position. They suggest that any recovery from a difficult situation will be related to becoming effective. In this case, it should lead to improved marketing effectiveness, competitiveness, and revenue, and managing the organization more efficiently to reduce costs. Where these changes in functional and competitive strategies prove inadequate, something more drastic will be required. They, therefore, argue that economic crises are not entirely negative for firms.

While most firms find it challenging to survive economic crises, not all firms experience difficulty in such periods. Myers (2011) argues that even during the worst recession, although most of the firms perform poorly, some firms will be performing well and increasing turnover.

Such performance depends on the foresight of entrepreneurs who can take advantage of opportunities. For example, during the run-up to Christmas 2009, high street retailers were said to suffer some of the worst results in history. Yet

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Carphone Warehouse and Mothercare increased sales during the same period. Consumer spending tends to decline if interest rates rise sharply. Thus, the demand for residential, retail, and manufacturing property reduces and, in some instances, may even become surplus to requirements. Foreseeing these general cyclical turns is part of becoming a successful property entrepreneur; being able to recognize the exceptions to the rule is even more promising. It is however important to note that it is in rare instances that economic crises have a positive impact on firms. Understanding the firm's context as we state in the next section, will go a long way in understanding how economic crises can have positive impacts on the firm.

Variability in the impact of economic crises on firms

The impact of economic crises on firms varies from firm to firm. Some research indicates that some firms will grow faster than others, even in a recessionary environment. Although this view is convincing it cannot apply to all firms. There is a need, therefore, to understand which variables and processes hasten the growth of some firms or make them resilient during a crisis [Peric, & Vitezic, 2016]. After examining some firms, Westergard-Nielsen and Neamtu (2012) suggest that while almost all firms are negatively affected by the crisis, only a small number of firms tend to benefit from the crisis. There are different reasons why firms can experience crises; differently, a matter we tackle in this section.

Recent research has found that economic crises can affect firms in different ways [see Hrastelj, 2013]. This finding reinforces the need to study firm context actually to determine how it is affected by the crisis. For example, the effects of the global financial crisis were different among countries due to the different levels of development in the financial market, the policies of the government, and the sensitivity of that country to external incidents [Trinh, & Phuong, 2016]. Vissak (2012) has also observed that each firm is unique and could be affected by economic crises differently. As such, some firms may even remain stable or even grow during a period of economic crisis. Filip (2011) concurrently observed that economic crises do not affect all industries equally, with a decrease in demand during crises much more visible in some sectors than in others. White [cited in de Jong, 2008] found that crises can have "varied and often highly contradictory impacts in different regions, economic sectors, and groups." Also, Kitching, Blackburn, Smallbone, and Dixon (2009) noted that recessions are having a varying impact on firms, industries, regions, and countries, some firms prosper while others struggle, and yet others are forced into closure. Tamas and Krisztina

(2015), in one study on firms in Hungary during the economic crisis of 2008/2009, show similar results. Each firm's own experience could differ from what the whole economy would explain. These results are instructive to future research on the impact of economic crises on firms, which calls for a case-by-case analysis of the impact of the crisis on each firm.

There are various reasons why the impact of the crisis on firms can be different from firm to firm. First, the availability of credit is an essential factor in the survival of some firms. Firms thus find themselves looking for loans to finance working capital or make new investments that would ensure continuity and growth. Firms that manage to get credit are likely to withstand the crisis more than firms that fail to access credit [Makochekanwa, 2017]. The sector in which a firm operates could also affect how the economic crisis impacts it. Firms that export and, therefore, have access to other markets stand a stronger chance because they have an alternative [see also Makochekanwa's, 2017 example of firms in Zimbabwe]. Prasetyantoko (2006) in a study that reviewed the performance of firms on the Jakarta Stock Exchange, during the economic crisis, also found that firms in the tradable sector were less affected. Yet firms that were from the non-tradable sector were gravely affected by the crisis.

Some authors have pointed out that, during economic crises, firm type impacts the possibility of the firm going bankrupt. The notion of type could include; size, age, ownership, country location, capabilities, and other characteristics of the firm.

More recent studies have validated the findings of the aforementioned research, that economic crises do not affect all firms in the same manner. Primary variables such as capital structure, size of the firm, industry in which the firm does business, all shape how different firms are affected by economic crises [Buratti, Cesaroni, & Sentuti, 2018]. This study focused on the impact of economic crises on Italian firms. Despite its restrictive scope, it fits with other findings from other studies on the impact of the crisis on firms.

Lee, Chen, and Ning (2017) demonstrate how older firms, and firms with high shareholder ratios, were able to perform much better than younger firms and firms with lower shareholder ratios, during the economic crisis. Shareholder ratios refer to how the level of returns by shareholders of a firm is assessed. For example, dividend per share. Older firms have an advantage over younger firms because they have more resources and capabilities to withstand the crisis [Notta, Vlachvei, & Grigorian, 2018].

There is little agreement in the literature about which size of the firm leads to its survival in a crisis. Papaioikonomou, Segarra, and Li (2012), through a collection of

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sources, capture this debate. One side of the argument suggests that small firms can better survive a recession as a result of their flexibility and fastness to respond to changes. The dissenting argument considers that smaller firms are more vulnerable because they have fewer competitive advantages. They obtain these advantages from economies of scale and scope, learning curve effects, and diversification. This finding, which I agree with, is consistent with a suggestion by Yalman, Demirkoparan, and Aras (2011) that middle-sized firms are also less affected by crises than small-sized firms. In another study conducted in Greece, Kontogeorgos, Pendaraki, and Chatzitheodoridis (2017) made similar conclusions. It indicated that the economic crisis affected mainly the smaller sized businesses than larger sized ones that they studied. The smaller-sized firms presented the most significant efficiency and profitability losses.

Banasick's (2009) research of firm survival during Japan's Great Recession of the 1990s, also suggests that smaller-sized firms struggled to survive the downturn. Larger firms, on the other hand, appeared insulated against the economic crisis. This finding resonates with a study by Makochekanwa (2017) on the impact of economic crises on firms in Zimbabwe. The study established that older firms are less likely to exit the market than younger firms during an economic crisis. This trend is because older firms could have built capabilities, networks, and relationships that are vital to withstand the crisis. Trinh and Phuong (2016) defend this view contending that large firms tend to be more diversified and less likely to go bankrupt as opposed to smaller firms.

One other factor that could shape how a firm is affected by the economic crisis is its market share. Nonetheless, there is minimal consensus on the significance of market share to a firm's performance and survival during a crisis. Notta and Vlachvei (2014) suggest that during economic crises, firms with significant market share and loyal customers are more competitive and profitable. Firms with smaller market shares and few loyal customers are less competitive and profitable. Cannon and Hillebrandt and Lansley (2016), however, disagree. Their study proposes that sometimes, during a recession, a high relative competitive position is often a bad thing. It is bad for the firm because profitability is negative, so the more substantial the market share and turnover, the more likely it that a firm would lose money. Thus, The Bankers Magazine (1997) states that, in economic crises, it is firms with low market shares that will find it easier to survive.

There is limited research on the role of firm ownership in helping firms survive economic crises. But, some studies show that foreign ownership could be an

advantage for firms faced with economic crises. Alfaro and Chen (2010), for example, argue that foreign-owned firms might do better in a domestic crisis, where they could have resources from parent firms to cope with the crisis. This rational view is in line with the results of a study by Nagatani (2003). That study emphasized how big businesses in Japan were increasingly turning to foreign firms for partnerships for survival during economic crises.

The country context of firms could also determine how firms are affected by economic crises. One study on how economic crises increase uncertainty in firms uses evidence from different countries to draw their conclusions. Ramalho, Rodriguez-Meza, and Yang's (2009) study depict during the global economic crisis, the intensity of drop in demand varied across different countries. The proportion of firms that were optimistic or neutral about future sales was more significant than the portion of firms that were pessimistic (except in Latvia and Hungary). However, firms' optimism varied considerably across countries: from more than 50 percent of firms in Turkey having positive responses to only 10 percent in Hungary. Within countries, expectations about future sales varied by firm type. In terms of debt, in Bulgaria and Latvia, the share of small firms overdue on their obligations was significantly higher than the share of large firms with overdue obligations. In Lithuania, firms with foreign ownership and firms with female managers were less likely than domestic firms and firms with male managers to have overdue debts to any financial institutions.

Some studies present contradictions in how economic crises impact firms, which we can logically link to the various contexts of each firm. Kitching, Blackburn, Smallbone, and Dixon (2009) further observe that small and large firms are among high and low performers during an economic crisis. Even in industries harshly impacted by the recession, some businesses perform better than others. Outcomes cannot merely be read off from organizational characteristics; performance, including survival, is contingent, to some degree, on how businesses act.

Kudlyak and Sanchez's (2016) research also concludes that evidence from the 2007-2009 crisis contrasts with previously known models on firm response. Their study suggests that small firms do not always contract more than large firms. In another publication, Wu (2012) claims that in Chile, during the economic crisis of 2008-2009, firms that had sources of external financing were more affected negatively by the crisis. This situation was because their parent firms were unable to support them. A study on the impact of the economic crisis on the working capital of the real sector in Turkey found that the effect of the crisis on firms on the

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Istanbul Stock Exchange (ISE) was limited [Kesimli, & Gunay, 2011]. Yet, Tsoy and Hesmati (2017) showed that the capital structure of firms during the Asian financial crisis of 1997/1998 and the global financial crisis of 2008 were greatly affected.

Conclusions and recommendations

It is concluded from this review, that economic crises impact firms negatively and positively. The impact of crises on firms may vary from firm to firm. A host of factors may determine how a firm is impacted by a crisis. These factors could include the size of the firm, ownership of the firm, country context, the sector in which the firm does its business amongst others. Thus, analyses of the impact of crises on firms require a case-by-case approach, to determine the specific circumstances of each firm.

Several issues in the literature remain unresolved. Among these are, first, only a few studies have assessed whether other factors enjoin with an economic crisis, to determine the impact of the crisis on firms. The second matter of concern is that many of the studies that describe the impact of the economic crisis on firms cover a few geographical contexts. Only a few engage in a trans-geographical analysis of the impact of economic crises on firms.

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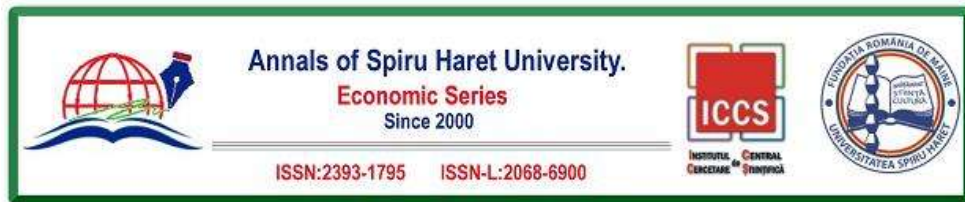
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CHALLENGES FACING SEABORNE CARGO OPERATIONS IN NIGERIA: A CASE STUDY OF LAGOS PORT COMPLEX

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Abstract

This paper aims to look into the challenges confronting seaborne cargo operations in Nigeria, using Lagos Port Complex (LPC) as a case study. The research adopted expository research design. Lagos Port Complex was the sample frame, and 230 questionnaires was administered using purposive sampling technique. Descriptive statistics was used for the analysis. Tables and the centre tendency to ascertain the opinion of the respondents were used. The results shows that the challenges confronting the maritime operation in Nigeria include the fact that foreign vessels berth more in LPC; import cost are very high; lack of export makes ships to frequently sail back on ballast; and finally, foreign dominance in Nigeria territorial waters. The respondents seems more indifferent about the adequacy or inadequacy port infrastructures in handling the cargoes at the port, with regards to mechanized as well as port-system upgrade to international standard. Respondents were also

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indifferent about foreigners manning the ships (meaning that if the CABOTAGE Act had not failed in its essence that should not have been a problem that needs attention or be spoken about after fifteen years of enacting the Act). It can be said that the CABOTAGE Act have not actualize its essence. These challenges confronting the maritime operations in Nigeria should have been addressed through the CABOTAGE Act.

Keywords: *challenges; seaborne-cargo; foreign-dominance; port; Cabotage Act.*

JEL Classification: R4

Introduction

There is barely any system that is challenged free. Attending to the challenges facing a given system is to create leverages for the systems to become stronger, advance, as well as develop into something better. Maritime operations in Nigeria have been facing so several challenges that are associated with the advancement in the maritime technological operational strategy and the current position of maritime operations in Nigeria. Maritime technological advancement strategy reveals the extent or the role a country plays in the technological advancement in the maritime sector. This looks into the degree of a nation's inclination towards technological advancement across the globe. Whether a country is among those that contribute technologically or among the end users of the technological innovations developed within the global maritime industries is immaterial when addressing maritime related challenges a nation faces holistically. The current technological advancement puts country like Nigeria at a disadvantaged point, which has little or no contribution to the development of the maritime technological advancement globally. With a country's inclination to maritime operations there are certain challenges that a counties is confronted with, particularly when a country is a consuming nation, with access to world market through maritime transportation of heavy and long shelf-life commodities. Adenigbo & Enyinda (2016), consider the challenges confronting the nation's shipping activities as growth in trade-cargo capacity and inadequate equipment, while Dosunmu, Adepoju, & Somuyiwa (2016) consider dominance of foreign vessels and lack of export as challenges facing Nigerian maritime operations. More detail of those challenges will be discussed in the next section.

Challenges confronting seaborne cargo in Nigeria

There are several challenges confronting seaborne cargo activities in Nigeria, such as ship carrying capacity and growth in trade; inadequate equipment; dominance of foreign vessel and deficiency in export. The lists will be discussed one after another proceeding sub-sections.

Ship carrying capacity and growth in trade

The growing rate of the world total cargo throughput has been an issue the world is facing in the maritime arena [Alderton, 2008], and port handling capacity is presently confronted with the pressure. The current exertion of port handling capacity is shrinking the number of ports that are competitive based on performance. In the absence of protective policy, countries have to accelerate efforts to ensure that their port attracts cargoes to remain competitive. Ports in the developing countries merely operate individually [Ndikom, 2013], and majority of them are not as competitively as their counterparts in developed countries. Some of the ports are protected by policy that makes them attractive to cargoes that are destined for their region. Mostly the newly constructed ports are the only ports that can meet up with the rate of increase in cargo throughputs to be managed [Alderton, 2008], such as having an up to date facility to berth and service the ships. In the developed countries, unemployment rate is not as high as the developing ones, such as Nigeria. The developed countries can afford to automate the ports operations, as maritime activity is one of the biggest employers of labour in many countries. Of course, the advanced countries can afford automation of their port operations because they seem more objective in their approach to things, which is why they make all efforts to ensure that their operations are efficiently and effectively managed rather than being politically or sentimentally driven.

Inadequate equipment

Modern equipment is needed for modern ships operations owing to their design [Dosunmu, Adepoju, & Somuyiwa, 2016]. Emagbara and Ndikom (2012) opined that there is inadequate cargo handling tools at the Nigerian seaport, in addition to the fact that more personnel need to be trained. This training will be focused not only on those who operate the new equipment, but also include personnel handling manual operations. This inadequacy in cargo handling is not only the issue, however, the port needs to operate on a newly developed system of handling cargoes. The increase demand and the need for advanced technological equipment

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to handle the cargo operation within the port are of essence to make the port competitive, and hence, help to optimize the resources and infrastructures at the port [Somuyiwa & Ogundele, 2015].

In order to meet up with the need of port utility in the nearest future some level of automation is necessary. However, automating the port with little or no human interference can also increase the level of unemployed in the country. Nonetheless, over dependence on human to operate the cargo handling process will halt the running process when the workforce embarks on industrial action. It must also be noted human are confronted with fatigue as opposed to machine. Thus, a well-maintained automated process will reduce the operation cost drastically in terms of time and resources for handling cargoes at the port. However, in an underdeveloped country like Nigeria, where the workforce is more than the available work, it will be necessary first to maximize the use of available human resources to optimal level before gearing towards full automation. The process of optimizing the port operations will assist the building of infrastructures that will attract cargoes to the port as well as minimize the down time within the port facility. Such measure will prevent the underutilization of the automated port, while the return on investment and payback period of the investment made in procuring and implementing automations should be established.

Inefficient operations in the handling of cargo inevitably affect the viability and attractiveness of a port. Handling and operation cost does not readily add to the value of the cargo that passes through the port but only ensures the availability of such commodity in a given region. In a situation where the operation and handling cost escalates, reasonable percentage of the supposed profit margin of the commodity may be depleted, which could make the port over time to lose the patronage of owners of such commodities. Port users gravitate towards ports that enhance the optimization of their profit margin [Stephens & Ukpere, 2011]. It is pertinent to note that transportation constitute a substantial unit of the cost of any product. However, the need to reduce the transaction cost of transporting commodities to the end users is very crucial. The developing countries are trapped in the sphere of poor technological growth. Nevertheless, advancements and innovations within the global village are rapid and ubiquitous. Globalization seems to have prompted countries to specialize in the areas of their competitive advantage as a way of promoting exchange earnings. However, the developing countries are at the tail end of the production chain. While they are the provider of raw materials, the developed countries add value to the chain by turning the raw materials into

intermediate and finished products. Excavation of some of the raw materials from the developing countries to the developed ones is undertaken by citizens and enterprises of the developed countries. Hence, the dependence of the developing countries on the developed ones puts the developing countries at a disadvantaged position. However, the reaction time of the developed countries to any international market trend, policy or law seems shorter when compared to the developing nations.

Dominance of foreign vessel and deficiency in export

It has been notice that despite all efforts put into structural reformation in order to position Nigeria's shore facilities towards efficiency in maritime services, the Nigerian citizens have not so far benefited in terms of share, from maritime activities. It is projected that about 80% of the nation's shipping business is in the hands of foreign investors, which impacts negatively on the foreign exchange earning of Nigeria, resulting in poor job creation, as well as posed some potential threats to national security. In spite of the policy on Coastal and Inland Shipping, [CABOTAGE Act, 2003] as well as provision to protect the indigenous shipping operator, the dominance of the foreign vessels prevails. The domination of foreign shipping operators over domestic shipping lines is a major threat to the Nigerian economy. The Indigenous Ship Owners Association of Nigeria (ISOAN) posited that Nigeria loses roughly \$300 million every year due to capital flights perpetrated by foreign maritime operators in the Nigerian seaborne activities.

Some of the Ships that are destined for Nigeria ports are relatively expensive because the return commodity for shipment is not guarantee. In other words, most ship sail back empty. Most developing nation, particularly in Oceania and Africa, pay an additional 40-70% on average for the transportation of their imported goods compared to their counterparts in highly advanced countries. The main cause of this state of affair could be traced to poor countries' trade imbalances. This situation calls for some forms of reform in port and trade facilitation, in addition to reduction in trade volumes as well as connectivity in shipping activities [United Nations Conference on Trade and Development, UNCTAD, 2015].

With the projected changes in focus of the world's sources of energy, the fossil fuel that has been the dominant cargo export from Nigeria will soon be very negligible, and the agricultural produce that dominated the export earning of Nigeria before independence has not been doing so well since the discovery of oil. Based on the above it is projected that in the nearest future the country could be headed toward zero-export if the fossil fuel is no longer required for the daily

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running of human activities. That said, and being a consumer country, the nation may become deficient in foreign currency required for international trade.

Research Method

The sample frame use for this research is the Apapa Port Complex (NPA) workforce. The total workforce population stood at 573 in the year 2017. Applying Cochran (1977) formula:

$$n_0 = \frac{Z^2 pq}{e^2}$$

where

$e =$ the desired level of precision

p

$=$ the (estimated) proportion of the population that will be sampled

$$q = 1 - p$$

$z = z -$ value (found on Z table)

$$e = 0.05$$

$$p = 0.5$$

$$q = 1 - 0.5 = 0.5$$

$Z = Z -$ Score for the 95% level of confidence(1.96)

$$n_0 = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$n_0 = \frac{0.9604}{0.0025}$$

$$n_0 = 384$$

Modification for Cochran formula for sample size calculation in smaller populations

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where

$n_0 =$ Cochran's sample recommendation

$N =$ population size

$n =$ is the new adjusted sample size

$$n_0 = 384$$

$$\begin{aligned}
 N &= 573 \\
 n &= \frac{384}{1 + \frac{(384 - 1)}{573}} \\
 n &= \frac{384}{1.668412} \\
 n &= 230.15898 \\
 n &\approx 230
 \end{aligned}$$

230 questionnaires were administered to the NPA Lagos Port Complex workforce. The sampling technique for the data collection was purposive sampling technique and descriptive analysis was adopted for the data analysis.

Data analysis and interpretation of findings

Table 1 below shows the frequency of respondents' opinion about how adequate the port security is. There are 206 responses without a missing value. In other words, with regards to the questions, the entire respondent gave their opinion about how adequate the port security is. About 6.8% of the respondents disagreed to the proposition that the port security is adequate, while one person disagreed with the proposition. 21.4% of the respondents are indifferent to the proposition, namely they did not disagree or agree to the claim. 50.5% of the respondents agreed and 28.2% of respondents strongly agreed to the proposition, that overall, the Apapa Lagos port's security is adequate for its operation.

Table 1. Security Adequacy

	Frequency	Percent	Cumulative Percentage
Strongly Disagree	1	0.5	0.5
Disagree	13	6.3	6.8
Indifferent	30	14.6	21.4
Agree	104	50.5	71.8
Strongly Agree	58	28.2	100.0
Total	206	100.0	

Source: Author's Field Survey

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Table 2 below represents the opinion of the respondents about the ratio of foreign vessels docking at Apapa Lagos Port Complex. Amongst the respondents, none of them affirmatively disagreed to the statement, but all of the respondents made their respective opinions known. Amongst them, 7.3% disagreed to the statement, while 26.7% were indifferent about the preposition. And a cumulative of 73.3% (9.7 + 63.6) of the respondents agreed to the preposition, that vessels that berth at Apapa Lagos Port Complex are more of foreign vessels.

Table 2. Foreign Vessel Berth More

	Frequency	Percent	Cumulative Percentage
Disagree	15	7.3	7.3
Indifferent	40	19.4	26.7
Agree	20	9.7	36.4
Strongly Agree	131	63.6	100.0
Total	206	100.0	

Source: Author's Field Survey

Table 3. Import Cost More to Nigeria

	Frequency	Percent	Cumulative Percentage
Strongly Disagree	10	4.9	4.9
Disagree	25	12.1	17.0
Indifferent	30	14.6	31.6
Agree	129	62.6	94.2
Strongly Agree	12	5.8	100.0
Total	206	100.0	

Source: Author's Field Survey

Table 3 above depicts the respondent's opinion about whether it cost more or less to ship to Nigeria than other West Africa ports. The opinion scale was to establish the extent to which port in other West Africa countries were more competitive compared to cost of shipping cargo to Nigeria. 4.9% of respondents strongly disagreed that NPA Port Complex is competitive among ports in West Africa and 17.0% disagreed to the preposition that it cost more to ship to Nigeria

than other West Africa ports. Aggregating the strongly disagree and disagree comes to 21.9%. However, 62.6% of the respondents agreed to the assertion, while 5.8% of respondents strongly agreed to the proposition. Cumulatively, 68.4% of the respondents agreed to the assertion, while 31.6% of respondents were indifferent about their opinion concerning the proposition.

Table 4 below illustrates and revealed the opinion of the respondents as to what extent they agree or disagree with regards to the adequacy of the port infrastructure provided. Out of the two-hundred and Six (206) persons, seven (7) of them did not reply to the question and thus were regarded as missing value by the statistical tool. 17.1% of the valid respondents agreed that the port infrastructure is adequate for its operation while 28.6% of the valid respondents disagreed to the proposition. More than half of the valid respondents were indifferent about the adequacy of the infrastructural provision. Ignoring the percentage of the respondents that are indifferent in their responses, those who disagreed that the port infrastructure is adequate are higher than those who agreed that the infrastructure is adequate. There is a little more than 25% difference in the response of those who disagreed compared to those who agreed.

Table 5 below represents the opinion of respondents based on their perceived experience about foreign crews on ships that ply Nigeria flag of convenience and registered as Nigeria ship. 11.2% of the respondents strongly disagreed that Nigeria ships are not manned by foreign crews, 34.0% disagreed that the ships' crew on Nigeria ports or Nigerian State registered ships are foreigners. They are of the opinion that ships owned by Nigerian or registered in Nigeria are manned substantially by Nigerian crews. Meanwhile, 44.2% of the respondents were indifferent as to whether foreigners or Nigerians man operate the ships that were registered in Nigeria.

Table 4. Adequacy of Port Infrastructure

	Frequency	Percent	Valid Percent
Disagree	57	27.7	28.6
Indifferent	108	52.4	54.3
Agree	34	16.5	17.1
Total	199	96.6	100.0
Missing	7	3.4	
Total	206	100.0	

Source: Author's Field Survey

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Table 5. Foreign Ship Crews

	Frequency	Percent	Cumulative Percentage
Strongly Disagree	23	11.2	11.2
Disagree	47	22.8	34.0
Indifferent	91	44.2	78.2
Agree	45	21.8	100.0
Total	206	100.0	

Source: Author's Field Survey

Table 6 below shows the respondents opinion pertaining to the returning of major ships that berth in Apapa Lagos Port Complex in Nigeria. 11.7% of the respondents among the 206 persons that were sampled among the port workforce, disagreed that ships do not sail back on ballast and 37.4% among them were indifferent as to whether ships sail back on ballast or not. However, 51.5% of the respondent agree that most of the ships that berth at the port sail back on ballast and 11.2% strongly agreed that ships sail back on ballast. Collapsing the scale into three (3) categories reflected that 12.7% were indifferent and 62.7% of the respondents agreed to the preposition that ships sails back on ballast, while 24.8% disagreed.

Table 6. Ship Sails Back on Ballast

	Frequency	Percent	Cumulative Percentage
Strongly Disagree	2	1.0	1.0
Disagree	24	11.7	12.6
Indifferent	51	24.8	37.4
Agree	106	51.5	88.8
Strongly Agree	23	11.2	100.0
Total	206	100.0	

Source: Author's Field Survey

In summary, the respondent's opinion and the extent of the validity of their opinion (if skewed or not) and possibly to know the centre tendency of the respondents' opinion pertaining to the challenges facing sea borne cargo operation in Nigeria, **Table 7** reflects the opinion of the Apapa Lagos Port Complex

workforce. Among the seven (7) questions or assertions posed to the respondents, except for the assertion that examined the extent of port infrastructure and foreign dominance, seven (7) and nine (9) respondents respectively gave no response. With regards to all other assertions, the respondents' opinions were made known. The average opinion about port security adequacy was "Agreed", while that of whether more of foreign vessels berth at the port was "Strongly Agreed". With regards to whether it costs more to import to Nigeria than other ports in West Africa it was "Agreed". In terms of ships sailing back on ballast it was "Agreed". With regards to foreigners manning the Nigeria ships it is "indifferent". In terms of foreigners vessels dominating our water it was "Strongly Agreed", and with regards to the average opinion as to whether port infrastructure is adequate it was "indifferent".

Table 7. Respondent's Centre Tendency

		Security Adequacy	Foreign Vessel berth more	Import Cost More in Nigeria	Ship Sails back on Ballast	Foreign Ship Crews	Foreign Dominance	Adequacy of Port Infrastructure
N	Valid	206	206	206	206	206	197	199
	Missing	0	0	0	0	0	9	7
Median		4.00	5.00	4.00	4.00	3.00	5.00	3.00

Source: Author's Field Survey

Discussion & Conclusion

Based on the feedbacks from the port workforce, it can be said that the challenges that are confronting the maritime operation in Nigeria are that foreign vessels berth more at Apapa Lagos Port Complex in Nigeria than Nigerian vessels; cost of importation is high; the lack of export make ships to frequently sail back on ballast; and foreign dominance in Nigeria territorial waters may open rooms for security challenges. While the respondents where indifferent about how adequate or inadequate the port infrastructures are in handling the cargo at the port, the indifference is as a result of mechanized approach instead of the port-system upgrade to the international standard in terms of port automation within the maritime sector. Moreover, more of the respondents were indifferent about foreigners manning the Nigerian ships inferring that if the CABOTAGE Act had not failed in its essence that should not have been a problem that needs too much attention or concerned about after fifteen years of enacting the Act. It can therefore

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be said that the CABOTAGE Act have not lived up to expectation, in term of addressing some of challenges confronting the maritime sector in the country.

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