

# DELSU Journal of Management Sciences (DELJOMS)



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# DELSU JOURNAL OF MANAGEMENT SCIENCES (DELJOMS)

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The Delta Journal of Management Sciences (DELJOMS) is an academic, peer-reviewed journal focused on the dissemination of articles on all aspects of Management and Social Sciences. DELJOMS is published bi-annually. The Journal provides a forum for the exchange of state-of-the-art ideas and information among scholars in Management and Social Sciences and related disciplines. DELJOMS is committed to publishing scholarly empirical and theoretical research articles that have a high impact. More often than not, they shed light on successful Management and Social Sciences strategies and analyze the failures to increase the chances of success in the current organizations nationally and globally because management is a highly intricate art which applies to any given domain such as finance, natural resources, human resources, or technological resources and the scope of journal is very vast.

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The Journal faced some challenges associated with producing quality and standards while ensuring the best global practices with high impact empirical research-based studies. However, we are willing to publish as many articles received that meets standards and quality with cutting edge research gap output. It's also imperative that our reputation is hinged on a resolute commitment to maintaining high academic excellence which is our premium goal. In this edition, we have carefully selected articles to provide the reader with an analytical mind in discerning management issues of relevance. As a journal, we, therefore, advice researchers whose articles could not be published for some structural or procedural defects to revise their work for re-submission because DELJOMS is willing to reassess for future publication were applicable.

Professor A. Mukoro  
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**Cited works/References:** The prescribed references style is the American Psychological Association (APA) style.

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## TRADE UNIONISM AND DISPUTE RESOLUTION IN THE NIGERIAN PUBLIC SERVICE

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AND

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### **Abstract**

*The drive to achieve different set of goals by management and the labour force in the public organizational settings have always necessitated dispute or conflict of interest from both angles. However, goals are never achieved in any atmosphere of chaos or disarray, that is why there must be a mechanism created or fashioned out to endeavor that such interest are better harmonized to produce a harmonious situation on every side. It is for this reason that trade unionism are created as the medium for alternative dispute resolution mechanism. It is for this reason that the paper underscores the importance of trade unionism as the go between government organization and the work force as far as resolving dispute in the workplace is concerned. It is not out of place to mention that the by-product of any human action or inaction is to obtain satisfaction either on a corporate or individual basis. That is the reason why government organization or public institution, consider trade unionism as sacrosanct. The paper made use of the unitary theory as the basis for understanding the reasons behind the negative posture exuded by government towards trade unionism in the organization settings. The paper also identified certain challenges of trade unionism in the Nigeria public service such as: divide and rule, constitutional bottle neck, insincerity on the part of government among others. The following recommendations becomes tenable: from the outcome of the research; Trade Unions should explore other alternative instrument by looking inward instead of often embarking on industrial action. If they must engage in industrial action it should be constructive. As a work force, they should be allowed to participate in politics so that they can be on the seat of power to influence decisions and thereby produce a society of social justice for the Nigeria work force.*

**Key Words:** *Unionism, Dispute, Labour, Public Service*

### **Introduction**

Conflict is endemic in human groupings because of the divergency in human community (Oтите, 2001). Hence, there is always a channel needed to periodically address issues as they escalate to serve as force of intervention to continuously put things in order (Fema, 2010). It is for this reasons that several relevant bodies of different typologies are created according to their professional ties or purpose to handle divergent issues according to their merits using different tools. For example for civil and criminal cases, the police and the law courts are there as bodies or organs created to weigh into such matters.

Though in a civil democratic setting all matters or issues whether civil, customary, criminal and industrial end in the court of law since it is the only institution charged with the function of adjudication among men but due to the technicalities found in the operation of the law and the court there are also alternative disputes resolution options created to achieve speedy results. Thus, the need for trade unionism as an umbrella body to represent the collective interest of the workers and an alternative to resolve disputes that are bound to happen as far as there are intermix in interaction, goals and aspirations.

Since disputes are part of organizational sustainability, the only way to achieve goals is the continuous emphasis on industrial harmony, and dispute settlement which has been the concern of organizations,

researchers, employees and other stake holders because of its importance on productivity (Fajana, 2012). Meanwhile, the success or failure of an organization largely depends on the efficiency of the human resources.

This has made human resource management a key function in the achievement of organizational goals and in the case of third world countries like Nigeria there are several nagging issues related to job loss, employee commitment, motivation and productivity. Even with the existence of liberal democracy there exist a continuous decline in productivity. Third world governments and work organizations have found out that they cannot eat their cake and have it since liberal democracy allows for pluralism and protest and the results of it are not favorably to them (Iyayi, 2000). It is for this reason that trade unionism is considered in this paper as the inevitable organic tool to re tool the public service in achieving workers goals and organizations commitment through dispute resolution that ensues from the formal and informal relationships within the organizational ecology even if management and government institutions seems to be uncooperative about its existence.

### **Conceptual Elucidation**

#### **The Meaning of Trade Unionism**

Different scholars have given different definitions to trade unionism. However, Charlywood (2004), defines it as the continuous association of wage earners with the main aim of maintaining or improving the conditions of their employment. It is the organized bodies of workers either private or public who are legally employed to work and boost the economy of the nation-state. It is for this reason that Jrain (2019) described it as the association of workers in a specific industry, trade or company established with the aim of securing advancement in the working conditions, pay benefits or social and political status through collective bargaining. In this sense, trade union is seen as any organization of employee established to enable a collective bargaining power instead of an individual bargaining power in the labour market. The essence is to ensure uniformity and solidarity that favors all. According to Kalejaiye (2020), trade unions are classified into different types such as craft (exclusive to skilled workers), occupational (all workers in an industry regardless of occupation), general (amalgamation of occupational and industrial organizations), enterprise (all workers in a single company or plant). According to him, though their nomenclature differs but their welfare interest is the common denominator that unifies them. In the work of Afonughe (2020), it is succinctly put as a collection of the work force of a nation or even an organization that come together to fight a common front. The idea of it is to give more meaning to the struggle since it is pluralistic instead of a one man show that can easily be bluffed off. According to Adesina (2003), trade union exist to protect the rights and promote the interest of her members in the work place. It can be described as a well-structured, and organized association of workers in same line of profession and calling formed to safe guard their rights and interest with the understanding that workers have little strength of bargaining power when they are not organized (Onuora, 2015). According to Sunmonu (1996), Britain is acknowledged as the original place where trade unionism started based on the premise that advent of industrial revolution at about the year 1760 contributed to the circumstances for the sprouting of trade unions. Before that time, craft men such as tailors, printers and shoemakers though generally small and scattered, existed in various towns and established local clubs and craft unions which began to link up themselves with their counterpart organizations in other areas for the formation of a loosed federations. This according to Charlywood (2004), culminated in the formation of national federation by haters as he described in the year 1771. First the employers and later successive government became apprehensive of this trend as their federation developed and became stronger. While Fashoyin (2005), traced the genesis of trade union as the rapid expansion witnessed in the industrial society of 18<sup>th</sup> century Britain which pulled not only men, women and children but also rural workers and immigrants into new roles in the work force in immense numbers. With the industrial revolution, both skilled and unskilled labour spontaneously organized in groups and began to organize themselves as trade union throughout its beginning. As exhaustively put by Feather (1974) cited in Jrain (2019), in 1799, the British parliament passed different combination of laws banning trade unions and making it illegal for any group of work men to converge together for any purpose relating to employment. According to Feather (1994), in order to give the act of 1799 an appearance of fairness, there was a similar ban on employers but it was easy enough for two or three employers to meet socially without any issue and there they reach a gentle man's agreement on wage rates and then impose these rates without fear of resistance from their workmen as organization was unlawful. Despite the law workers protested and resisted and many were prosecuted and made to serve stiff prison terms (Ogbe, 2022). Workers were subjected to long hours of work, rising prices, degrading living and working conditions, low wages, demotion of skilled craft men to unskilled workers, bad housing etc. This led to wide spread strike in the textile industry in 1808 and in the mires in 1810 (Sam, 2011). However, after 25 years of the enacted laws it was later repealed in 1824 and in 1825 and another act was passed in parliament which gave legal recognition to not only the right for collective bargaining but also the right to strike and the right to pay union dues (Sam, 2011). This marked the inception of the legal history of trade unions in Britain and its subsequent spread to other parts of the globe as a phenomenon that gain attraction in every country, people or place of abode.

#### **Why was Trade Union Formed**

According to Ifeyinwa (2023), the philosophy behind trade union formation was to ensure that earnings and working conditions of workers are controlled by rules which are consistently applied across membership despite the differences in their aims and objectives. Unity is strength, individual workers no matter how intelligent or strong, while acting individually cannot successfully prevail against the employers (Fajana, 2017). It is too clear that unity and solidarity among the workers is the actual essence of trade union. No wonder they maintain the slogan of an injury to one worker is an injury to all workers (Croucher, 2003). Therefore, if unity and solidarity are removed from trade unionism, there will be nothing left of it (NLC, 2005).

### **The Role of Trade Unionism in Organizations**

The main activities and roles of trade unions varies from one to another, which are captured in the work of Onakalu (2018) to include;

#### **Provision of benefits to members**

Trade unions help to provide professional training, legal advice and representations for members.

#### **Collective Bargaining**

Where trade unions are able to operate openly and are recognized by employers, they negotiate with their employers over wages and working conditions (Akuh, 2016).

#### **Industrial action**

They organize strikes or resistance to management in furtherance of their particular goals and objectives (Baird, 2017).

#### **Political activity**

They promote legislations favourable to the interests of their members or workers as a whole. To this end, they may pursue campaigns, undertake lobbyings or financially support individual candidates or parties (NLC, 2005).

#### **Providing security for the union members**

This is aimed at keeping check over the employment and termination of member's employment (Eesuola, 2012).

#### **Conflict Resolution**

Ensuring that any unsettled disputes or matters are referred for arbitration (Eesuola, 2012).

#### **Bargaining**

Negotiating such matters as wages, hours of work, medical facilities, fringe benefits and other welfare scheme with management (Enyioko, 2015).

#### **Cooperation**

To Synergize cooperation of their members with their employers and the awakening of public opinion in favour of labour or workers (Akuh, 2016). From the foregoing it is the right to aver that trade union covers the entirety of national life with the workers as it is the nucleus or membrane

### **The Objectives of Trade Unionism**

According to George, Owoyemi and Onkalu (2018), the objectives of trade unionism are to:

Secure better wages for the workers in order to improve their economic lots.

Securing bonuses for their workers from the profit of the organization or enterprise

Ensuring stable employment for workers by resisting the negative schemes of management that are aimed at reducing employment opportunities.

Provision of legal assistance to workers caught up in disputes regarding work and payment of wages

Protection of workers against retrenchment and lay off

Ensuring that workers get provident fund, pension and other benefits as stipulated by the rules.

Securing better safety and health welfare schemes for the workers

Enabling effective participation of workers in management meetings.

Inculcating self-respect, discipline and dignity among member workers

Ensuring uniform opportunities for training and promotion

Ensuring organizational efficiency and optimal productivity

Generating a committed industrial work force for improving productivity of the system.

### **The Benefits of Trade Unionism**

In the work of Aiyede (2004), the benefits of trade union is enumerated as follows:

It provide a better opportunity through which the worker can achieve his/her objectives with the support of his colleagues.

It protect economic interest of workers by ensuring a measurable wage rates and wage plan for them

Trade union enables the worker to enjoy certain amenities in addition to his/her wages.

In certain conditions they assist in aligning members to assist in negotiation between workers and management.

It gives room for a worker to be a member of the management team so their interest can be protected.

## **Organic Structure and Organization of Trade Unions**

According to Yusuf (2009), the highest organ of any trade organization is its congress which elect the leadership of the organization. The congress amend the constitution and gives the policy direction of the organization. The next in line is the executive committee or the board which supervises the day to day administration of the union secretariat or headquarters which in most cases is under the secretary general or executive president of the union. The secretariat or head quarters coordinate the administration of all the regional, state or zonal branches of the union as the case maybe. According to him, at the union secretariat is the headquarters and there are departments such as administration, education, research, finance, economics, information and international affairs. As posited by Jeminiwa and Onaeko (2015), the department are headed by full time trade unionist with committee made up of elected members directing and supervising the activities of the departments. The committee members recommend policies to the executive committee or board depending on its good judgment (Egbe, 2017). The African charter of popular participation in development is also applicable to trade union democracy (Arusha, 1990). The charter embodies accountability, popular participation, social and economic justice, empowerment of the people, partisan and non-partisan involvement, respect for human and trade union rights and the rule of law.

This is becomes the focal scope of unionism in terms of *mondus operandi* so long as the need to protect workers interest and welfare in the public institution is concern.

### **Trade Union in Nigeria**

Trade unionism in Nigeria are said to be part of the colonial legacy which witnessed the attendant capitalist exploitation and the increase in labour work force created resultant disputes between the workers and the colonial government (Fashoyin, 2005). The wage workers witnessed terrible working conditions with low income and glaring discrimination of Nigeria workers in the colonial service.

According to Damachi & Fashoyin (2006), No Nigerian however qualified was able to rise to the position of senior service in the colonial administration. This according to NLC (2005), spur up the rise of workers bid to stop capitalist exploitations as well as to improve their conditions of service and to be treated with respect and dignity. Thus, the first trade union formed, was named the Nigerian civil service union established in 1912 (Nwoko, 2009). However, the Nigerian civil service union was not recognized and therefore, suffered harassment by the colonial employers until 1938 when the trade union ordinance was enacted which hitherto paved the way for the registration of trade unions in the country (Sam, 2011).

### **Challenges of Trade Unionism in the Public Service**

The Nigeria public service is pervasively challenged were the workers has little or no inputs. According to Yesufu (1984), and Adesina (1995), the role of government in wage determination has become prominent and has continued to generate debate over what should be the limits. According to them government has seriously infringed on the rights of the average Nigeria worker to strike actions and their right to freedom of association as it happens in other clime. According to Awulika (2020), the workers and their families belongs to the poorest section of the country. Thus, they experience directly the consequence of poverty. Ambassador Fafowora (2002) quoted 'but how really poor are Nigerians? And what do we mean by the term mass poverty?'. In 1980, Nigeria was ranked 35<sup>th</sup> in the world by the World Bank as a middle income country with a per capita income of nearly 1000 dollar per annum at the prevailing exchange rate of 2 dollar to naira. At today exchange this will be about N130000 per annum. By 1996, the world bank report showed that Nigeria has dropped to the 13<sup>th</sup> poorest country in the world with a per capita income of less than \$300 per annum or N35000.00 per annum at today's exchange rate. In real terms, this means that the condition of Nigerians is three times worse than it was just thirty years ago. By 1996, the poverty level was 65.6 percent or 67 million people. On a comparative basis, Nigeria is today virtually poorer than all her neighbors . Ghana is ranked 33<sup>rd</sup> with a per capita income of \$320, while Benin is ranked 30<sup>th</sup> with a per capita income of \$370. Cameroon is ranked 47<sup>th</sup> with a per capita income of \$680, more than twice the per capita income of Nigeria". Today according to world Bank (2022), Nigeria is regarded as the headquarters of poverty in the world. The ruling elite have thus created an atmosphere that is entirely hostile to productivity and effective industrial relations (Olukayode, 2015). It is clear that there is no way a bad and anti-people government can enunciate policies programmes that will make for industrial harmony in the industrial relations system. In the case of the public service, it is hoping against hope to expect that productivity will increase in such an atmosphere (Mukoro, 2020). The recent industrial action by the Academic Staff Union of Nigerian Universities that took place for six months did not yield any result as the challenge still remain the same (Elizabeth, 2023). The gang up of the political elites against the Nigerian workers is highly a brutal one. Now citizens are battling with the pangs of fuel hike without palliatives measures to cushion the effect (Lasisi, 2023). The Nigeria worker is suffering from poor pay, bad conditions of service, inflation, poor health care. The basic necessities of life has become a luxury (Akuh, 2016).

## **Theoretical Frame work**

The paper adopts the Unitarist theory as the lens used to examine the relationship between government and unionism in Nigeria. According to Fox (1966) the theory clearly explains the reason behind government's corrosive response to unionism while Arm Strong (2008), averred that the unitary view is typically held by management or government functionaries who see their function as that of directing and controlling the work force to achieve economic growth objectives. To this end, management believed that the enterprise is a unitary system with one source of authority itself and one focus of loyalty to the organization as well (Fema, 2010). In essence there should be no other organization within the larger one. The unitary model is without doubt the least sympathetic to the presence of trade union or collective bargain in the work place which are regarded as interference in the efficient performance of the managerial functions and unnecessary for the protection of employee interests (Farnham, 2000). As corroborated by Salamon (2000), the unitary perspective assumes that the organization should be an integrated group of people with a single authority or loyalty structure and a set of common values, interest and objectives shared by all members of the organization. Therefore, management prerogative is regarded as legitimate, natural and accepted and any opposition to its formal or informal internal or external decisions is seen as irrational (Tamunobere, 2023). The state of things in Nigeria as far as unionism is concerned speaks volume of itself, government is not at all with them in every possible way, if not for the little ray of light beamed by the light of democracy, unionism would have long gone into extinction.

## **Trade Unionism and Dispute Resolution in the Nigeria Public Service**

Despite challenges faced by labour union in the Nigeria environment, there still exist laudable success achieved by it. In their findings, Okwudili and Enyioko (2016), revealed that the use of labour union enables organization to solve conflict and increase employee productivity. It is on this note that Akpofa (2015), enumerated the gains of labour union in the public service as follows:

### **It Protect the Workers Interest**

Labour union serves as the umbrella network that act as protective roof or hub against government and employers obnoxious policies

### **It strengthen Workers Bargaining Power**

The working class on several occasion have been able to negotiate a better and desirable welfare package for themselves. Though much is still needed to be done (Akpofa, 2015).

### **Democracy Buffer**

The use of trade unionism in the settlement of disputes in the public service has curtail the practice of absolutism tendencies from government desk there by empowering democratic ideals (Onuora, 2015).

### **Peaceful Agreement**

The agreement negotiated by the union leaders are binding on the entire membership and on the employer (Turner and Daryl, 2016).

### **Conclusion**

The idea of trade unionism in the enterprise of government is a win win approach if the tenets of unionism are allowed to thrive. As a matter of fact, pluralism in governance enables better condition of service since it will provide the avenue to serve as watch dog to government. And it is unarguable to mention that government cannot do without the work force of the public institution no matter how powerful they are. Therefore, workers must be well motivated to make government succeed. In this case the welfare of the individual worker should not be toiled with because a well-motivated worker will in turn produce the needed results that will make government to succeed. Therefore, fighting trade unionism will produce a counter productive results in the enterprise of government no matter the propaganda put in place to polished deficiency of government administration.

### **Recommendations**

Despite challenges besieging trade unionism in Nigeria, the organization can still remain relevant if they understand that the history of the human race has been that of struggle for freedom. Therefore, there should be no room to be deter by the discouraging antics of government, inner strength to continue the struggle should be hold on to until there it is victory for the Nigeria worker.

Trade Union should be discrete in their approach to dispute resolution. Since government now decide nowadays to pay deaf ears to strike actions, better approach should be sort out. In this case, individual union members can synergize themselves on a partnership scheme since government is successively not ready to do anything meaningful as an institution.

However, if there must be industrial action it should be timing so that they can capture the moment to their own advantage.

Labour union should get involve in active politics by flagging out a formidable vanguard through which they can democratically obtain power from the stern crops of politician. Being at the centre of decision making will rather make for a better liberation of the worker.

Government in Nigeria should also take a queue from modern democratic societies whose advancement has gone beyond just providing the primary needs of the people.

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# AN EVALUATION OF THE FLIP-FLOP APPROACH TO COMBATING TERRORISM AND RELIGIOUS EXTREMISM IN NIGERIA FROM 2015-2022

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## Abstract

*The fundamental responsibility of government is to secure citizens' lives and properties. The ongoing terrorist activities and religious extremism in Nigeria is yet to receive the required attention from the government. In light of the growing influence of terrorism and religious extremism in Nigeria, the study adopted the relative deprivation theory, to explain possible causes of terrorism and the recruitment of terrorists. The paper examines the ideological variations among the terrorist groups, using the quantitative textual analysis of secondary data to evaluate and scrutinize the flip flop approach of the Nigeria government from 2015 to 2022 in combating terrorism and religious extremism in the country. Despite the response by government, insecurity, terrorism and religious extremism have not been defeated due to lack of political will and the inability of government to make good laws to sanction offenders. Thus, endemic poverty encourages the spread of terrorism and religious extremism. The study therefore recommends among others, that the Nigerian government need to shift emphasis in tackling terrorism and religious extremism from military and arms using flip flop approach to a more humanistic economic security strategy, while religious or tribal nepotism should not be condoned. Government at the same time need to address the endemic systematic corruption, bad governance, inter religious and ethnic rivalry aimed at the control of state apparatus for economic and selfish political gains.*

**Keywords:** *Insecurity, terrorism, religious extremism, flip-flop approach*

## Introduction

Terrorism is a particular kind of conflict that is increasingly perceived as a major international security threat. Terrorism in its broad sense refers to the use of indiscriminate violence as a means to create terror or fear in order to achieve political, religious or ideological goals (Biswapati, 2018). Terrorism arises from poverty, massive unemployment, coups, ethnic tension, porous borders, conflict, religion fundamentalism, chronic corruption that undermines law enforcement, weak institution, failed state, and the proliferation of arms and light weapons.

According to Falk (1990), "terrorism is as old as government and as pervasive as armed conflict" Schmidt and Jongmann's definition of terrorism (as cited in Wendy, 2017), is an anxiety-inspiring method of repeat violent action employed by (Semi) clandestine Individuals, group, or state actors, for idiosyncratic, criminal or political reasons, whereby-in contrast to assassination-the direct targets of violence are not the main targets. Human victims of violence are chosen randomly (targets of opportunity) or selectively (representative or symbolic targets) from a target population and serve as message generators. Threat and violence based communication processes are used to manipulate the main target (audience), turning it into a target of attention, depending on whether intimidation, coercion, propaganda is primarily sought.

Terrorism remains a constant challenge in mounting an effective response, particularly in domestic setting, (Wilkinson, as cited in Wendy, 2017). Terrorism on the other hand as viewed in this study as a coercive method by the state on relatively deprived, neglected and oppressed individuals or groups to vest their frustration, on targets indiscriminately, on innocent civilians, military industry using weapons of mass destruction (WMD) to provoke the state to accepting their demands. Religious extremism is the behavior, belief of any person or group of persons outside the norm of their religious belief or practice. Religious extremism is a major derivative of terrorism in our present day world, All religions have exhibited diverse levels of violent extremism, which has often resulted in terrorist movements, (Hoffman, Lacquer & Martin, 2011).

In Nigeria, Christians and Muslims have been culpable in various acts of violent extremism and terrorism. In recent times, that of the Islamic religion and its relation to terrorism is most obvious. However, there are differences between those who hold extreme views of their religion, who are fundamentalist in their views of their Holy book. We have those who are single right way in their private beliefs, which do not infringe on the freedom and the wellbeing of others, while the other people who hold extreme view and wish to impose their belief on others by violent means. The one who holds a private belief that do not impinge on the freedom of others on one hand and the other who advocate violence on the other hand are two separate organizations and individuals. These two separate beliefs are with views to give rise to disagreement as to whether their freedom of expression should be allowed in a democratic society.

Freedom is held strongly as a component in a democratic society because it is valued and enjoyed by the individuals who make up the society. A general rule of a democratic society as advocated in the 1999 constitution of the federal republic of Nigeria and as amended is that individual liberty should only be constrained when it would compromise the freedom of others right to life, right to personal liberty, right to freedom of thought, conscience and religion, right to freedom of expression and the press, right to freedom of movement, right to peaceful assembly and association and restriction on derogation from fundamental rights (1999 Constitution). The freedom of citizens taken away by terrorism and religious extremism is what the paper seeks to evaluate and scrutinize government flip flop approach to violators of freedom.

The study's main objective is to critically review Nigeria government's response to religious extremism and terrorism in the country from 2015-2022 and specifically to evaluate the flip-flop approach by the Nigeria government in combating religious extremism and terrorism. The study identifies with element of historical approach, using the secondary data collected from internet, book stands and news media (electronics and prints), and therefore recommend a more holistic approach using the human security approach instead of the military and arms, and the flip flop approach of the government.

### **Literature Review**

Although religious terrorism has always formed part of social existence (Rapport, 1984), it became "a significant phenomenon" in the 1960s when it increased in frequency (Sandler, Tschirhart & Cauley, 1983) and assumed 'novel dimensions' as a transnational phenomenon (Mickolus, 1980), creating in the process what Jenkins (1975) describes as a new mode of conflict. Specifically, the link between religious extremism and terrorism has a long genealogy in Western Scholarship (Hansenclever & Rittberg, 2000). The nexus between religious extremism and terrorism dates back to David C. Rapport's (1984), in his work "fear and trembling", which analyzed the use of terror in three religious traditions of Hinduism, Islam and Judaism.

As the pioneering comparative study of religious terror groups, Rapport's study provides detailed analyses of the different doctrines and methods of their well-known groups: the thugs, assassins and zealots, Sicarii (Rapport, 1984). Despite a primitive technology, Rapport argues that those groups each developed much more durable and destructive organization that has any modern secular group (Rapport, 1984). Rapport influential work inspired many similar papers primarily in the field of terrorism studies, which sought to explain why violence and religion have re-merged so dramatically at this moment in history and why they have so frequently been found in combination (Juergensmeyer, 2003). In this particular literature, religious extremism and terrorism has been raised above simple label to the set of descriptive characteristics and substantive claim to appear to delineate it as a specific type of political violence, fundamentally different to previous or other forms of terrorism. As argued by Hoffman in his work, this new type of terrorism produces radically different value of system, mechanism of legitimate and justification, concept of royalty and world view. (Hoffman, 2006).

### **Concept of Terrorism**

The term 'terrorism' is inherently difficult to use in a precisely or unequivocally. This view is generally accepted by experts, jurists and policy makers, despite the fact that countless acts of terrorism have been documented during the past 25 centuries. Wilkinson (1986) pointed out, three important factors that contributes to this difficulty. To begin the term "terrorism" is frequently used interchangeably to refer to a concept, human activity, felony, specific event, emotions, method of intimidation, or condition of being terrorized. Second, perhaps more importantly, the concept of terrorism itself is emotionally charged because it contains expressive content, whose purpose is to elicit feelings, attitudes, or emotions. The concept of fear is inherent in this usage, so the concept automatically acquires an emotive meaning. When attempting to communicate a precise meaning, this emotive quality causes distortion. Third, there is the issue of achieving a precise definition that is universally acceptable; essentially, English words such as terror, terrorize, terrible, terrorism and deterrent are derived from the Latin verb 'terrere' which means to tremble, or cause to trembling and 'deterere' which means to frighten. Despite the difficulties mentioned above, efforts have been made to explain the meaning of terrorism from two major perspectives: Liberal and Radical perspectives.

Terrorism according to Edward (1986) is defined as 'the use or threat of use of anxiety inducing extreme violence for political purposes by an individual or group, whether acting for, or against to established governmental authority when such action is intended to influence the attitudes and behavior of a targeted group larger than the immediate victim'. Sample (1987) sees terrorism as "a clandestine act of violence against non-

combatants, with the specific aim of bringing about political change”. According to him, terrorism is typically characterized by variety of tactics, such as assassination, hijacking, kidnapping, sabotage, and exploitation of innocent victims to affect a third party.

### **Concept of Religious Extremism**

Religious extremism is a major derivative of terrorism in our modern day world. As all religion have exhibited diverse level of violence, which has often resulted in terrorist movement (Martin, 2011). Religious extremism is not a new concept, it is a century old problem; a culture that is in existence prior to the first phase of globalization (Hisami, 2009). According to Prus, (2005) religious extremism is an intense sense of ideology fervor accompanied by highly focused and sustained sets of activities that express the devotion of one or more persons to their particular belief system. Features of religious extremism includes ‘monastic seclusion of members, the extended proselytization of non-members, the vilification of outsider as well as sinners within, the criminalization of non-complaint persons, and the eradication of designated enemies’. Prus (2005), however, posits that religious extremism reflects the norm and ritual activities of diverse religions, which are supported, sanctioned and certified by members and are not perceived by members as extreme but a normal mode of doing things sanctioned by a superior being. Thus, for the members their actions are moderate. For Liebman, (2001), religious extremism is the ‘desire to expand the scope, detail and strictness of religious law, social isolation, and the rejection of the surrounding culture’.

Religious extremism can either be a ‘process or an institution’ that is a process of expanding religious laws to the extent that it is incorporated not just in the private but also in the public realm. In other words, extremists strive to enforce their laws on the society hence creating political conflict or isolate themselves and wait for a divine interpolation for their ideals to become reality. Moreover, their laws are elaborated and are strictly to be observed to the extent that leniency in the interpretation of sacred text is prohibited. Liebman, thus submitted that religious extremism is detrimental to collective formation and ‘all historical religions recognize the destructive capacity of extremism and sought strategies to contain it’.

In Nigeria following independence, the preponderance of extremist religion sects provided a watershed for the incidents of violence and religious extremism in the country. Of these are the Maitatsine uprisings which some scholars have connected to the jihad of Usman Dan Fodio in the 19<sup>th</sup> Century (Adesoji, 2011; Maiangwa 2014). The Maitatsine movement was formed by Muhammadu Marwaan Islamic preacher (Maitatsine meaning “the one who curses”). Muhammadu Marwa who migrated from Cameroon to Kano in 1945 (Pham, 2012), Marwa was a strong critic against the Islamic authorities in Kano and was condemned by the colonial masters who found him an extremist preacher. In Kano, Marwa became an Islamic Zealot preoccupied with the purification of Islam. He believed that Islam had come under the corrupting influence of modernization (Westernization) (Danjibo 2009).

Marwa attracted the urban poor in the Northern city of Kano with his message that “denounced the affluent elites as infidels, opposed Western Influence, and refused to recognize secular authorities’ (HRW, 2012). Some of the poor people and marginalized population of the northern Nigeria-the *talakawa* (commoners) were attracted to Maitatsine because ‘he condemned the hypocrisy and ostentation of the *nouveauriche* and promised redemption and salvation to God’s righteous people’ (Hickey, 1984).

The Maitatsine uprisings led to eleven days of violent clashes with state security forces in Kano in December, 1980 that resulted in the killings of 4, 177 people, excluding members of the police force who lost their lives trying to rein in the Excesses of the sect. Nevertheless, state securities were implicated in extrajudicial killings and arbitrary torture of Maitatsine members in their custody (Agbibo, 2013). Although the Nigerian Military crushed the uprisings and killed its leader, the following five years witnessed the deaths of hundreds of people in reprisal attacks between remnants of the radical movement in the north and state security forces. According to Falola (1999), the Maitatsine uprising of 1980s was the first public religious extremist violence in post-Colonial Nigeria.

The Maitatsine uprisings ended in the 1980s. However, spates of violent religious activism saturated northern Nigeria from the 1990s onward. The emergence of the Boko Haram sect in 2001, represent yet another violent form of religious extremist radicalism in Northern Nigeria.

### **Boko Haram Religious Terrorism in Nigeria**

Nigeria has experienced a lot of tragedies in the hands of terrorist and the terrorist group Boko Haram, who claimed responsibility for a series of bombing in Abuja and kidnapping of school children in Chibok, Kankara and Zamfara. Boko Haram activities in Nigeria and those of its splinter group Ansaru are hardly new. Under a radical agenda, these militants have perpetuated violence across Northern Nigeria since 2001, aiming to rid the country of any “Western Influence”. (Adibe, 2014).

Boko Haram members preferred to be called or known by their Arabic name – Jama’atu Ahlitateachings and Jihad”. The group is believed to have been formed in the town of Maiduguri in North East Nigeria where the locals name its members Boko Haram which means “Western Education forbidden”. Boko Haram is founded by Mohammed Yusuf in about 2001, yet the sect is probably believed to have started 1995 as Sahaba.

The group 'Boko Haram claimed to be opposed not only to Western civilization but also to secularization of the Nigerian state'. There is a fair consensus that, until 2009, the group conducted its operations more or less peacefully and that its radicalization followed a government clampdown in 2009, in which 800 of its members were killed. The group's leader, Mohammed Yusuf, was also killed after that attack while in police custody. Ansaru, whose Arabic name is Jama'atu Ansarul Muslimina Fi Biladis Sudan ("vanguards for the protection of Muslims in Black Africa"), is a breakaway faction of Boko Haram. It first announced its existence on January 26<sup>th</sup>, 2012 by distributing fliers in Kano, shortly after Boko Haram attacks in the city killed over 150 civilians most of whom are Muslims.

It is from this attack that some media reports described Ansaru's emergence as a reaction to the loss of innocent Muslim lives from inception (Forest, 2012) Ansaru was believed to coordinate its operation in Nigeria with the Northern Mali-based al-Qaeda in the Islamic Maghreb (AQIM) and the movement for unity and Jihad in West Africa (MUJWA). Both Boko Haram and Ansaru were declared as foreign terrorist organizations by the United States on November 13, 2012. (Forest, 2012)

There are many narratives to the emergence of these terrorists sects. It is believed in some quarters that it is Northern politicians sponsored groups to make the country Nigeria "ungovernable" for President Goodluck Jonathan. This narrative is very popular among commentators, and leading politicians from the Southern part of the country (Zenn, 2014). The Boko Haram terrorist activities has opened opportunities for other religious extremist groups, the bandits and Fulani herders who are of the same Islamic religion to carry out nefarious atrocities using sophisticated weapon of mass destruction. In tackling terrorism and religious extremism in Nigeria, the government is seen to be using flip flop approach instead of combating the phenomena head on using more holistic approach such as human security approach.

### **Nigeria Government's flip-flop approach to religious extremism and terrorism**

Flip flop approach is a leadership style. Flip flop can be a backward style of leadership, where a leader uses sudden reversal policy or strategy in governance. An example of the flip flop approach as a sudden reversal strategy in the Buhari administration, which can be seen when it gave an order to its military officers to crush terrorists on one hand, while on the other pay deaf ear to their activities, even when reports implicate military officers, some Islamic clerics and even top government officials as having links with terrorists and nothing was done about it. In a popular instance of flip-flop approach, the kidnap and adoption of one Leah Shaibu an innocent school girl from Dapchi Girls Secondary School by the Boko Haram sect come quick to remembrance. In this spectacular case, the President in commiseration with the family of the victim was quoted to have said. "I convey my emotion, the strong commitment of my administration and the solidarity of all Nigerians to you the mother of Leah and your family as we will do our best to bring your daughter home in peace and safety" (The Guardian of October 3, 2018). Five years down the drain, nothing had been done. Flip flop is different from the Carrot and Stick approach in which 'Carrot' is used as a motivational bait such as a promise of economic reward and persuasion for a good behaviour, and the 'Stick' involves coercion, threat, punishment, action, hard power and a negative consequence for poor behavior.

Two major approaches were taken by the Nigerian government to halt what the Human Right Watch (HRW, 2012), regard as the 'spiraling violence' of Boko Haram in Northern Nigeria.

These may be term as the 'carrot and stick approach. The carrot approach involves political negotiation with stakeholders. The government of President Umaru Musa Yar'Adua established a committee of inquiry led by Ambassador Usma Giltimari to 'identify the grievances of the Boko Haram sect to and make possible recommendations on how to improve security in the north-eastern region' (Onuoha, 2012). At the state level, the carrot approach has involved overtures to and rapprochements with Boko Haram insurgency. For example, the former Borno State governor Ali Modu Sheriff allegedly paid the sum of one hundred million naira (100 million Naira) to mollify the anger of the group for the killing of their leader in 2009. The governor after him, Kashem Shettima, called Boko Haram for dialogue July 16, 2011 (Aghedo & Osumah, 2012).

The recent attempt by the government to negotiate with key leaders was by the Jonathan's administration which established a 26 man amnesty 'committee on dialogue and peaceful resolution of security challenges in the North'. The committee was headed by the then Nigeria special duties minister Kabiru Tanimu and was given a three-month mandate to convince Boko Haram to lay down their arms in exchange for state pardon and social integration (Thurston, 2013). According to Thurston, the committee 'has been given the task of identifying and constructively engaging key leaders of the sect, and developing a workable framework for amnesty and disarmament of members of the group.

However, the Boko Haram's supreme leader, Abubakar Shekau responded to the amnesty move of the government, that his group members has not committed any crime or wrong, and that an amnesty would not be applicable to them. Shekau said, 'instead, it is the government that has committed atrocities against Muslims' and vowed not to stop the group of violence campaigns to establish an Islamic state in Nigeria under a strict form of Sharia law (Agbiboa, 2013). True to this threat, less than a week after the rejection of the amnesty, the jihadist group claimed responsibilities for the attacks where Boko Haram members dressed in Nigerian military uniforms disguised in buses and machine gun-mounted trucks, laid siege to Bama town in Borno state killing 55,

mostly police and security forces, and freeing over 100 prison inmates. Days later Boko Haram members attacked 13 villages in Benue state killing 53 people and burning down the communities (Agbibo, 2013). Whatever the practical merits of the modest attempts by the Nigerian government to negotiate with the Boko Haram and strengthen its anti-terrorism laws, there is ample evidence that lends credence to the over whelming investment in the stick approach by the Nigerian state, involving the use of state security forces to mount aggressive pursuit and crackdown of Boko Haram members (Onuoha, 2012). To this end and intent, the Nigerian government established a special Joint Military Task Force (JTF), the JTF are supplemented by the Civilian Joint Task Force (CJTF) and a small contingent of Chadian and Nigerian forces who were members of a Joint Military Task Force (JMTF) initially created to combat smuggling (IGC, 2014). The establishment of these forces have to some extent destabilized the operational capabilities of Boko Haram “to conduct coordinated bombing like the ones it carried out in major urban cities in 2011 and 2012”(IGC,2014). One of the major promises of the Buhari administration at its onset was that of combating terrorism head on, but after over seven years of his administration, insecurity had rather worsened in all regions of the country. This phenomenon had been compounded by age-long bureaucratic corruption in government and series of other national challenges including the Fulani herders/farmers imbroglio the spate of kidnapping and the continuing plunge of the national currency-the naira. Despite government efforts, Nigeria’s security situation is fast deteriorating. The lingering conflict between herders and farmers in North-central Nigeria has been estimated to be six times as lethal as the Boko-Haram Insurgency (Ojewole, 2021). The rising insecurity in the nation evidenced a flip flop approach which the government had given to the issues of terrorism in the Nigeria state in contemporary times.

In reality, Nigeria has become safe haven for increasingly active terrorist groups operating around the West African sub-region leaving civilians at serious security risks, including the the growing attacks by armed groups called ‘bandits’ and as well-known armed extremist groups, Boko Haram and Islamic State in West Africa Province (ISWAP). According to the UN office for the Coordination of Humanitarian Affairs (CHA), the deteriorating security situation has resulted in a humanitarian emergency, with more than 8.7 million people requiring urgent assistance. Since 2011 inter communal violence, rooted in competition over scarce resources, has escalated in central and north-west Nigeria. Violence between herders and farmers has become increasingly deadly as a result of the proliferation of armed groups and gangs who engage in organized cattle-rustling, kidnapping, plunder, murder and rape.

The emergence and expansion of armed banditry in the north-west resulted in the killing of over 4,900 persons between 2018 and 2020 and has displaced hundreds of thousands of people, with 10,000 displaced in several villages of Zamfara between 2nd-6th January, 2020 (Global Centre for the Responsibility to Protect GCRP report, 2022)

Since 2009 when Boko Haram launched its insurgency aimed at overthrowing Nigeria’s secular government and establishing an Islamic state, at least 35,000 people have been killed in northern Nigeria (GCRP, 2022). There are at least 2.2 million internally displaced persons in Adamawa, Yobe and Borno States, health and education services have been severely disrupted. The terrorist organizations have also carried out attacks in neighboring countries killing and displacing civilians in Cameroon, Niger and Chad. Since 2018 the group has expanded into north-central Nigeria. Kidnapping of students and abduction for ransom by armed extremist groups and bandits have become endemic in northern Nigeria, with more than 1,000 children kidnapping in 2021 (GCRP, 2022).

The table below represents some of the terrorist and extremists activities and fatalities

**Table One: Terrorist Incidents in Nigeria 2008-2021**

Characteristic	Death	Total Death for 7 yrs
2008	3,564	50,649
2009	3,822	
2010	3,408	
2011	4,372	
2012	5,471	
2013	10,088	
2014	19,924	
2015	15,754	70,192
2016	9,267	
2017	7,539	
2018	8,808	

2019	9,067	
2020	9,495	
2021	10,262	

Source: Statista 2022. <https://www.statsista.com>

In Nigeria, terrorists killing, kidnapping for ransom, and other violent religious extremism have targeted the government, military facilities, and innocent civilians in recent years. Terrorists attacked the Nigeria Defense Academy (NDA) in Kaduna, on August 24, 2021, killing two officers and abducting one other senior officer (Sahara Report, 2021). In addition, on June 7, 2022, bandits attacked St. Francis Catholic Church, Owo in Ondo state, over 50 worshippers were killed and over 80 people were injured (Vanguard, 2022).

On March 28, 2022, a train bound for Kaduna was attacked by terrorists along the Abuja-Kaduna rail line, killing eight passengers and kidnapping over 50 others (Business day, 2022). From a similar string of attacks, the Kuje Prison in Abuja was attacked by about 300 terrorists, on July 5, 2022, resulting in the escape of 879 inmates, including 150 Boko Haram terrorists held in custody (Vanguard, 2022). Kidnapping of vulnerable, innocent Nigerian citizens, clergy men, and priests, among others occur on a daily basis. The presidential advance convoy on July 5, 2022, was also attacked on Kaduna-Katsina highway, and terrorists threatened to kidnap and abduct the president of Nigeria and Kaduna State governor (The Guardian, 2022).

Nigeria appears to be a safe haven for terrorists as the government seems to be overwhelmed by terrorist strategy, with many quarters alluding to suspected collusion of government with the terrorist (The Paradise News, 2022). A Nigeria soldier once boasted on the social media about sharing in the 100 million Naira ransom paid by Deji Oyewumi, one of the adopted Abuja-Kaduna train victims (The Paradise, 2022).



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### **Some activities of terrorists and religious extremists in recent times in Nigeria**

- i. 14<sup>th</sup> April 2014 Boko Haram kidnapped 276 female students of government girls secondary school Chibok, Borno.
- ii. February 19, 2018, 110 school girls were kidnapped from Dapchi.
- iii. 25<sup>th</sup> February, 2021, 279 school girls were kidnapped from government girls science secondary school Zanfara
- iv. 27 school children were kidnapped from Kagara secondary school in Niger state (2021).
- v. 27 school children were kidnapped from Kagara secondary school in Niger state (2021).
- vi. 27 school children were kidnapped from Kagara secondary school in Niger state (2021).
- vii. Green field University Kasarami students were kidnapped (2021)
- viii. The Nigerian defense academy NDA was attacked and a major in the Nigeria army kidnapped (2021).
- ix. The global coalition to protect education from attack (GCPEA) reported 2015-2019, 100. Attacks on schools alone in Nigeria by book harm and bandits and since then it has been on the increase.
- x. 13<sup>th</sup> July 2021, [www.vanguardngr.com](http://www.vanguardngr.com) reported that 2,371 people were kidnapped in the first half of 2021.
- xi. January-February 1181 person reportedly kidnapped 2021 ([https://www.wanap.org/news/January 17, 2022](https://www.wanap.org/news/January%2017,%202022)).
- xii. 2021 alone 81 students were reportedly kidnapped ([www.thecable.ng](http://www.thecable.ng)) February 4, 2022).
- xiii. Between January 2015 to May 2020, not fewer than 4,962 persons were kidnapped across Nigeria many cases are not reported ([https://www.wanap.org/news retrieval January 17, 2022](https://www.wanap.org/news/retrieval/January%2017,%202022))

### **Theoretical Framework**

The assumption that terrorism is a growing phenomenon in international politics has wide acceptance in our present day society. However, the existence of religious terrorism as part of our modern world is paradoxical, given that one of humanity's pre-occupation is the maintenance of peace and stability, socially balanced and economically viable environment in order for humanity to surmount the challenges of life. To this end, international relations scholars have long sought ways to reduce and redirect religious extremism and terrorist acts for the benefit of national and international interests. As a result, various theories of international relations have been developed, but opinions on the best ways to combat religious extremism and terrorism differ.

However, by focusing on Nigerian government's response to religious extremism and terrorism in the country from 2015 to 2022, the Relative Deprivation theory is adopted in explaining the act of religious extremism and terrorism in Nigeria. When man perceived discrepancy between his value expectations and his value capability persistently, he becomes agitated and continuous agitation will result to frustration and become aggressive. Ted Robert Gurr relative deprivation theory sees tension developing from a divergence between the 'ought' and the 'IS' of collective value satisfaction which disposes men to violence.

### **Relative Deprivation Theory**

Gurr (1968) maintained that "relative deprivation" is a perceived discrepancy between men's value expectations and their value capability. These value expectations are the goods and conditions of life to which people believe they are rightfully entitled. Value capabilities on the other hand are goods and conditions that they are capable of achieving and maintaining given the social means at their disposal. Because material goods are owned individually, the desire for them is aggravated by their perception of the age long Malthusian theory which asserts that "population will ultimately outgrow the means of subsistence". Furthermore their belief that wealth, power and prestige are not distributed equally and fall into the hands of few persons, individuals, groups, and even the state who collectively maintain control over what they claim to be theirs has aggravated their desire to be violent and seek terrorist means to assert their demand.

As a result, conflict of interest between the counter availing forces of the weak and the strong will emerge, resulting in "survival of the fittest", in which the strong become rich; the weak become poor. Relating this theory to the Nigeria society context, the poor are the civil society, whereas the political elite are the rich. The political elites consciously reduce the civil society poverty, through obnoxious policies that dictate the "dos and don'ts" of the deprived. For example, the civil society is not given a decisive voice and where such opportunity presents itself, they can only have a say while the political class will have their way. In circumstances like this, it would be very difficult to bridge the inequality gap between the rich and the poor.

As a result, the inequality gap will continue to grow astronomically. As a result, in order to guard against anarchy and perpetual deprivation of the powerless by the powerful, there must be a way of authoritatively allocating the scarce resources for the mutual good of the entire citizens of the society and failure to do so result in insecurity and terrorism. Nigeria becomes a breeding ground for terrorists, bandits, kidnapers and rituals.

According to relative deprivation theory, when a man is relatively deprived, it will lead to frustration, aggression as he seeks for survival. The main goal of this section of the study is to use the relative deprivation theory to explain the causes of religious extremism and terrorism in Nigeria. Even though the causes of violence are numerous,

complex and closely related, it is the duty of political scientists to contribute as much as possible to shedding some light on this extremely important phenomenon bedeviling Nigeria.

### Conclusion and Recommendations

The recent religious extremism and terrorism in Nigeria and how the government is responding to the phenomenon poses a fiercest challenge to the country's unity. These terrorist groups and the approach of the government has fractured Nigerians along religious lines and thus 'reversed some of the nation's hard-won gains on building national unity and stability'.

The generally scarring insecurity, bombing, kidnapping, raping and killings had dealt a major blow on political and social activities in the country. As the 2023 general elections approaches, the polity is heated up with lots of apprehension. This type of security challenge is one that is combated with great experience and political will combined with expert intelligence. The government should live up to its obligations to protect life and properties of citizens and not with this "flip" 'flop' approach in dealing with terrorist activities.

The study, therefore recommends among others that the Nigerian government should shift emphasis from military and arms, and flip flop approach to a more realistic approach using the human security approach to combat terrorism and religious extremism and also to invest in inter-religious dialogues between leaders of the two dominant religions to search for workable solutions to these terrorist activities.

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**AFRICAN TRADITIONAL RITUALS AND DEMOCRATIC GOVERNANCE IN NIGERIA'S FOURTH  
REPUBLIC: A REVERSE SEARCH FOR DEVELOPMENT**

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**Abstract**

Governance in Africa has been subject to lots of debates in various circles as navigating the ship of state has been fraught with several challenges that bear on the performance of the leaders, leaving little to be desired of their governance credentials. Lack of qualitative governance has been blamed on several factors including corruption, inept leadership and institutional failures, but few researches seem to exist on the impact of African spiritual symbols and rituals on the negation of qualitative delivery on governance, culture of impunity, and lack of accountable leadership; to which its imperative derives from the nature of governance in traditional Africa where accountability is a visible hallmark of African conception of governance imbued in a culture inherently deep in their native values and religious rituals. This study relying on qualitative technique/historical design and clash of civilization theory. The study examines the critical role of African rituals and symbols as relevant elements that aid accountability and delivery of good governance does not only investigates why African rituals has become anvils providing access, survival and consolidation of political power by desperate politicians but attempts an excursion into why African spiritual rituals seems not to inspire the rituals of service delivery in governance. As such, rituals are contextualized as vital to the extent of its contribution to the social-political structure which we inherited. It recommends reforms to our criminal justice system, constitutional reform and the introduction of the House of Chiefs at the Local government levels of governance as an organ that could inspire moral rectitude by elevating aspects of our cultural values, rituals and symbols as a template for good governance in Nigeria.

**Keywords: African Traditional Rituals; Democracy; Good Governance; Fourth Republic**

**Introduction**

With the advent of colonialism and the consequent post-colonial institutions of governance in Africa little attention is paid to the attachment of Africans to their cultural, religious and spiritual symbols, and their impact on governance. This is primarily important as inherited institutional legacies seem to limit or redefine the playing field and political structures in which our democratic and governance institutions now find expression. This tendency

engenders political dissonance that is flagged as antithetical to the growth, development and stability of governance institutions in Africa. This is more so as African politicians are perceived as hypocritical about the dominant western belief system such as Christianity as well as Islam especially when it comes to holding leaders accountable. This study is critical of how elected leaders in Africa especially Nigeria, have treacherously arrogated sainthood to themselves with respect to their public image in light of western cultures, values and democratic traditions while paying hidden loyalties to African spiritual traditions and deities, a religious symbols they have hypocritically demonized in public space. This perspective is echoed by Obafemi (2014, p 58) when he averred that:

With the political landscape and the risk involved in practicing politics in Nigeria the employment of African traditional religious ritual is inevitable. And that the reasons as echoed in some quarters are that rituals in Christianity and Islam are not potent in African soil and most of the time the rituals and magic of these religions are inconsequential....And that It was such notion that has led to existing general advocacy that oath during swearing in ceremonies, or in the courts of law should be administered by using cutlass, gun or other paraphernalia used for oath-taking in African indigenous religion instead of using Bible or Koran

This is because it is observed that governance in the context of traditional African politics is clothed in the garment of accountability, tolerance, as well as respect for dignity of the human person. These hallmarks of governance in traditional Africa is expressed in such a way that leaders saw accountability in governance as a duty which they owe not just the citizens, the country, and the ancestors but also the pool of common humanity. This vital element in which Africa's primordial political culture was immersed has fast dissipated to the detriment of our collective aspirations for development. This study is thus tinkered in the line of tracking our developmental trajectory in the light of democracy as embodying the "provisions of means to pursue the representation of diverse interests and the institutionalization of mechanisms to hold rulers accountable to the public" (Przeworski, 1988). We proceed in this study to review African spiritual symbols and their contributions to the maintenance of the social-political structure in view of the virulent mitosis of corruption, electoral violence, and unrepentant profiteering of the ruling class that is inherent in Nigeria's political system. We then ask, why has it been difficult to 'weave' our political system in our traditional 'fabrics' and values? Is our embedded primordial political value system without its flaws? Should it be faulted, is it sufficient to trash it in the debris of history? This study finds concrete justification in providing answers to these multifarious questions

### **Statement of the Problem**

The major problem this study intends to resolve is on how governance in the modern state system could forge an acceptable fusion with the indigenously inherited authorities and the post-colonial state institutions in order to entrench good governance and dividends of democracy in the political space which has been a mere façade.

This problem largely as a result of seeming clash of values that entrenches disharmony in the political system in Nigeria. This borders on how to synthesize the cultural values of the people, in order for it to exist in harmony with the western institutions of governance in view of the fact that the Nigerian people are quite rooted in their loyalty to the existent cultural structures such that it doesn't conflict with the currents of modernity.

### **Objectives**

The general objective of this study is to assess the relevance of African spiritual symbols and rituals in the political architecture of modern Nigerian state. It is particularly geared towards:

1. Determining the relevance of African spiritual symbols in achieving accountability in modern governance system.
2. Assessing the socio-cultural and political values of the people that predate the modern state system by reinventing institutions that could help achieve sociopolitical harmony.

### **Significance of the Study**

The significance of this article finds explanation on how elected officials have ambiguously positioned themselves with respect to public obligations to secular democratic processes while surreptitiously forming hidden loyalties to African spirituality, a cultural attribution they have typically disavowed in public. This study finds justification in an attempt to sift the democratic political space from a conception of a dual public, and forge a fusion of African primordial political culture and modern institutions of state.

## **Research Design**

The study is strictly qualitative, making use of the historical design. To this end, we relied on secondary sources of data such as journal articles, Newspapers and periodicals as well as personal observations and experiences of the authors.

## **Literature and Conceptual Review**

### **Governance**

Politics and governance have been seen as practically linked as they involve resource allocation within the state, to which Laswell (1936) defined as the authoritative allocation of values. It entails the deployment of the machinery of the state in ensuring that proper governance is achieved. What then defines governance? According to Edeh & Ugwueze (2014) Governance applies to the exercise of power in a variety of institutional context; the object of which is to direct, control and regulate activities in the interest of people. For political scientists, governance refers to the process of political management which embraces the normative basis of political authority, the style in which public affairs are conducted, and the management of public resources (The Social Science Encyclopedia, 2nd Edition, 1996:347) Thus, in this study, governance is contextualized such that we examine how politics in Nigeria has been played in a variety of ways making use of African spiritual symbols in politics to either further the objectives of governance or to its detriment.

### **Oath Taking**

Okorie (2009) sees oath taking in the traditional sense as a situation where absolute loyalty or adherence to certain agreements are conditionally prescribed and administered in the interest of beneficiaries of the agreement. This is expected that whoever has taken such oath will not escape the punishment or sanction of a certain supernatural force or deity if the oath is flouted. Nwankwo (2017, p 89) sees oath taking as a “statement or assertion made under penalty of divine retribution for intentional falsity.” This, according to Nwankwo, implies that “if the gravity of an offence committed is high and defies possible human solution, the accused is presented before the divinized spiritual forces for exoneration or punishment. The Concept of Traditional Oath taking as an African spiritual symbol, according to Odumakin (cited in Nana, 2020), is a distortion of value in politics to the extent that it transfers allegiance from the system to an individual, who for raw ambition or depravity, decides to take the place of God in the life of the oath taker.

### **African Traditional Rituals: An Overview**

Rituals and symbols are integral to African political development and history. For instance prior to political independence Africans had practiced their indigenous cultural beliefs which had elements of rituals significantly embedded in them. Though some of those rituals and deities were relied upon in some parts of Africa to fight colonialism and maintain the unity of Africa in the face of common aggressors, the exit of the colonial masters left the deities and rituals in the hands of politicians who used them to hold onto power, and preserve their dominance and lust for power. Prior to independence relying on motivations from African spiritual symbols, the MajiMaji Revolt in Tanzania where the people under strict control of their deity challenged the German invaders, and also in Kenya another East-African country between 1952 to 1956 experienced the Mau-Mau revolt that changed the socio-political landscape of Kenya at the time, creating room for the country’s eventual independence in 1961(Gudaku (2013).

The semblance of negativity which became a notorious part of attributions to African spiritual odyssey made it difficult to associate with it in modern times. This is because African spirituality became typically seen as being at odds with science, westernization, and popular orthodoxy. This perception most often manifests through claims that African spirituality ensnares people in a life of ignorance, superstition, or even servitude to the devil. Thus, Igboin (2014) had frowned at African intellectuals and theorists who seem to have accepted the episteme of modern science, which insists that spiritual intervention is ineffective and superficial insofar as it cannot be empirically verified according to Western scientific canons. They have adamantly asserted that African religion and spirituality are “animistic. It was such notion of African spirituality that prompted the British during their incursion into West Africa to supervise the destruction of the Ibinukpabi, an Arochukwu deity in 1902 whose influence transcended the bounds of Nigeria from Cross River, and the entire Eastern Nigeria to Congo and Sierra Leone (Ellis, 2008).

In further examining the context in which African spiritual symbols finds expression in the socio-political milieu of Nigeria, the Ogwugwu Okija shrine saga over discovery of very offensive sight at the shrine in Okija in Anambra State in 2004, and the complicity of eminent Nigerian politicians who patronize the deity like a Mecca or Jerusalem remains valid and instructive. While some persons including paramount rulers in some of the communities in the Eastern State as Ngozi (2004) observed, were quick to ask 'Ndi-Igbo' to do away with such practices as they have negative effects on the socio-economic development of the people; Akpan (2004), had however countered that the hullabaloo generated by the discovery of the Okija shrine is akin to the claim by Mungo Park to have discovered the "mouth of the river Niger" in which he forgot that the people of New Bussa showed him the way to flee from mosquito, the route that had existed before he came to Nigeria. He maintained that before the early explorers like Mungo Park came, there existed a system of maintaining justice, law and order that is peculiar to the people which had become eroded by the modern institutions of state. Such institutions as the police now exist to fill such vacuum, and of course Ogwugwu and other deities across the length and breadth of the Igbo land performed such functions many years before the incursion of western values and institutions that usurped their functions.

These deities have become historical relics to validate the existence of an indigenous governmental structure before it was surmounted. It was such symbolism that those who desecrated the Arochukwu deity, and others in the country destroyed when they sought to misrepresent the culture of the people. Such misrepresentations have been relied upon to decapitate the cultural symbols that represent the true nature of the people even in modern politics. Ogonna (2004) while not trying to give credit to such deities and rituals had stated "that attention should be called to happenings in many of the world's religions where element of oath taking, judgment and condemnation is equally preeminent". For instance similar reference should be made to ancient Egypt where Horus sits in judgment over the dead, Christianity where Jesus sits in judgment with the father to judge the world among others. And people have then asked why it a sin and monumental taboo for deities in Africa such as Ogwugwu in Nigeria to sit in judgment over the mindless and senseless looters of the people's commonwealth? In Christianity, the guilty is condemned into hell, where hell-fire consumes them but in Igbo Anthropology as in the case of Ogwugwu, the guilty is thrown into the evil forest just as hell fire is meant to condemn the evil doer in the Christian religion. Should the indigenous cultural practices not undergo necessary metamorphosis? If evil is uncovered about a deity or shrine, should it undermine its very fundamental essence by being utterly destroyed? For instance should all churches (shrines) that venerate Jesus be totally destroyed and an end called to Christianity for the offense of one church or Pastor? An aspect of a thing faulty might not necessarily condemn the whole.

### **Theoretical Framework**

In the Clash of Civilization and the Remaking of the World Order, Huntington (1996) attributed the cause of resurgent wave of affront on western values and civilizations both from Islam, Asian nations and others as a result of inherent pervasive nature of cultural, social and political traditions of the people. For instance both Asians and Muslims had emphasized the superiority of their cultures to western ways. Huntington observed that people in non-western civilizations such as the Hindus, Orthodox, Latin Americans and Africans might begin to stress the fundamental distinctions in their cultures. This cultural complex is what the East Asians relied upon to lay hold on their rapid economic development which they claim might surpass the West since they believe that their economic success is a product of their cultural superiority. They assert that Asian development and models are paths which other non-western societies should follow in order to be at par with the West.

Though skepticism of this notion was shared by Huntington himself when he ascribed similar boasts and perspectives to the Japanese during their era of economic boom where they attributed their success to the superiority of their culture of Spartan discipline, shared values, Confucianism, and its premium on work and family. Those who share this view observe that cultural assertion precedes material success which is used to explain even the sudden fundamentalism that has greeted the resurgence of Islam as a source of identity, meaning, stability and development that has been epitomized in the catch phrase "Islam is the Solution". That is why the Saudis will insist that the "Saudis want to modernize, but not necessarily westernize" (Huntington 1996).

It is noteworthy that in World War II period alliances were built on western culture and ethics in the sense that even democracy and associated values were framed to be traits of western culture and accompanying *Judo-Christian ethics*. This is such that most other cultures whose core is neither Jewish nor Christian were degraded and often considered barbaric, and her people uncivilized. Though we agree with Huntington's thesis that cultural identity shapes a country's relations and that global politics is drifting towards cultural lines, we differ on the emphasis that cultural fusion will always lead to conflicts. He had in his thesis attributed the lingering crisis between the East and

the West as resulting from clash of values. We however align this study with Fukuyama (1992) who believed that culture rather than being harbinger of conflicts is equally a tool of stability such that cross-cultural synthesis could produce social peace and progress if proper integration is done.

It is in light of this perspective that this study adopts the theory of cultural determinism as a framework to explain the seeming deteriorating political system in Africa, particularly in Nigeria resulting from improper assimilation of our cultural values into the modern state institutions. The theory of cultural determinism essentially argues that culturally embedded arrangements condition modes of political, economic, and social organization; thus, such provisions are innately linked to the relative political and economic performance of the country (Harrison 1992). As such if Africa's democratic experiments and the West's view of how Africa should go about democratizing or institutionalizing its governance is firmly rooted in Africa's cultural symbols and values then African nations such as Nigeria will experience not just a unique path to development but a formidable one.

### **Nigerian Traditional Rituals and Governance in Perspective Pre-colonial Period**

In the pre-colonial Africa and particularly Nigeria, from the appointment of a king to the proper governance, it was guided by one divinity or another. For example in the Yoruba traditional political system, a king could not be appointed unless it is approved by Ifa through divination which is administered in a specific way so as to determine the person that is divinely approved to govern the community. What gives acceptance and legitimacy to the person chosen is whether he is the person chosen by Ifa; a corpus system among the Yoruba. Also in the removal of a king there were rituals that should be performed. For example in the old Oyo Empire, the Oyo Mesi (the hereditary kingmakers) alongside the Ogboni society could commission the Bashorun to present an empty calabash or a dish containing parrot's eggs to the King. The Bashorun will then proclaim the rejection of the king, and immediately the proclamation is made and the Oba opens the calabash, he is either expected to die or commit suicide. It is also important that certain rituals are performed regularly for the benefit of the whole community. There was always an annual divination not just for the king (Ifa Oba) and the town (Ifailu). The king's divination is for long life and prosperity for the king and the town's divination is for the peace and stability of the community. There is therefore a communalistic dimension to the use of ritual in peoples' indigenous cultural belief. Cultural symbols and rituals were deeply rooted in the Yoruba traditional system. For instance there were the Aworo, Etutu, and Imule; cultural rituals that were integral to the peoples ways of life.

**Imule (Covenant):** Imule is a kind of ritual performed such that members of political parties or factions ritually bind themselves together especially during the primaries. It could be that everyone must support only one candidate and that to do otherwise is tantamount to betrayal and is believed to lead to calamity. It can be a form of eating together and invocation of forces through the use of incantation. **Aworo (magical power to draw many people into the campaign ground):** This kind of medicine is rubbed on the body of the politician; it can as well be buried on the campaign ground. It is believed to serve personal advantage but it is also used to draw many people to support the candidature of a contestant. It is a common knowledge [view] that many religious people especially pastors or church founders use this medicine to draw crowd to their crusade (congregations).

**Etutu (ritual and magic):** This is a ritual that is carried out as a magical medicine and can be prepared from time to time especially to get the support of the witches in fulfilling societal goals. Among the Yoruba, witches are believed to be in control of the organic universe so much that they draw fortune and misfortune to people. This ritual or medicine is used to draw the support of the witches who in turn are believed to be able to draw to them the support of the people. Some of the ritual can be referred to as etutueyonuawonagba meaning ritual to get the support of the witches. This usually serves as medicine to be eaten as food or drunk as a concoction; it can as well be used as charms to be attached to any parts of the physical body. It can as well be prepared ritually as offering to the witches and it is put in crossroads or in an open space. In pre-colonial Nigeria, the employment of various rituals in the administration of justice in the different kingdoms and domains by kings and paramount rulers were very prominent. Though some of these rituals were abolished at the advent of colonialism the peoples' loyalty to some of these ancient traditions is sacrosanct and instructive in this respect. For instance the Eni Ritual which was used for the administration of justice in the pre-colonial period in Isokocommunity in the now Delta state provides another good example, **Eni Ritual:** The Eni was an Uzere god as it was then known in the Isoko community, was domiciled in a lake named after it. Its influence however extended beyond the Isoko axis to include the Urhobo, Ijaw, Itsekiri, Kwale and Aboh areas (Ikime, 1969; Ikime 1972).

The Eni ritual was administered as a justice mechanism for adherents who believed that the Eni vindicates the Innocent and reprimands the guilty through death. The Ovie of Uzere who was the High priest received certain amount of fees from those who want to undergo the ritual of vindication. The ritual was such that if an individual is accused of witchcraft or certain other wrongs were paddled to the middle of the Eni lake, and the individual was meant to swim ashore to prove his innocence from the middle of the lake. Those who are guilty are magnetized to the bottom of the lake while the innocent will swim freely back to the shore without harm. Though the British argued for the abolition of the Eni ritual on the ground that there were ravenous crocodiles that attacked victims making them not to survive. It is however noteworthy as argued by the Uzere people that even the Ijaw and Itsekiris who were good swimmers died in the lake for guilt while non-swimmers survived the ordeal. The Eni ordeal came under strict attack during the colonial period when the then Divisional Commissioner, Copeland Crawford used the instrumentality of both persuasion, bribery and threat of punitive action to force the Ovie of Uzere to abolish the Eni ordeal. The Ovie of Uzere was offered the vice presidency of the Uzere Native Court which was now going to replace the Eni ritual when abolished with a salary of fifty pounds per annum. Though a threat of punitive action was muted, the Ovie however capitulated to the bribe and had the Eni abolished in 1903 (Ikime, 1969)

### **Colonial Period**

It has been very difficult for people to be completely detached from their tradition especially as exemplified in African indigenous traditional governance. Political participation in the colonial and post-colonial Nigeria in terms of political recruitment and political party formation is embellished in the culture of the people such that those politicians who held sway relied on the cultural platform of the people to take effective control of their domains. It was such platform that provided Obafemi Awolowo in 1947, the doyen of Yoruba politics, in league with others, relied upon in launching in Lagos the Egbe Omo Oduduwa organization, the style and title of which referred to Yoruba tradition.

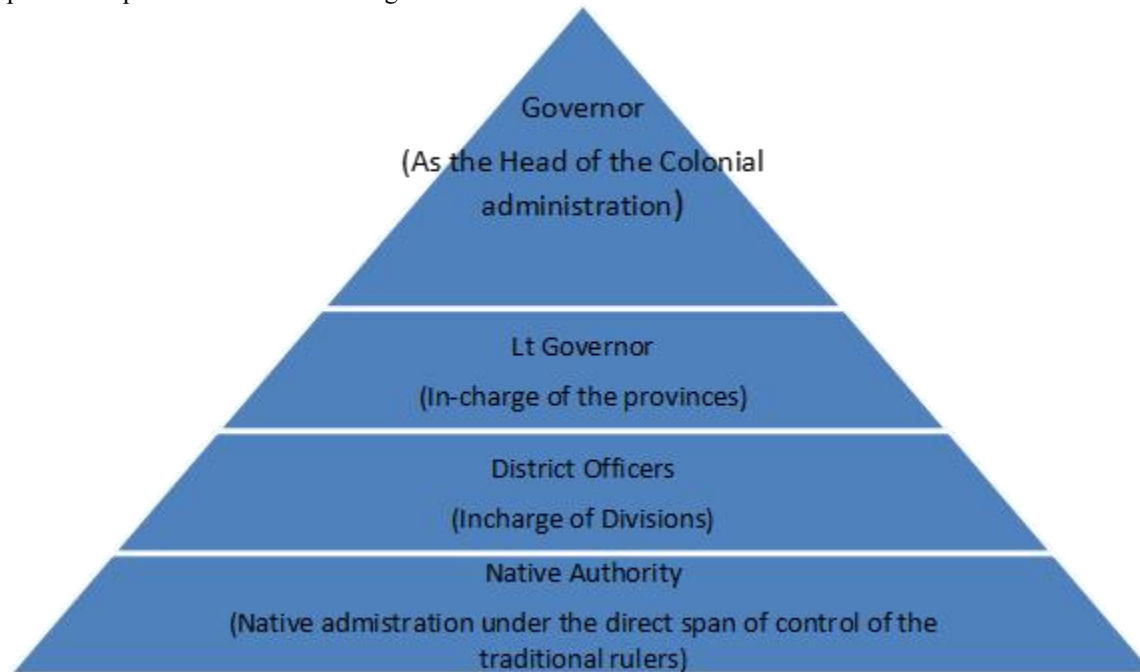
This was assimilated into the Action Group, founded as a political party in 1951, which was able to recruit via the existing societies that were so influential among the Yoruba rulers who ran local government according to the precepts of Indirect Rule. The Ogboni society which existed to preserve the existing cultural traditions in the West in particular exercised great influence in Native Authorities and the Native Courts. In the North also, shortly after the formation of Northern Element Progressive Association, (NEPA), two cultural groups emerged, the Jam'iyyar Mutanen Arewa Ayau (the Association of Northern People of today) in Kaduna, and the Jam'iyyar Mutanen Arewa (the Northern People's Congress) in Zaria. The two later merged and held their first conference as the Northern People's Congress in 1949. The Congress stated two primary policy principles which were largely intended to work closely with traditional institutions, as it stated:

The Jam'iyyar (NPC) does not intend to usurp the authority of our Natural rulers; on the contrary, it is our ardent desire to enhance such authority where ever possible. We want to help our Natural rulers in the proper discharge of their duties (Reed, 1982, p 198)

This makes an excursion into traditional governance as an important part of this discourse in preserving value laden leadership from our cultural symbols should be gleaned from the effective application of these institutions in both colonial and post-colonial period. Traditional leadership has been the basis of local government in most of Africa throughout history. In pre-colonial Africa, African societies were ruled by kings supported by a hierarchy of chiefs and councilors or advisors, who were either their close relatives or selected from their communities. These traditional leaders served as political, military, spiritual and cultural leaders and were regarded as custodians of the values of society. They looked after the welfare of their people by providing them with land for their subsistence needs through agriculture and for grazing. They also provided for the very poor and orphans.' Traditional leaders were responsible for the defense of their people against external aggression and for keeping order in their communities. They resolved disputes with the emphasis on reconciliation, and thus ensured harmony among neighbors. They inspired unity in their people. Pre-colonial African societies are reputed to have had a kind of participatory democracy. Through general assemblies of all adult men, the community participated in decision-making on important matters affecting the community. It is important to note that even in pre-colonial times not all traditional leaders were benevolent, generous and caring towards their people. Some were autocratic and oppressive.

However, if people were dissatisfied with their leader they could desert him for another, arrange for his death or overthrow him through civil war. On the whole, though, it can be said that in much of pre-colonial Africa

traditional leaders ruled largely with the consent of their people, during colonial times the traditional rulers shape the contours of governance in terms of local administration and enforcing colonial policies especially in the case of Nigeria where the British adopted the indirect rule principle making traditional institutions an integral part of the political structure. The participation of the traditional rulers as harbingers of the people’s culture and values from the colonial times synchronized gradually from the ‘Lugard Council’ which had the two Emirs from the North, the Alafin of Oyo and other from Lagos, Calaba, and Warri-Benin provinces. In the 1922 Clifford constitution the native authority was placed under the control of the traditional rulers who were to be in-charge of their domains. The administrative hierarchy maintained under the constitution was such that the native authority was an integral part of the political structure. See figure 1 below:



Source: Okereka, 2022

Though traditional rulers were at the base of this pyramid, they were relied upon to enforce colonial decisions and policies at the grassroots. The native authority then consisted of first class emirs in the north who were easily identified as a result of the hierarchical nature of the pre-colonial Hausa/Fulani administration. The native authority in the south was however more democratic as the council of chiefs played significant roles. Progress was to be made to the existing roles of the traditional institution under the Richards constitution as the north was to now have a House of Chiefs to complement their role at the native authority level. Subsequently, the Macpherson constitution in addition to the House of Chiefs in the North created another in the western region as well as guaranteeing the chiefs a place at the House of Representatives. The Lyttleton constitution was to further balance the legislative structure across the country with the creation of a House of Chief at the East upon the revision of the constitution in 1957.

### Post-colonial Period

In post-colonial Nigeria starting with the Independence constitution, and just like the Lyttleton constitution before it at the Upper House and the House of Chiefs at the regions retained the first class traditional ruler and head chiefs as automatic members but had their membership status changed to that of ex-officio members making them lose their voting powers at the chambers. The constitution was such that in the north it created the council of chiefs who appointed by governor as advisory organ but in this case their advice was binding on the government of the region. The council had exclusive decisions on the “appointment, recognition, and approval of persons as chiefs, the grading of chiefs, the deposition of chiefs, and the removal of a chief or an ex-chief from the region; the Council of Chiefs”(Reeds,1982).The East and Western regions had a mere minority council created which delegated the traditional rulers from areas affected to function as de facto leaders. The councils were such that it was merely advisory unlike the North that where their decisions had biding effects. In the 1979 constitution which laid a template for the now operational 1999 constitution introduced elected bicameral legislature at the national level



while the state now had a unicameral legislature abrogating the House of chiefs. The traditional rulers were only mentioned as members of the state council at the federal level and at the state council of traditional rulers at the state levels. The growth of modern state institutions and political structure continued to engender decline in responsibility accorded the traditional institutions of governance in Nigeria ostensibly orchestrated by the political class.

### **A Perspective of Analysis of Nigeria's Fourth Republic Experience**

The salience of African spiritual symbols in the current fourth republic is quite ominous as the political landscape seems to be littered with tales of resort to traditional African rituals in finding solutions to the contradictions of governance in various states and local government in Nigeria. Perhaps as a result of the failure of modern state system or the fact of the connection of the people to their pre-historic cultural domain. In a particular occasion in Nigeria, Obafemi (2014) has argued as alleged in some quarters that the death of Bola Ige, a prominent politician and former Attorney General of the federation, is not only political but that African rituals had been relied upon to render him lifeless such that the removal of his cap in a public gathering has been explained as a ritual device through which his power could be emptied so as to make it easy to kill him. Another case where African ritual was significantly epitomized in Nigerian politics is during the hot debate on the removal of former speaker of the house of representative, Mrs. Olubumi Patricia Eteh, which led to the death of a member of the house. In her home town at Ikire, Osun State, it was reported that there were ritual killings to forestall the removal of Eteh as the speaker (Obafemi, 2014). May we recall also that clientelism or what is popularly known as godfatherism became a major attribute in the politics of Nigeria's fourth Republic in which Nigerian politicians essentially helped midwife with the aid of rituals wherein politicians relied upon various deities and shrines to demand loyalty and patronage from political power seekers. Iroegbu (2010) described how associates of maverick Imo politician Senator Arthur Nzeribe used to bring in a powerful oracle which he used, demand loyalty of his political supporters and followers by swearing during campaigns in the local polity. The same was said of the former Governor of Abia state, Senator Orji Uzor Kalu, of how he compelled his commissioners and supporters to swear to an oath in the Okija shrine in Anambra state. Reinforcing this, Abaribe (2021, p.489) had said in his book 'Made in Abia, A life of Coincidences', thus

“On the matter of loyalty by ordeal, whereby people were said to swear allegiance on all sorts of objects, my experience was that some people around Kalu took it upon themselves to engage in invidious activities, purporting to be directed by him. “In my case, on the night before swearing in to office, the Abia North Local Government Chairman informed me that Kalu's people were not comfortable with me as I had not sworn to anything. “According to him, since I claimed no interest in such activities because I was a devout Christian, he could take me to a prophet instead. To get him out of my hair, I acceded to the request. Kalu's younger brother, Uzor, came along too.

Similar mention was made of Hon. Maurice Ibekwe of Okwele during his campaign tour and negotiations with the local leaders and populist individuals in Mbano area of the state. What about the celebrated case of former governor of Anambra state Chris Nwabueze Ngige and his estranged godfather Chris Uba where the Governor Ngige was compelled at the instance of Okija Shrine to be remitting state monies to Chris Uba for no reason than availing the rituals and financial muscle power believed to have catapulted Ngige to the coveted seat of the executive governor of Anambra state. This was a dimension in which African spiritual rituals played significant role in negating the positive impact of governance. The irony is that after this encounters, they pretend to swear allegiance to the Nigerian constitution using the Bible or the Koran as the case may be. This is what Igboin (2014), observed as the double-life dynamic which has profoundly affected the intersection of politics and African spirituality. This contradiction that spreads antagonism and duplicity of split loyalties to political secularism and African spiritualism quintessentially derive from the influence of Western values, an incursion that has left the politicians allegiance to the state a mere hypocrisy.

The consequences of this diabolic situation in which political loyalty by ordeal twists African spirituality in favor of political mercenaries which ends up as a bad script on governance where corruption thrives, and the people's collective destiny bleeds. What development could be attracted to a state where the Governor and the entire House of Assembly members, Commissioners, and even the Governor's personal aids were singlehandedly picked by an individual and compelled them to have sworn allegiance via oaths in shrines in Okija? Even though the Governor in the case of Anambra state breached the pact, it only gives an insight into the factors that have engendered the

underdevelopment of most Nigerian states (Ikpe, 2013). It shows how African spirituality rather being applied to breed development is rather by clientele godfathers for primitive accumulation and de-development of the state. It is notorious how the late Lamidi Adedibu held sway in Oyo politics by his *Amala rituals* with which he kept the people submissive within his span of dominance. This yoke was carried for years by the Oyo people without resistance. In fact, this ritual reign continuously even in this fourth republic where Adedibu was asked to deploy his mystic to deliver Ladoja as governor of Oyo state. To this he was taunted to have demanded the 100 million naira instantly and the control of the state security vote (Ikpe, 2013). Though this arrangement broke down, it goes to again show the debilitating effect of how godfathers deploy their African mystic to hold these states to ransom and evade punishment at the same time. Can there be positive attribution to the application of African rituals to the polity of the Nigerian state? Recently in Delta State, Isoko women were reported to have taken to the street to proclaim curses upon any politician that collected rejected money allegedly made available to settle some unresolved disputes among two neighboring communities. This ancient ritual of women going naked to invoke the wrath of the ancestors to intervene on daring issues is not only historic but part of the sociopolitical frame of reference of the Isoko people.

African spiritual symbols and rituals can indeed be deployed to achieve positive ends in the social-political order. For instance at height of certain conflict in the society the traditional institutions often resorted to performing some rituals such as laying of curses on defaulters as deterrence. However the application of this mechanism of social control in governance are fraught with challenges such as the problem of unity as to which cultural symbol could be elevated constitutionally in a country like ours with pantheons of deities and cultural variations. How do we address the problem of polytheism in Nigeria? For instance several remedies have been sought to the crisis of governance and reckless display of disloyalty and abandonment of electoral promises by the ruling class when mandate is given. One of such solutions according to Nana (2020) is that since oath taking in the English courts or during swearing in ceremonies is merely ceremonial in Nigeria and mostly flouted with impunity and reckless abandon, that traditional oaths be introduced into the various methods for the administration of oath taking in various locality. The question, however is, who administers the oath, and to which deity? In the face of proliferation of deities in African spiritual experience, where lies the allegiance? Would it be to Sango, Ogun the god of war, Oasala, the chief Orisa of the Yoruba land, or is it to Amadioha, Ogwugwu, Agballa, Ifejoku, Ukpalabo, or Igba in the Delta area?

### **Conclusions and Recommendations**

Fukuyama had said the Chinese society “is regulated not by a constitution and system of laws flowing from it but by the internalization of Confucian ethical principles on the part of each individual as a process of socialization.”(Cited in Rabie, 2013), affirming that China did not just attain such level of significance by conservative ideology but that just like what Japan had done a century earlier by departing from its traditional value system and communist ideology had launched a plan to transform its culture to make meaningful progress possible. So the contention is that the key to societal change and economic development is not mere reviving old cultural values and traditions but transforming existing cultural values, traditions and attitudes. Thus, we observed that the failure to harness our primordial political culture and values is evident in the near absence of our traditional institutions in our institutional political life. This salience of African rituals and symbols in weaving viable political structure in Nigeria is intertwined with efforts at rebuilding the traditional institutions by integrating them into current structures of governance.

For instance in Botswana (Nyamnjoh 2003), Mozambique (Harrison 2002), and South Africa (Oomen 2000), chieftaincy is alive and well, that is the practice of primordial chiefs still playing an active role in the administration of government at the national and local levels.

If the colonial government realized the importance of this institution of state by applying indirect rule, the nit becomes an imperative as an administrative structure in the post- colonial government which should be reinvented. The traditional rulers are perceived as legitimate power brokers with trust capital, representatives of clans, and genuine voices for their respective local communities which in some areas they are seen as extension of god on earth, and could use their cultural symbols to administer and regulate political office holders where applicable (Harrison 2002). This reaffirms the argument by Ake (1991) that establishing Western-style democracies in Africa wholesale could be antithetical to Africa’s development aspirations. Thus Africa’s chieftaincy represents another version of democratic ethos that should be integrated into our modern political trajectory.

1. The quest for constitutional amendment in Nigeria should capture the need to revisit the establishment of the House of chiefs at the local government and state level of government such that they have extant powers to deal

with exclusive issues at these levels of governance. Creating this bicameral structure will enhance delivery of governance according to the values and cultural symbols of the people and help crystallize development.

2. Also, while recommending constitutional reforms, it is equally important to emphasize that Nigeria should reform its criminal justice system to work seamlessly such that it could bring anyone to justice no matter how highly placed as this will instill discipline and restore confidence on the state's capacity for punitive actions.

3. In the final analysis oath taking like the one done at swearing-in ceremonies could bring lasting solution to the culture of misrule and abuse of office by desperate politicians only to the extent that it is done with respect to the peoples culture and values which are revered in such bonds that will compel politicians to play according to the rules of the oaths taken.

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# LEVEL OF IMPLEMENTATION OF COUNTERTERRORISM MEASURES AND THE JOINT REGIONAL ACTIONS AGAINST TERRORISM IN THE WEST AFRICA SUB-REGION

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## *Abstract*

*This study examined the level of implementation of counterterrorism measures and the joint regional action fight against terrorisms in the West Africa sub-region. Using the theory of collective security, the study was able to assess the joint action of ECOWAS in collaboration with local and foreign actors like the United States of America, France, African Union, European Union and the United Nations in the fight against terrorism. The qualitative research design and secondary data comprising existing literature on terrorism from 2001-2020 was employed. Findings revealed that ECOWAS declaration against terrorism was an instrument that provided common operational framework of actions to prevent terrorism in the West Africa sub-region. Also, study revealed that ECOWAS member's states had tried to prevent terrorism by eliminating the socio-economic and political conditions, such as poverty, unemployment and inequalities, which engender the rise of terrorists. However, several challenges are faced by ECOWAS member states in the implementation of the counterterrorism measures such as porous border, lack of capacity to process goods and people even in manned borders, terrorists and other armed groups exploit conditions of poverty, political instability, bad governance, corruption, and the absence of the rule of law to recruit, plan and train their members and even raise money for their nefarious activities. The study recommends among others that government must show strong commitment towards operationalizing national counterterrorism measures by providing the needed financial, human and technical resources. In addition, West African nations should deepen collaborations in critical areas of intelligence and information-sharing on terrorism.*

*Keywords: Joint regional action; Terrorism; Counterterrorism; ECOWAS; West Africa; Collective security;*

*JEL Classifications: 017; F51; F59*

## **Introduction**

In the West Africa sub-region, terrorist activities have been of immense security concern to the individual states and the Economic Community of West African States (ECOWAS) as a regional organization. A number of West African states have in recent year's experienced terrorist attacks in which lives were lost and public and private properties were destroyed. According to the African Union (AU, 2022), the relatively weak security structure, worsened by weak economies have made issues of terrorism a great concern in the West Africa sub-region. Fandom (2022) noted that security architecture of most West African countries are characterized by ill-equipped security agencies, inadequate collaboration among various agencies, poor communication network, general lack of logistics support, institutionalized corruption, low budgetary allocations for training of military personnel, poor intelligence gathering and information-sharing mechanisms and outmoded security gadgets have compounded the situation.

Security challenges in West Africa now appeared to be mostly transnational in nature coupled with the fact that West African countries borders are porous (Institute for Economics and Peace, 2022). The porosity of the frontiers is exacerbated by ECOWAS protocol on free movements of people, goods and services. Terrorists, therefore operate across borders easily, making all West Africa countries susceptible to terrorist attacks. This further facilitates terrorists and criminal gangs to also elude apprehension, as have been demonstrated by Boko-Haram in Nigeria and other terrorist groups in the sub-region (International Crisis Group, 2021). These terrorist groups have carried out attacks like abductions, suicide bombing, hijacking, mass murder, wanton assassinations and acts of sabotage of public and private properties, as well as the touching and desecration of religious and sacred places in the sub-region (Bala & Tar, 2021).

The challenging problem, however, is that the motivation for terrorism in a resource-rich, socially heterogeneous developing sub-region is confounded by additional dimensions such as economic deprivation, resource competition, and ethnic fractionalization; all of which interact to make the situation more intricate to understand or deal with, especially because of the relatively lower capacity of a typical developing economy to confront the increasing sophistication of terrorist activities (AU, 2021; African Union Peace and Security Council (AUPSC), 2020; Idaewor, 2020).

In recent years, terrorism have become rampant in West Africa; this is in view of the fact that a number of groups in the sub-region increasingly resorted to the use of the markers of terrorism (or terrorist acts), enunciated by international instruments like Organization of African Unity (OAU) convention on prevention and combating of terrorism of 1999 and ECOWAS political declaration and common position against terrorism of 2013 (Kelly, 2019; Adelaja, Labo & Penar, 2019; Blake, 2019). Regardless the collaboration by ECOWAS with other agencies, several terrorists groups in the West Africa sub-region has sprung up to mention but a few include Boko-Harm and Ansaru in northern Nigeria, Al-Qaeda in the Islamic Maghreb (AQIM) and Movement for Oneness and Jihad in West Africa (MOJWA), and ai-Mourabitoun and Front de Liberation du Macina (FLM), AQIM affiliates in Mali.

These groups have, at times without number, perpetrated premeditated violent attacks on people, state officials and state infrastructure, government institutions and national and multi-national organisations, thereby undermining the peace, security and stability of the sub-region (Chergui, 2019). The cross territorial nature of terrorism provokes the need for nations to put up a common front in the fight against terrorism. The rise in terrorist activities in the West African sub-region raises the need to investigate counterterrorism in line with the failure of the joint regional action towards the fight against terrorism in the West African sub-region.

### **Theoretical Underpinning**

The study was hinged on the theory of collective security (TCS) advocated by Cardinal Richelieu in 1629. Other notable scholars who have contributed tremendously in popularising the notion of collective security include Maurice (1936), Morgenthau (1948), Claude (1962), McLean (1996), Kupchan and Kupchan (1995) and Snyder (1999). Collective security can be understood as a security arrangement, political, regional, or global, in which each state in the system accepts that the security of one is the concern of all, and therefore commits to a collective response to threats to, and breaches of peace. Collective security is more ambitious than systems of alliance security or collective defence in that it seeks to encompass the totality of states within a region or indeed globally, and to address a wide range of possible threats.

According to Organski (1960), cited in Bach (2005), TCS is premised on five (5) basic axioms. First, in an armed conflict, member nation-states can agree on which nation is the aggressor; second, all member nation-states are equally committed to contain and constrain the aggression, irrespective of its source or origin; third, all member nation-states have an identical freedom of action and ability to join in proceeding against aggressor; fourth, cumulative power of cooperating members of the alliance for collective security is adequate and sufficient to overpower the might of the aggressor; and lastly, in the light of the threat posed by the collective might of the nations of a collective security coalition, the aggressor nation will either modify its policies or be defeated.

As posited by Nishida (2008) cited in Weber (2003), that greater powers might choose to form an alliance even when it has the capability of adequately confronting an aggressor alone, but forming an alliance could save its economic and military resources by cost sharing with the members of the alliance; this means that collective security has advantages. According to Kupchan and Kupchan (1995), cited in Ajala (2018), there are two (2) main advantages of collective security, in that it provides for a more effective balancing against aggressors and promotes trust and cooperation. Collective security provides more effective balancing against aggressors by embracing more effective mechanisms for confronting threats when they emerge, making aggression less likely by ameliorating the competitive nature of international relations.

As applied to this study, collective security posits that formation of ECOWAS as a sub-regional organisation is saddled with the responsibility of maintaining regional security structures required to promote peace operations capacity and conduct peace operations within their region. Regional cooperation is essentially a voluntary collaboration, inter alia, for execution of joint projects and development of common resources. This may be for the overarching purpose of creating access to markets and establishment of mechanisms that minimize conflicts and maximize internal and external economic, political, social and cultural benefits (Awojobi, 2014; Awoyemi, 2012). From the foregoing, it is obvious that cross boarder acts of terrorism can destabilize the overarching purpose and negatively affect the process of integration and cooperation by the West African sub-region. According to Azad, Crawford and Kaila (2018), the development of collective security as a result of terrorism is an example of a bitter seed producing a usable fruit.

The theory believes that regional integration and cooperation has led to ECOWAS effectively engaging terrorist groups in most West Africa countries. It may be difficult to explicitly measure the success of the regions offensive due to difficulty in completely eradicating terrorism. However, some successes have been recorded in countries like Nigeria, Chad and Cameroon and have shared information amongst each other to jointly defeat terrorist groups in the region. Nevertheless, TCS has been criticised for being idealistic on issues like defining crisis and intervention, self-help strategy over collective security, state sovereignty, responsibility to protect (R2P) principle and others which were not adequately addressed by collective security.

## **Method**

This study employed qualitative design by relying on prior literature on terrorism in West Africa sub-region, the world over; specifically, prior literatures on terrorisms were reviewed. In this regard, three (3) West Africa sub-region countries were examined: Nigeria, Niger Republic and Cameroon. The study seeks to achieve two outcomes; first, via the use of literature, we assessed the level of implementation of counterterrorism measures in the West African sub-region.

Second, via the use of literature, we assessed the international community role such as ECOWAS in collaboration with other agencies towards the joint regional action against terrorism in the West African sub-region. Furthermore, the major instrument of data collection was secondary data; thus, secondary data were obtained from the published academic journals, conference papers, statistical bulletins and government websites that focussed on terrorism in West Africa and supplemented by broad-based literature on terrorism outside the West Africa sub-region.

## **Discussion**

### **Implementation Level of Counterterrorism Measures in West African Sub-Region**

The menace of terrorism emerged from complex and deep rooted political, economic, social and developmental deficits. While religion, especially political Islam, is often cited as a primary cause of terrorism, it is not the immediate cause since religious groups in West Africa have coexisted peacefully for centuries. Nonetheless, in recent times, religious extremism, particularly its violent radicalization, has become the fault line used by terrorist groups to garner support and sympathy for their actions, as well as to guarantee recruitment. Groups such as Al-Qaeda in the Islamic Maghreb (AQIM), Movement for Unity and Jihad in West Africa (MUJAO), Boko Haram, Ansar Dine, Ansar Sharia, and Jama'atul Ansarul Musilimina Fi Biladis Sudan (JAMS - Ansaru) have become major sources of insecurity in the region.

These political and social entities constitute an 'unholy alliance' of like-minded movements or 'strange bedfellows' operating in an 'arc of instability' in the region. As a result of the rising menace of terrorism, West African states have enacted domestic anti-terrorism legislation. In the past, there was little attention paid to dealing with terrorism as most states prioritized tackling challenges of poverty, conflict, and underdevelopment. Now, various West African states pursue national, bilateral and regional efforts to counter terrorism, albeit with mixed outcomes. This brief argues that terrorism in West Africa poses a potential regional security predicament. Many factors such as weak states, porous borders, availability of small arms and light weapons (SALW), relatively free movement of persons and goods, the youth bulge, and the growing networks of transnational criminals make terrorism a regional concern that requires holistic regional responses. This especially holds true for West Africa as most countries do not have sufficient human capacity, resources, legal frameworks and technology to fight terrorism. For instance, several factors such as security sector corruption, mismanagement and lack of resources have constrained the Nigerian security force's response to the Boko Haram threat over the years.

A recent military offensive by Nigerian, Cameroonian and Chadian forces in the run-up to Nigeria's elections in 2015 led to major setbacks for the terrorist group, pushing it out of some strongholds. While sporadic attacks still occur, this development clearly shows that with the appropriate strategies, political will and resources, terrorism can be contained. This brief, therefore, examines prospects and challenges of the Economic Community of West African States (ECOWAS) Counter-Terrorism Strategy and Implementation Plan (hereafter known as the ECOWAS Strategy). Each region in Africa has its own peculiar security and terrorist threats that require specially devised responses. In this regard, ECOWAS has established various legal mechanisms and normative frameworks to

deal with West Africa's security challenges. With particular reference to terrorism, Article 3 of the ECOWAS Protocol for conflict prevention, management, resolution, peacekeeping and security (1999) stipulates that combating international terrorism is an objective of the regional body. Another initiative is the Inter-Governmental Action Group against Money Laundering (GIABA), which is mandated to strengthen the capacity of member states to prevent and control money laundering and terrorist financing in the region.

The West African Police Chiefs and Committee of Chiefs of Security Services also play important functions. Nonetheless, these and several other initiatives have not adequately curbed terrorism in the region. ECOWAS therefore took a further step at the 42nd Ordinary Session of the Authority of Heads of State and Government in February 2013 to adopt a Political Declaration and Common Position against Terrorism. This resulted in the ECOWAS Counterterrorism Strategy and Implementation Plan. Again, at the 42nd Extraordinary Session of the Authority of ECOWAS Heads of State and Government held in Accra, Ghana, on 30 May 2014, ECOWAS reaffirmed its determination to combat terrorist threats. The purpose of the Declaration and the Strategy is to provide a common operational framework for action to prevent and eradicate terrorism and related criminal acts in West Africa, while protecting human security and creating the enabling conditions for sound economic development and the overall wellbeing of all citizens of West Africa. This strategy also seeks to give effect to regional, continental and international counter-terrorism instruments, such as the Organization of African Unity (OAU) Convention on the Prevention and Combating of Terrorism and its Protocol; the African Union (AU) Plan of Action on the Prevention and Combating of Terrorism in Africa, and all other decisions and measures taken by the AU, including the Comprehensive African Anti-Terrorism Model Law.

The ECOWAS strategy adopts a three-pronged approach to counter terrorism: prevent, pursue and reconstruct. This approach is informed by the view that member states should as a matter of priority make every possible effort to prevent terrorism from occurring. If prevention fails, they should pursue and bring to justice at all costs the perpetrators of terrorist acts and repair any damage that such acts may cause to individuals and society as a whole. Positive results of this three-pronged approach require systematic and effective implementation at all levels. In this regard, the first pillar requires member states to undertake a wide range of activities to prevent the occurrence of terrorism. This includes monitoring political, socio-economic and cultural activities to eliminate conditions conducive for terrorism.

The second pillar seeks to enable member states to undertake rapid and effective responses to terrorism when it occurs. This pillar, anchored on criminal justice, provides for both military and non-military responses to terrorism. The third pillar deals with the aftermath of a terrorist act and is aimed at rebuilding society, reasserting state authority and enabling the state to heal social wounds caused by terrorism and counter-terrorism activities. The ECOWAS political declaration and common position against terrorism Adopted in Yamoussoukro, Côte d'Ivoire, on 28 February 2013 that clearly described the 3 pillars for implementing counter- terrorism strategies by the West Africa sub-regional countries are described below (ECOWAS, 2013a; 2013b; 2015; 2016).

### **Pillar 1: Prevent**

The goal of the 'Prevent' pillar is to identify key areas where Member States should take actions with a view to detect and prevent terrorism before it emerges. The 'Prevent' pillar therefore seeks to address and eliminate conditions conducive to terrorism as contained in the UN General Assembly's 2006 Global Counter-Terrorism Strategy. States are encouraged to promote policies aimed at addressing the root causes of terrorism, including poverty and widespread unemployment, economic and political marginalisation of some groups, human rights abuses, corruption, weak security institutions and illicit trans-border activities. Specific policies should also be developed to counter terrorist propaganda, dissuade and deter people from turning to terrorism and deny terrorists access to funds, materials and space with which to plan and launch their attacks.

The ECOWAS Conflict Prevention Framework identifies a number of cooperation areas, actions, activities, programmes and institutions likely to assist in the effective prevention of conflicts and threats from terrorism. The effective prevention of terrorism involves various national and regional authorities, including legislative, financial, law enforcement, military, judicial, educational and social institutions, all of which enable a state to detect, intercept and disrupt terrorist activities. A successful preventive measure is one that is conducted with the full or strategic involvement of local communities. Terrorists have families, friends, relatives and collaborators, who could provide important clues about their activities, whereabouts and support means. Implementing this Goal, priority areas of intervention adopted by ECOWAS are:

### ***Total rejection of terrorism***

- Every Member State should unambiguously and unequivocally reject terrorism in all its forms and manifestations irrespective of wherever it may occur or whoever may have committed it, as a serious criminal offence; and
- Implement a zero-tolerance policy on terrorism.

### ***Eliminate conditions conducive to the spread of terrorism***

- Intensify efforts to fully implement all ECOWAS, AU and UN instruments relating to the maintenance and promotion of peace and security in West Africa and for the prevention and combating of terrorism;
- Cooperate with the Counter-Terrorism Implementation Taskforce (CTITF) to effectively implement the UN Global Counter-Terrorism Strategy, which identifies areas where states must take actions to eliminate conditions conducive to the spread of terrorism, including measures to prevent and combat terrorism, measures to build and strengthen states' capacity and for the full respect of human rights;
- Intensify efforts to resolve all armed conflicts and other conditions of instability by promoting national reconciliation, interfaith dialogue, conflict prevention, management and resolution;
- Adopt and, where necessary, review and strengthen legislation and policies to ensure transparency, equality, inclusivity and the broad-based representation of various segments of society, including ethnic, religious, gender and youth groups, in all government's political and economic platforms;
- Implement a zero-tolerance policy against racism and other forms of discrimination based on ethnicity, gender, religion, nationality or political opinions; and
- Strengthen the role of relevant civil society and media organisations on matters relating to counter-terrorism, particularly in the domains of communication and negotiation.

### ***Enhance early warning and operational intelligence coordination***

- Develop and strengthen proactive and operational capabilities to anticipate, detect and disrupt terrorist activities;
- Expand the mandate of the ECOWAS Early Warning and Response Network (ECOWARN) to include terrorism indicators;
- Enhance operational coordination with intelligence services (including the Committee for Coordination of Security Services (CCSS), police and military services) at both the national and regional level. The CCSS shall serve as a central body for the coordination of information and activities of police and law enforcement agencies working on counter-terrorism issues, particularly those involved in the collection of information about, investigation of and first response to criminal acts;
- Enhance the sharing of information among Member States, at both the regional and international level;
- Develop a West African database on terrorist activities, including terrorist groups, networks, their leaders, headquarters, movement, training camps, means and sources of funding, and means of acquisition of arms and explosives, as well as on their recruitment, communication and propaganda methods;
- Strengthen operational collaboration with INTERPOL, the AU Committee of Intelligence and Security Services in Africa (CISSA) and the African Centre for the Study and Research on Terrorism (ACSRT), as well as other regional and international mechanisms, with a view to receive, share and disseminate relevant information;
- Coordinate and share information with other regional mechanisms such as SADC, IGAD, ECCAS/CEMAC and UMA, as well as with other organisations and partners;
- Support and collaborate with relevant civil society organisations on the collection and dissemination of information for the detection and prevention of terrorist activities;
- Support the creation of programmes in Member States for dealing with vulnerable youths; and
- Strengthen the capacity of States through the provision of adequate equipment to deal with terrorists.

### ***Deny terrorists the means, space and technical capacity to carry out operations***

- Suppress the financing of terrorism by freezing all terrorist funds and assets, and enforce strict regulations on financial and non-financial institutions, including money transfer networks and businesses, to ensure that such transactions and funds do not support terrorism whether directly or indirectly. To this end, states should ratify and/or accede to and fully implement the UN Convention for the Suppression of the Financing of Terrorism and all relevant UN resolutions, including the Security Council's resolutions 1267 (1999) and 1373 (2001), Scrupulously implement all relevant instruments and decisions adopted by ECOWAS policy organs, including the existing AU, UN and international legal instruments on preventing and combating the illicit manufacture and development, acquisition or possession, proliferation, circulation, transfer, accumulation or stockpiling and



use of small arms and light weapons, and weapons of mass destruction, including biological, chemical, nuclear and radiological weapons

- Intensify efforts to refuse terrorists access to explosive materials, including commercial explosives such as TNT and dynamites, by enforcing international standards, including stringent requirements for the marking of explosives and end-user reporting, in order to prevent illicit transfers and misuses of explosive materials;
- Adopt and enforce stringent regulations on the control of the transfer and circulation of small arms and light weapons. Such measures should include compulsory inventory, identification and declaration at various levels of transfer and end user. Of particular importance is the need to regulate and monitor the production, stockpile, possession, acquisition of and access to weapons and explosives, particularly their transfer to non-state end users. States should enforce stringent control measures such as inventory, licensing of dealers, record-keeping of sales and purchases and ban on all transfer of man-portable air defence system (MANPADS);
- Cooperate with relevant regional and international institutions that provide expertise and technical assistance on such matters, such as the ECOWAS Programme on Small Arms, International Atomic Energy Agency (IAEA), UN Office on Drugs and Crime (UNODC), UN Programme of Action on Small Arms (UNPoA), Security Council Counter-Terrorism Committee (CTC) and Executive Directorate (CTED), Security Council Resolution 1540 Committee, the Organization for the Prohibition of Chemical Weapons (OPCW), Biological Weapons Convention (BWC) Panel, and the Comprehensive Nuclear Test-Ban Treaty Organization (CTBTO), as well as relevant civil society and media organisations;
- Ensure maximum security and comply with international safety standards for nuclear energy installations, including the transfer of sensitive facilities, technology and material (such as uranium) usable for nuclear weapons or other explosive devices. Any enrichment facility or enrichment technology should be designed or operated in accordance with internationally approved standards. To this end, states shall enforce a strict ban on the unlawful possession, transfer of and trade in uranium and other materials that may be diverted towards the production of explosives or their precursors;
- Develop and strengthen national legislations and capacity to enforce cybersecurity regulations, including the ability to detect, monitor and intercept terrorist activities through the use of the internet and other forms of wireless and electronic communication; and
- Prohibit and criminalise the use of their territories, including air, land, and maritime spaces, for planning, recruiting, financing and supporting the commission of terrorist acts against their people or against other states.

#### ***Prevent extremism and radicalisation***

- Develop measures to identify and counter the propaganda methods used by extremist sects to lure and recruit youths and other vulnerable groups into violent and radical ideologies;
- Work with religious and community leaders, scholars and relevant civil society groups to develop de-radicalisation and reintegration programmes and to promote mainstream religious teachings, interfaith and inter-ethnic dialogues, and reconciliation. Such programmes should seek to address the conditions conducive to youth radicalisation, including unemployment, lack of participation and representation in political and economic processes, injustices, lack of education, social delinquencies, frustration and deprivation;
- Faith-based institutions, including churches and mosques, should be encouraged to participate in government programmes and to take initiatives to prevent radical ideas and extremist elements that seem to have empathy with terrorism;
- Develop and, where necessary, enhance counter-terrorism curricula for schools and universities to promote awareness of terrorism and counter-terrorism measures;
- Develop and, where necessary, strengthen national laws to criminalise recruitment, propaganda, incitement, support for or the attempt or conspiracy to participate in violent radical ideologies, including hate crimes and the use of religion to commit violent acts leading to death, injury or damage to property;
- Eliminate racism and other forms of discrimination; and
- Prevent occupation, colonialism and other forms of domination.

#### ***Promote democratic practices and the protection of human rights***

- Intensify democratic practices as enshrined in the ECOWAS Protocol on Democracy and Good Governance Supplementary to the Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security, the African Charter on Democracy, Elections and Governance, as well as other relevant international legal instruments to which Community Members have acceded;

- Promote broad-based participation and equitable representation, as well as accountability and transparency in all government economic, socio-political and cultural programmes and institutions;
- Ensure that human rights as enshrined in the 1981 OAU Charter on Human and People's Rights, various UN conventions and the 1948 Universal Declaration on Human Rights and the International Covenant of Civil and Political Rights are protected and enjoyed by every ECOWAS citizen. To this end, Member States shall take every measure to ensure that actions taken to prevent and combat terrorism, including the legislative and operational activities of police and law enforcement officers, do not infringe on these rights;
- Prohibit torture in all its forms and manifestations and other degrading and inhumane forms of treatment, as well as discrimination on racial, ethnic or gender basis against minorities and terrorist suspects;
- Ensure that the arrest, detention, imprisonment or forced expulsion/deportation and other sanctions against terrorist suspects are conducted strictly within the framework of the law. To this end, all Member States shall ensure that the arrest, detention, forced expulsion/deportation and/or imprisonment of terrorist suspects are conducted in strict compliance with the due process of the law;
- Ensure that police and law enforcement officers are properly trained on counterterrorism and human rights issues. To this end, ECOWAS shall develop its own appropriate Counter-Terrorism Training Manual that shall include modules on specific regional challenges, with a view to build and augment Member States' capacities and skills in core counter-terrorism areas, including the protection of human rights, implementation of international, continental and regional counterterrorism instruments, intelligence gathering and sharing, investigation of terrorism-related offences and strengthening counter-terrorism cooperation in West Africa; and
- Take all necessary measures to discourage and stamp out corruption in both private and government sectors, particularly among police and other security and judicial officers, and set out severe penalties for violators.

## **Pillar 2: Pursue**

While priority is being given to every endeavour to prevent terrorism from occurring, in the event where terrorism does occur, Member States shall take all necessary measures to minimise its impacts on communities and on national security in general. The 'Pursue' pillar is aimed at enabling Member States to undertake rapid, timely and effective responses to terrorism when it occurs. The main objectives are to disrupt terrorists' planning, networks and activities; investigate and bring terrorist leaders and their followers, supporters and sympathisers to justice to the full extent provided by the law; cut off terrorists funding and access to equipment, finances, training and meeting grounds; and create a hostile environment for terrorists in the region with a view to eliminate future threats. Implementing this Goal, priority areas of intervention adopted by ECOWAS are:

### ***Sign, ratify and/or accede to and effectively implement regional, continental and international counter-terrorism legal instruments***

- Become party to all ECOWAS, AU, UN and other universal conventions and protocols against terrorism, as a matter of urgent priority (see annex for list of instruments);
- Take all necessary legislative, executive and judicial measures to fully domesticate and enforce the provisions of the abovementioned instruments;
- Establish at the level of the Commission a Counter-Terrorism Technical Assistance Directory to enable states in need to find and receive technical assistance; and
- Monitor effective implementation by maintaining an updated list of States' compliance with all regional, continental and international legal instruments.

### ***Enhance the rule of law and cooperation on criminal justice matters***

- Strengthen the legal framework and codification regimes against terrorism;
- Make terrorist offences punishable with severe penalties under national law;
- Encourage Member States, particularly those that have not done so yet, to, as a matter of urgency, enact and where necessary strengthen national legislation to domesticate and enforce relevant AU norms and regulations, and to incorporate all criminal justice aspects of counter-terrorism as provided in the AU Comprehensive African Antiterrorism Model Law, 1999 OAU Convention on the Prevention and Combating of Terrorism and its Protocol thereto, as well as the fourteen universal conventions and four additional protocols against terrorism. Legislation need to:
- Criminalise wilful attempts to commit acts of terrorism, including inciting, supporting, abetting, and soliciting support, and/or providing, receiving or participating in training or instructing, recruiting and/or possessing materials intended for the commission of a terrorist act;

- Ensure that any emergency powers of the police and law enforcement agencies to search, arrest and detain terrorist suspects are asserted in accordance with national and human rights law;
- Provide clear guidelines on the seizure and forfeiture of terrorist assets, including materials, weapons and finances, with a view to prevent, disrupt and suppress plans to commit acts of terrorism;
- Provide for a central authority for receiving and coordinating requests for extradition and mutual legal assistance;
- Provide support to victims of terrorism;
- Protect human rights in counter-terrorism actions;
- Guarantee physical and social protection to witnesses and their family members and collaborators;
- Prohibit terrorist blackmail and demands for ransom;
- Prohibit the payment of ransom to terrorists and other criminal groups; and
- Combat other transnational organised crimes with proven links to terrorism.
- Extend to one another all measures of cooperation in and assistance on criminal matters, including the investigation and prosecution of terrorist acts. Such cooperation, whether at the international or regional level, may be formal and informal, to enable the flexibility and efficiency of national judicial systems to pursue terrorists everywhere in a timely manner within the region, and to handle complex counter-terrorism cases, including issues related to the forensic, technological and financial aspects of investigation and prosecution of terrorist crimes;
- Regularly train and sensitise criminal justice officials, including judges, investigators, prosecutors and defence lawyers, on new developments in the field of international cooperation on criminal matters and counter-terrorism;
- Cooperate on matters relating to extradition as provided in the ECOWAS Conventions on Extradition and Mutual Legal Assistance in order to enhance cooperation on criminal matters and to be able to bring terrorists to justice. To this end establish and recognise the legality of an ECOWAS Arrest Warrant (ECOWARRANT), an ECOWAS Counter-Terrorism Coordination Bureau (ECOCTB) and an ECOWAS Black List of Terrorists and Criminal Networks (ECOLIST). The ECOWAS Warrant shall also enable Member States to cooperate in giving and obtaining evidence in other Member States; and
- Regularly update national legislations and regulations on international cooperation in criminal matters and encourage states to conclude regional agreements on cooperation on extradition and mutual legal assistance with neighbouring and nonECOWAS countries. To this end, Member States should be strongly encouraged to ratify and/or accede to the Rabat Convention on Extradition and Mutual Legal Assistance and other relevant regional and international agreements.

***Improve cooperation on border control and surveillance, including aviation and maritime security***

- Strengthen cooperation on border control and surveillance at both formal and informal ports of entry/exit, without prejudice to the ECOWAS protocols and regulations on the free movement of persons, goods and services;
- Establish and/or strengthen and equip common border patrol mechanisms, including joint border commissions, to regularly conduct assessments of threats and vulnerabilities of borders;
- Strengthen measures to detect forgery and falsified documents and to report and share such information with relevant Member States;
- Report all suspicious passports and identification documents, including goods and services not in compliance with the ECOWAS protocols and regulations on interstate road transit of goods and inter-state road transportation between ECOWAS Members;
- Scrupulously enforce provisions of relevant international conventions and protocols on the safety of civil aviation, law of the sea, maritime navigation and fixed platforms on the continental shelf;
- Enact and, where necessary, strengthen national legislations and the criminal justice regimes against piracy and other criminal activities on the high seas to ensure that perpetrators of such acts are effectively investigated, prosecuted and deterred;
- Ensure that all vessels sailing on or using states' maritime spaces are registered with long-range identification and tracking systems, and that commercial users are properly registered and licensed;
- Strengthen cooperation and coordination with the International Civil Aviation Organization (ICAO), World Customs Organization (WCO), International Maritime Organization (IMO) and the UNODC to put in place specific regulations for the inspection of cargo originating in, exiting, transiting or being trans-shipped through a state, for the promotion of customs-to-customs cooperation on the in-bound and out-bound security inspection

and the use of standardised targeting and screening criteria to detect and prevent drug, arms and human trafficking within the framework of relevant regional, continental and international instruments; and

- Stamp out corruption at border control points, particularly air, sea and land borders, to render them more effective in detecting criminals and terrorist elements, including drugs, illicit arms and other unlawful activities.

### ***Suppress and criminalise the financing of terrorism and associated money laundering***

- Criminalise terrorist financing, including the attempt to finance terrorism and ancillary offences consistent with the requirements of the UN 1999 Convention for the Suppression of the Financing of Terrorism, and UN Security Council resolutions 1267 (1999) and 1373 (2001);
- Make the offence of terrorist financing a predicate offence to the money laundering offence. To this end, the criminalisation regimes should be carried out on the basis of the 1988 UN Convention of Vienna and 2000 UN Convention of Palermo;
- Ensure that both financial and non-financial sectors are subjected to stringent antimoney laundering/anti-terrorism financing obligations consistent with the FATF Recommendations, in particular customer due diligence, reporting suspicious activities and monitoring transactions and business relationships;
- Criminalise the demand for payment of ransom by terrorist groups and make the payment of ransom to such groups a predicate offence under national law with appropriate and proportionate punishment;
- Establish a fully operational Financial Intelligence Unit (FIU) in each state and improve its capacity to receive, analyse and disseminate suspicious money laundering/terrorist financing-related transactions/activities;
- Ensure that money/value transfer services are registered or licensed and subject to all national, regional and international regulations, including the FATF Recommendations that apply to financial institutions. To this end, states should adopt and harmonise regulations, including those relating to wire transfers and remittances, and non-profit or charity groups/organisations, as well as those of cash couriers, in accordance with GIABA regulations, to ensure that they are not exploited by terrorist and other criminal groups;
- Develop and strengthen capacities (human, material and financial resources) and regularly train personnel in charge of combating terrorist financing and money laundering (including police, law enforcement agents and FIUs) and, where necessary, seek technical assistance to build such capacity, including from GIABA and other specialised institutions;
- Put in place effective mechanisms to provide the widest possible range of mutual legal assistance and information exchange on cross-border illicit financial activities and movements of terrorist assets, as well as measures aimed at strengthening states' ability to monitor, detect and disrupt suspicious or terrorist activities. Offences related to terrorist financing should apply to natural and legal persons who knowingly engage in terrorist financing activities. They should be subject to effective, proportionate and dissuasive sanctions; and
- States are to carry out these measures in full respect of human rights and in a manner that does not disrupt or impede in any way the smooth flow of economic activities.

### ***Protect critical infrastructure and diplomatic premises and other foreign interests***

- Identify and increase security at critical infrastructures and soft targets, including airports, seaports, major roads, historical and cultural infrastructure, government offices, markets and shopping malls, stadiums, stock exchanges, social theatres, and foreign diplomatic premises and installations (including companies, organisations, vessels, cars and couriers);
- Criminalise acts that target critical infrastructure and diplomatic premises and other foreign interests in the territories of Member States, and provide for severe penalties for offenders;
- WAPCCO together with Interpol shall issue periodic alert notices, based on wellinformed intelligence, to public bodies, international organisations, diplomatic representations and other agencies, about any possible threats from terrorism, particularly in relation to hidden weapons, parcel bombs and other dangerous materials; and
- Regularly train personnel on the protection of critical infrastructures; to build a readiness capacity to respond rapidly to a terrorist attack; and to perform technical operations such as disarming or deactivating explosives, cordoning off the crime area, dealing with victims and collecting materials for forensic evidence.

### ***Enhance the ability of Member States to develop a criminal justice response to terrorism***

- Develop dedicated units of prosecutors in Member States who can be called upon to prosecute terrorism-related cases; and
- Assist Member States to establish specialised units within law enforcement agencies and the Gendarmerie (assisted by the military where necessary) to investigate terrorism-related offences, hostage negotiations and bomb disposal.

### ***Strengthen cooperation with civil society and media organisations on the prevention and combating of terrorism***

- Put in place a framework with which to engage civil society and the media in order to enhance their contribution to the prevention and combating of terrorism;
- Encourage media reporting on terrorist incidents to focus on the plight of victims and the criminal nature of the attacks, with a view to eliminate sympathy for, empathy with or the glorification of the perpetrators of terrorist acts;
- Provide regular information to the media on the government's counter-terrorism strategy;
- Sensitise communities about the consequences of terrorism on economic development and the government strategy;
- Develop national strategies for better communication on matters relating to the prevention and combating of terrorism, utilising all possible channels and networks of communication to ensure an effective and coherent strategy; and
- Involve civil society and media organisations in all major national, regional and international counter-terrorism forums and other platforms.

### ***Training and capacity-building on the prevention and combating of terrorism***

- Allocate substantial resources, including personnel, materials and equipment, for the prevention and combating of terrorism;
- Put in place within the Commission, an ECOWAS capacity-building programme against terrorism in order to effectively coordinate, harmonise and implement counter-terrorism training programmes for both civilian and military personnel;
- Develop specialised training courses on counter-terrorism matters, including intelligence gathering and sharing, investigation, prosecution and extradition, and international cooperation. To this end, an ECOWAS Counter-Terrorism Training Manual shall incorporate special modules for criminal justice officials; and
- Regularly train relevant states officials with a view to develop and strengthen operational skills to undertake technical counter-terrorism operations, including capabilities to perform forensic analysis, preparation of statutory reports, and drafting and processing mutual legal assistance (MLA) and extradition requests.

### **Pillar 3: Reconstruct**

The aftermath of terrorism and even counter-terrorism could destroy the social fabric of society. People lose confidence in the state and its ability to protect them, and at times terrorism pits social groups against each other in accusations and counter-accusations. The 'Reconstruct' pillar is aimed at rebuilding society and enabling the state to heal social wounds caused by terrorism and counterterrorism. Implementing this Goal, priority areas of intervention adopted by ECOWAS are:

#### ***Protect the rights of victims***

- Establish an institutional and legal mechanism with the mandate to protect the rights of victims of terrorism, and endow such mechanism with all the means and resources, including powers to utilise funds and proceeds seized from terrorists for the benefit of victims;
- Funds seized or recovered from terrorists may be distributed to terrorist victims or their families, with a view to facilitate their social rehabilitation and reintegration, as well as their security;
- Provide other forms of assistance to victims, including medical care and reintegration into normal social life; and
- Ensure that the international dimension of counter-terrorism, such as extradition, takes into account the victims' rights and best interest. In this context ensure that victims are kept well informed of proceedings and outcomes.

#### ***Support and reconcile communities***

- Support in every manner the communities of victims of terrorist acts, including moral, political, economic and social support;
- Take measures aimed at reconciling communities, particularly in the aftermath of a terrorist incident, by promoting dialogue and emphasising the individuality of terrorists and not their social, economic, racial, ethnic, cultural, religious or political background. In this context, the goal is to isolate the terrorists, their ideology, slogans and propaganda from the communities that they claim to represent; and

- Rebuild and strengthen state and social cohesion by implementing programmes that unite communities, promote national pride, and demonstrate state control of the situation, as well as its determination to bring perpetrators to justice.

#### ***Repair social contract***

- Take immediate actions in the aftermath of a terrorist attack to reassure the people that the state is in control of the situation, keeping people well informed about measures being taken, including the investigation and prosecution of suspects;
- Enhance operational synergies in the activities of law enforcement agencies and local communities in order to bring security closer to local communities and to ensure trust and transparency;
- Promote education and other social benefits, including community development projects for victims of terrorist acts;
- Promote counter-terrorism curricula in schools and universities and training on what to do in the event of a terrorist attack; and
- Establish direct hotlines and emergency numbers and persons or places to contact in the event of a terrorist act or suspicious terrorist activity.

#### ***Develop national counter-terrorism strategies***

- Develop a national counter-terrorism strategy that addresses the various dimensions of the threat of terrorism, including an approach to counter terrorists' propaganda, recruitment, sources of funding and radicalisation. Such strategies should draw from and aim at giving practical effect to full implementation of ECOWAS strategy and other applicable instruments;
- Ensure that all relevant national stakeholders are involved in the development and implementation of the strategy; and
- Promote national awareness to strengthen support for and implementation of this strategy

These 3 pillars of counter-terrorism strategy recognizes that mutual legal assistance in the area of intelligence, investigation, prosecution and counter-terrorism operation is an absolute necessity to meet the shortfall and disparities in capabilities of member states. Member states are entrusted with the primary responsibility for the full and effective implementation of this strategy. The implementation plan recommends specific actions to be undertaken at various levels to realize the goals of the strategy. It outlines the establishment of structures such as the ECOWAS Counter-Terrorism Coordination Unit and features like the ECOWAS Arrest Warrant and Black List of Terrorist and Criminal Networks. It also calls for the adoption of an ECOWAS Counter-Terrorism Training Manual and establishment of a training centre for counterterrorism capacity building. In order to ensure continued focus on implementation of the strategy, and to regularly reassess progress and challenges, member states are expected to agree on a time frame for periodic evaluation and reporting on the measures taken and challenges encountered in the implementation of the strategy.

As active, pragmatic and proactive as ECOWAS has been in the fight against terrorism in the West African sub-region, its efforts have been constrained and limited by two factors. The first is the lack of willingness and commitment or better put the lacklustre approach of the organisation and its member states to implement counterterrorism decisions and legally binding instruments. This is in the sense that though ECOWAS as an institution is a platform for states in the region to deliberate, articulate and develop ways of combating regional challenges, member states of the organisation have often failed to fully cooperate with one another and with the institution to achieve the goal. For example, a number of the member states of ECOWAS, namely Nigeria, Guinea, Cape Verde and Sierra Leone, defaulted in the submission of their 2015 annual country reports to GIABA (2015), thus hindering the assessment of the state of terrorism financing and money laundering in them as well as the possible areas of technical assistance they could have received from GIABA. Similarly, financial constraints, arising from the failure of member states to honour their financial commitments to ECOWAS, have limited the capacity of its institutions, including those on counterterrorism, to perform optimally.

The implementation of some of the activities of GIABA between 2011 and 2014, for example, fell below the optimal (66.36%) level, due to shortage of funds that all ECOWAS institutions experienced at the time. The level of achievement that GIABA even had at the time, though below the optimal level, was largely due to financial assistance it received from development partners, particularly the African Development Bank. Also, not all

ECOWAS member countries have ratified, signed or acceded to relevant binding international legal instruments on counterterrorism. For example, though a majority (13 out of 15) of the member states have ratified the 1999 OAU Convention on the Prevention and Combating of Terrorism as of 2017 (AU, 2017), only 7 of the 18 UN and universal instruments on counterterrorism have been ratified by all the states in the region (ECOWAS, 2013a; ECOWAS Info, 2015; Ehovai, 2018).

In the same vein, ECOWAS member states have provided irregular reports to the CTC and even fewer reports per UNSC Resolution 1624, a resolution designed to improve border security and encourage member countries to submit updates to the CTC. The implications of this are two. The first is that the defaulting states have failed to develop national mechanisms to implement the instruments and the second is that the situation has undermined ECOWAS's efforts to develop region-wide mechanisms to implement the instruments. In addition, ECOWAS itself has been slow and lethargic in implementing its own counterterrorism decisions. This reflects in the fact that the mechanisms (and the entire strategy) approved for creation and implementation by the Political Declaration and Common Position against Terrorism of 2013 have not been fully functional, contrary to the stipulation that they should be operational within 6 months from the date, 28 February 2013, of the adoption of the document.

The second challenge ECOWAS has confronted in its bid to combat terrorism in the sub-region has been the character of the international political environment, particularly as it relates to the high-stake politics and struggles involving the AU and UN, contributing to the undermining of its initiatives. The general character of the international system, as defined by the UN Charter, is that regional and subregional organisations must seek the approval of the UNSC before undertaking the use of force. Chapter VIII, Article 53, of the Charter stipulates that no enforcement action shall be taken under regional arrangements or by regional agencies without the authorization of the Security Council (UNSC, 2014). This is further reinforced by Article 54 of the same Chapter VIII of the Charter, which states that the Security Council shall at all times be kept fully informed of activities undertaken or in contemplation under regional arrangements or by regional agencies for the maintenance of international peace and security.

These provisions have often created legitimacy problems for enforcement actions unilaterally or collectively undertaken by regional and sub-regional organisations, most of whom only secured the approval of the UN retroactively. Also, although sub-regional organisations are part of the security architecture of the AU, their activities in the realm of security are coordinated by the Peace and Security Council and chairperson of the Commission of the Union. Specifically, Article 16(3) of the Protocol Relating to the Establishment of the Peace and Security Council of the African Union stipulates that regional mechanisms (inclusive of sub-regional bodies) should 'keep the Peace and Security Council fully and continuously informed of their activities and ensure that these activities are closely harmonised and coordinated with the activities of the Peace and Security Council' (AU, 2015a, 2015b). By this, unilateral military interventions by subregional organisations are foreclosed, as the organisations have to subject their activities in the field of security to the Peace and Security Council—an organ responsible for recommending military interventions and the modalities of such interventions to the Assembly of Heads of State and Government of the Union, which has the power to authorise such actions.

Challenges of ECOWAS CounterTerrorism and Counter-Insurgency Move Despite the gains made by ECOWAS in restoring peace in war-torn areas and its effort to stamp out terrorism in the region, it is apparent that the organisation still has a lot to do to counter terrorism and other unlawful activities in the region. Some factors had and are still playing an active role in inhibiting the performances of ECOWAS. In a workshop organised by the government of Nigeria and the United Nations Counter-Terrorism Implementation Task Force (CTITF) on 31st October to 1st November 2013 in Abuja, participants repeatedly cited porous border as a serious challenge in the region. Even at manned border posts, the capacity to reliably process people and goods is often missing. Terrorism in one Member State can reverberate to other States. Terrorists and other armed groups exploit conditions of poverty, political instability, bad governance, corruption, and the absence of the rule of law to recruit, plan and train their members and even raise money for their nefarious activities.

The point being made here is that since the borders of the countries of West Africa remain porous and poorly manned, ECOWAS efforts at countering terrorism and insurgency would always be challenged. Again terrorism cannot be tackled by military means alone. It requires a broad range of policy responses, including the promotion of human rights and good governance. As long as the harbingers of terrorism, which include among

others, poverty, corruption, unemployment, illiteracy, and other incubators of terrorism are not perfectly managed, ECOWAS aim of eradicating terrorism and insurgency in the subregion will remain a noble dream. Although ECOWAS is making remarkable efforts to promote democracy in West Africa, available evidence would tend to suggest the intertwined relationship between good governance and anti-terrorism has not been perfectly understood by the governments of the West African States. ECOWAS counter-terrorism portfolio within the ECOWAS commission is assigned to the office of the Political Affairs, Peace, and Security, but it has not created a dedicated office within the unit to deal with counter-terrorism.

WAPCCO and other networks of security officials are too narrow in their substantive focus and composition and do not adequately address the needs of a sub-regional counter-terrorism network (Ipe, Cokanye & Millar, 2010). Although it would appear as if ECOWAS has now overcome the hitherto distrust between the Anglophone and Francophone countries, in the past, the mistrust between these groups hindered the performances of ECOWAS in its effort to stamp out terrorism and other civil unrest in the region. This mutual distrust was further exacerbated by Nigerians role as a regional hegemon. Some of the neighbouring countries, especially the Francophone states, did not believe that Nigeria was not making plans to dominate them. All these and many more acted in concert to reduce the efficacy of the ECOWAS security architecture. In line with the Organisation of African Unity (OAU) thought, which saw the intervention of member states as anathema, the ECOWAS, when it was formed, maintained the policy of non-intervention. This policy of non-intervention was also pursued at different degrees by different regional organisations due to the fact that the Cold War restrained them to a very large extent from resolving regional conflicts.

Meanwhile, the collapse of the Cold War in 1989 and the change in the nature of warfare from inter-state to intra-states coerced most of these regional bodies to have a re-think, develop other strategies to deal with the situation on the ground. The dominance of political and security issues makes it inevitable for the sub-regional organisation to review its mandate because without securing the sub-region politically, even the economic relations, which is the core mandate of ECOWAS, will be unachievable. This period also coincided with the period of “democratic inauguration in Africa” as most African states left one-party politics for multi-party politics and which marked the turn from military rule to democracy. In pursuance of democratic rule or instead, because of it, many African states amended their constitution to accommodate good governance and the rule of law. At this point, the body language of the UN changed. For instance, in the “U.N. Agenda for Peace,” the then Secretary-General of the Organisation Boutros-Ghali argued in favour of regional organisations that they have a greater role in preventing and resolving conflicts in their subregions, which would, in turn, reduce the burden of the U.N.

Meanwhile, the massive return to democracy by West African states created its own brand of problem as contested electoral results, and manipulation of the constitution became one of the major causes of insecurity in the sub-region. As a result of this, coupled with the experiences of the past, ECOWAS member states decided to strengthen their intervention in a more justified manner. On December 10, 1999, in a summit in the Togolese capital, Lomé, the organisation adopted a “constitution” on collective security when they adopted a protocol relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping and Security (Essuman 2009 cited in Bribena, 2019).

### **International Community Role towards the Joint Regional Action Against Terrorism**

The roles of International community towards the joint regional action against terrorism in the West Africa Sub Region are numerous. These could be seen in the different instruments and strategies formulated and adopted by the international community. A perusal of International documents on terrorism reveals a series of fragmented provisions that will need to be harnessed and applied to consider the rules of interpretation for them to be much meaningful (Ayandele, 2021). Their usage, therefore, depends in the context of the terrorism they seek to address. These instruments include the following:

- Convention on Offences and Certain Other Acts Committed on Board Aircraft 1963, requiring air commander to take reasonable measure to prevent offences in aircraft and also detain persons suspected to cause harm.
- Convention for the Suppression of Unlawful Seizure of Aircraft 1970, checking again illegal seizure of aircraft or intimidation.
- Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation 1971 prevention of acts affecting the safety of persons boarded in an aircraft.
- Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons 1973



- International Convention against the Taking of Hostages 1979, checking against taking persons into hostage
- Convention on the Physical Protection of Nuclear Material 1980, criminalizing the use of nuclear as a weapon of threat, theft or endangering of people
- Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation, protection against attacks on ship.
- International Convention for the Suppression of Terrorist Bombings 1997, making universal jurisdiction for prosecution of offences relating to bombing by terrorists.
- International Convention for the Suppression of the Financing of Terrorism 1999 check against terrorism financing and creation of liability for financiers.
- International Convention for the Suppression of Acts of Nuclear Terrorism 2005, check against the use of nuclear or attack on nuclear technologies by terrorists.

### ***United Nation Security Council on Terrorism***

Asides the above listed instruments and strategies formulated and adopted by the international community to address terrorism, the resolution of the Security Council on terrorism has far-reaching consequences. The Security Council was created by the UN Charter VII provision and vested with the responsibility of maintaining international peace and security. Considering the height of insecurity after the Second World War, the framers of the UN Charter thought of the necessity to create a framework that would eradicate threats of any sort to the international community (AUPSC, 2020). In an explicit term, the Charter empowers the Council to take coercive measures against any state that seem to threaten international peace and security. However, the charter's Article 41 and 42 gave the Council non-forcible measures such as diplomatic and economic sanctions, and forcible measures to be carried out by armed forces under the UN command. Before 1990, the forcible measures were never enforced.

After that effect, resolution 678 was adopted at the end of 1990 where the latter resolution allocates power to states to use coercive power against Iraq's occupation of Kuwaiti territory. This move seems to be the first dawn of the Security Council's approval of forcible measures. Article 39 of the Charter gives the Security Council power to adopt two classes of resolutions such as recommendations and measures although, the Security Council resolutions usually hinged on the two classes. One of the usual recommendations is creating international obligations that are not compulsory to be followed, mainly because they are not legal sanctions. Unlike the recommendations that are not mandatory to be followed, measures bind upon each member state and adhere to it.

The issue of conformity of measures by member states generated debates, especially since the adoption of resolution 678 over the council's broad scope (AUPSC, 2020). The creation of the two International Criminal Tribunals before adopting resolution 687 in November 1990 was viewed differently by observers and scholars who tagged it as "novel interpretation of non-forcible measures under article 41". Additionally, after the horrible event of 9/11, the council deliberated and unanimously agreed to widen its excessive powers by adopting a new resolution 1373 (ICG, 2021). The uniqueness of the latter resolution is its distinct features that mandate states to create a comprehensive legal framework of fighting terrorism and terror-related crimes and international cooperation amongst members.

### ***Counter-Terrorism and the UN-Security Council Resolution 1373***

The acts of international terrorism savagely and notoriously perpetrated by Al-Qaeda and its allied necessitated the adoption and creation of resolution 1373 in fall 2001, specifically after the September 11 event. As indicated in the text, the features of resolution 1373 are distinct from all the UNSC resolutions mainly because of the frequent acts of terrorism and the need to combat terrorist acts avowedly. Apart from the international obligation shouldered on member states to enact a legal framework, it should equally have created an institutional context to ensure its strict compliance. The resolution has in total nine articles and preambles. The preambles explicitly indicate that resolution 1373 is a continuation and confirmation of the preceding Resolution of the council such as resolution 1269 (1999) 591 and 1368 (2001). The Council unequivocally condemned the event of September 11 and vowed to prevent such dastardly acts in any part of the globe.

In the light of the foregoing, the charter's preamble outlined a new measure such as self-defence and concomitant use of force against terrorists and their collaborators (Lake Chad Basin Commission, 2022). However, the Charter directs states to cooperate and strengthen their domestic laws to vigorously fight terrorist acts. The charter also encourages States to complement international cooperation by considering relevant procedures to combat any act of terrorism such as funding of terrorism, providing logistical support through the laid down laws of

their states. The resolution further affirms the dual approach, which seeks to authorize both forcible and nonforcible measures concurrently, that is, the use of force and international criminal law

Over time, the UNSC has placed a growing emphasis on the African continent due to the increased terror threat in the Sahel, the Lake Chad Basin, and the Horn of Africa. However, UNSC engagement in this regard has primarily examined actions related to ISIL. In the African context, insurgent groups that operate under ISIL influence are fragmented and localized, often drawing on socio-economic grievances and operating under a marriage of convenience. Addressing this, therefore, requires a human security approach, defined as an approach to assist Member States in identifying and addressing widespread and crosscutting challenges to the survival, livelihood and dignity of their people. This requires “people-centered, comprehensive, context-specific and prevention-oriented responses that strengthen the protection and empowerment of all people.” (Lake Chad Basin Commission, 2022). Africa also struggles with other regional groups, such as Boko Haram in West Africa, Jama'at Nasr al-Islam wal Muslimin (JNIM) in the Sahel region, and Al Shabaab in the Horn of Africa, that have not been the subject of UNSC resolutions or action.

As such, it could be argued that the UNSC has not adequately taken African perspectives into account and are more reflective of the interests of the Global North, predominantly some members of the Permanent Five (P5). In this regard, efforts to address home-grown terror groups have largely been left to the actions of the AU, sub-regional organizations, and the actions of African Member States. While CTED monitors the relevant UNSC implementation efforts of African Member States at a technical level, there have also been efforts to strengthen linkages between the UNSC and the AUPSC. This has primarily occurred at a political and thematic level. In 2005, for example, UNSCR 1631 (2005) outlined the contribution that regional organizations can play in addressing peace and security and urged regional and sub-regional organizations to enhance their CT efforts and to develop the capacity of Member States (UNSC CTED, 2021).

The UN and the AU have subsequently put in place several coordination mechanisms, including the 2017 Joint UN-AU Framework for an Enhanced Partnership in Peace and Security, with annual meetings “encouraged and facilitated” between the UNSC and the AUPSC (UNSC CTED, 2021). Through these meetings, the fifteenth of which was held on December 17, 2021, these entities have also broadly reinforced their commitments to addressing some of the normative elements raised in UNSC resolutions, including condemning all acts of terrorism, addressing the threat posed by FTFs, addressing the conditions conducive to the spread of terrorism, and complying with commitments and obligations under international law. In March 2020, the UNSC released a statement on “Peace and Security in Africa” in which it emphasized the importance of promptly and effectively implementing its resolutions related to the fight against terrorism in Africa. It also lauded efforts made by African countries, the AU, and other regional/subregional organizations in countering terrorism and VE, within the framework of the African Peace and Security Architecture (APSA) (UNSC CTED, 2021).

Critically, it stressed the need to continue to provide and strengthen support to African Member States facing ongoing capacity challenges to counter terrorism and VE at national, sub-regional, and regional levels. This was followed by a further statement in December 2020 that again affirmed the role of regional and sub-regional African organizations in CT and P/CVE. Interestingly, the document does not refer to the African Centre for the Study and Research on Terrorism (ACSRT), which was established in 2004 by the AU with a specific focus on research and information-sharing on CT and with whom CTED has a long-standing relationship, which should theoretically be the first point of contact for African CT and P/CVE matters.

Rather, it stressed the role of the APSA and its African Governance Architecture (AGA) in CT and P/CVE (UNSC, 2022). It reiterated the responsibility that regional organizations have in securing human, financial, logistical, and other resources, thereby placing most of the responsibility for taking action on Africa. It also alluded to more human security, African-oriented approaches, such as the AU’s Post Conflict Reconstruction and Development Policy, its Transitional Justice Policy, and the AU’s Silencing the Guns Roadmap, but did not specify ways in which it would be willing to provide support in this regard. At the same time, it commended African CT missions, such as African Union Mission in Somalia (AMISOM), the Multinational Joint Task Force (MNJTF) in the Lake Chad Basin, and the G5 Sahel Joint Force. As such, Africa has largely been left to implement its own agenda, which has not been a primary focus on the UNSC (UNSC, 2022).

To date, national African CT and P/CVE approaches have been overly securitized, but over time there have been some shifts involving the adoption of legislation, the use of P/CVE strategies, and community engagement.

However, community engagement has been limited and P/CVE programs are often funded by external donors, with implications for their sustainability. Similarly, the AU has also previously taken a military-focused approach, as illustrated by the fact that the ACSRT's work is not integrated into the APSA. In addition, its primary frameworks on CT include the Convention on the Prevention and Combating of Terrorism (1999), the Algiers Plan of Action on the Prevention and Combating of Terrorism (2002), and the African Model Anti-Terrorism Law (2011), none of which refer to P/CVE. Currently, the APSA is undergoing a process of reform, having merged the Department of Political Affairs with the Department for Peace and Security to create the Department of Political Affairs, Peace and Security (PAPS). One of the ambitions underlying these reforms is to promote greater synergy in addressing inter-related issues of security and governance on the continent, including on CT and P/CVE (UNSC, 2022).

Until now, the work of the AU has been fragmented to a degree and has failed to adequately consider the root causes of conflict on the continent, including governance and human rights violations by Member States. In the past, the AU addressed governance through the African Peer Review Mechanism, a voluntary (and therefore unenforceable) system of reporting by Member States that is separate from the APSA. It then established the AGA, but this continued to have weak synergies with the APSA and, as a high-level dialogue platform, its track record is difficult to establish. More importantly, AUPSC decisions on governance have been inconsistent, as crises in Mali, Sudan, and Zimbabwe have shown, with the AU alluding to principles of sovereignty and non-interference as a reason for failing to hold Member States accountable (United Nations, 2020). However, these reforms offer the AU an opportunity to be a norm shaper on the link between governance and CT and/or P/CVE.

At a normative level, the AU has supported the uptake of UNSC resolutions through several communiqués issued by the AUPSC, including on the impact of FTFs on peace and security in Africa and on countering extremist ideology, radicalization, and financing of terrorism in Africa. While such communiqués are important, time could be better spent on supporting implementation of CT frameworks relating directly to the African context. Rhetorically, the AU appears to be moving away from narrow security responses towards human development approaches that consider the African context. For example, in January 2018, it issued a statement on the theme “Towards a Comprehensive Approach to Combatting the Transnational Threat of Terrorism in Africa,” where it welcomed the development of national CT strategies focusing on prevention, the adoption of holistic approaches to address the root causes of terrorism, and the importance of engaging a wide range of actors in the fight against terrorism, such as religious groups, community leaders, civil society, and women (UN, 2020).

In 2021, AUPSC conducted a review of continental efforts, in which it again urged Member States to address the root causes, drivers, and enablers of terrorism and VE. In practice, such efforts have been limited. AU interventions tend to be through peacekeeping missions or specialized CT missions, which represent a conflict management, rather than a conflict prevention approach and there is no comprehensive continental strategy at the AU on CT or P/CVE. CTED sees comprehensive approaches as including a wider range of government stakeholders beyond law enforcement agencies, such as engaging ministries of education, information, and youth, or municipalities, with best practices of engaging non-governmental actors, and a greater focus on preventative measures (UN, 2020).

The absence of a comprehensive continental strategy has arguably led to significant differences in the way that CT/PVE strategies have developed across Africa's different geographic regions. In West Africa, the Economic Community of West African States (ECOWAS) has adopted an action plan on the Prevention and Combating of Terrorism in Africa (2020-2024) but the plan has been criticized for failing to adequately address the root causes of extremism and allocating most of the plan's budget to CT measures. According to CTED, six States in West Africa have taken measures to develop a national CT strategy and one has developed a national PVE strategy, but this has faced challenges in operationalization (UN, 2020).

### ***UNSC Engagement on African CT Operations***

Practically, the UNSC has supported the notion of African-led military operations (including both CT and peacekeeping missions), although sticking points remain on their financing and on the nature of their mandates. The AU would like to access UN-assessed contributions, but there is a lack of a clear agreement on how a 25:75 split would work in practice, especially considering the AU's difficulties in meeting financial obligations. In discussions regarding the mandate extension of AMISOM, the AU called for a hybrid AU-UN mission that would merge the UN's political mission with the existing mission, which some labelled as an attempt to get concessions on UN funding (IPI, 2021). There is also the challenge of how these AU missions would comply with international human

rights law and UN accountability standards. As a result, the UNSC has stressed the responsibility that regional organizations have in securing their own resources, but these limitations have had an impact on the success of its missions.

Due to the challenges of financing, Africa has opted for ad hoc blended missions, operating under various mandates. The UN, for example, has several large missions in Africa, such as in the DRC, Central African Republic (CAR), Mali, and South Sudan, to which African countries contribute troops. AMISOM was the AU's flagship mission, which changed to the AU Transition Mission in Somalia in April 2022. Then, there are regional initiatives such as the G5 Sahel Joint Force and the Lake Chad Basin MNTJF, composed mainly of military units from neighboring countries and supported by interested donors (either financially or through their own bilateral means, such as French Operation Barkhane) (IPI, 2021). The AU's proposed African Standby Force (ASF) is not yet operational, although a roster has been developed. There are ongoing debates as to whether the ad hoc model or the ASF would be more effective, but what these operations lack is a clear overarching and comprehensive normative framework from the AU. Without a shared set of objectives among all the parties involved in an ad hoc mission, these operations remain vulnerable to being focused on countering terrorism through military means alone.

There are also discussions on the establishment of a CT unit in the ASF, which could streamline activities and assist with a greater preventative approach, but no resolution on this has been reached. Furthermore, African CT operations have neglected the issue of governance and human rights, the failure of which can serve as a tipping point for extremists. The fact that the UNSC CT framework is largely silent on governance issues means that a key element of addressing terrorism in Africa is often overlooked by all actors. In the Sahel region, approaches to address CT have involved multiple external actors focused on security, which has detracted national efforts to look inwardly and to understand the context. The G5 Sahel is an intergovernmental organization including Burkina Faso, Chad, Mali, Mauritania, and Niger, but is heavily reliant on external funding. It also works alongside the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the MNJTF, French Operation Barkhane, as well as soldiers from the United States, Germany, Belgium, the United Kingdom, and Italy. With these operations ongoing for more than a decade, there are increasing calls for "softer" approaches in this region, such as engaging in dialogue with communities and militants, adopting structural reforms, and improving social services.

Recently, the AUPSC has reiterated the need to address the root causes and drivers of terrorism, such as marginalization and exclusion, and to take economic and social actions that support long-term stabilization and development. But it could do more to ensure these approaches are implemented. One positive example (as noted by CTED) may exist in the Lake Chad Basin, where a Regional Stabilization Strategy has been developed that aims to address the drivers of extremism and the lack of development in the region (IPI, 2021). The Strategy calls for new ways of working and places a larger emphasis on community engagement and civil-military cooperation, but suffers from funding gaps and an over-reliance on military and other security institutions. Nevertheless, it poses a new model of sustainability from which the African continent can learn. There have also been promising developments in Kenya, where there have been efforts to support the implementation of County Action Plans through multi-sectoral and human rightsbased frameworks and calls for robust collaboration between national and county governments and civil society organizations. As a result of these efforts, these action plans focus on sharing local knowledge and bringing together grassroots organizations to prevent radicalization.

In this regard, the AU should lead the way through not only advocating for, but also implementing, a truly inclusive approach to CT and P/CVE. At present, the AU has launched the Interfaith Dialogue on VE (iDove), which demonstrates a move towards a more inclusive P/CVE approach that involves youth and religious leaders, but much more can be done to set norms, advocate for their implementation, and to provide technical and other support to its Member States. Human rights concerns are also a serious problem across African CT responses, which have manifested in various ways, such as through legislation, disregard for the protection of due process and rights, and extrajudicial killings (ICG, 2021). The UN has raised the issue of human rights violations as a challenge in ad hoc peacekeeping missions, but national African CT responses are also concerning. In Nigeria, for example, Human Rights Watch denounced the conditions and outcomes of the country's terrorism trials of Boko Haram suspects in 2017. Bilateral engagements, where some African countries have brought in private military contractors to support government efforts to root out armed groups, have also posed challenges in terms of human rights standards and accountability (ICG, 2021).

### ***Africa Union (AU) Counterterrorism Frameworks***

Another counterterrorism frameworks, resolutions and declarations, treaties, principles and guidelines initiated to contain extremism and terrorism on the African continent was the African Union Counterterrorism Frameworks (Joshua & Olanrewaju, 2017). The AU Counterterrorism Frameworks was initiated in the 1999 Algiers Convention on the Prevention and Combating of Terrorism that acknowledged the scope and seriousness of terrorism, as well as affirmed that terrorism 'constitutes a serious violation of human rights and a threat to peace, security, development, and democracy' in Africa. In combating terrorism, member states were provided with the following obligations:

- Take all necessary measures to protect the fundamental human rights of their populations against all acts of terrorism
- Prevent the entry into and the training of terrorist groups on their territories
- Identify, detect, confiscate and freeze or seize any funds and any other assets used or allocated for the purpose of committing a terrorist act, and to establish a mechanism to use such funds to compensate victims of terrorist acts or their families
- Establish national contact points in order to facilitate the timely exchange and sharing of information on terrorist groups and activities at the regional, continental and international levels, including the cooperation of states for suppressing the financing of terrorism

The Plan of Action on the Prevention and Combating of Terrorism (14 September 2002) was initiated to further the implementations of the 1999 Algiers Convention. The Plan of Action aims at improving cross-border policing and surveillance on the continent. Its specific provisions, regarding border control that member states should undertake were to:

- Enhance border control and surveillance, as well as the necessary means to prevent the forgery and falsification of travel and identity documents
- Ensure that identity documents contain advanced security features that protect them against forgery
- Issue machine-readable travel documents that contain security features that protect them against forgery
- Keep a passport stop-list containing information of individuals whose applications would require special attention or who may not be issued with travel documents
- Check applications against the passport stop list and the population register before the document is issued
- Develop and upgrade the regulations governing border control and security procedures including land, sea and air exit and entry points so as to curb infiltration and promote cooperation among policy agencies having due regard for relevant provisions of relevant regional and continental agreements on the free movement of persons and goods
- Computerise all points of entry in order to monitor the arrival and departure of all individuals.

Another Counter Terrorism initiated by the Africa Union was the 2011 African Model Anti-Terrorism Law that outlines concrete steps that state parties could take to protect themselves against terrorism. The African Model Anti-Terrorism Law provided Offences of terrorism and Penalties for contravening. The International Law defined the duties of the member states with respect to apprehending terrorists within their country. Provisions of the Law states:

- The offences relating to harbouring or concealment of persons committing specified offences
- The duty to report presence of person suspected of intending to commit or having committed an offence and failure to so report
- The threat, attempt, conspiracy and inducing another person to commit offence. In addition

The Law also enumerates duties of the Member states to detect money laundering and financing of terrorism, which requests member state to establish a financial intelligence unit (FIU) to serve as a central, national agency responsible for receiving, requesting, analysing and disseminating information concerning suspected proceeds of crime and potential financing of terrorism. The provisions of the law also established the obligation to report suspicious activities of money laundering by setting up accountable institutions to stop transactions that they suspect to be related to money laundering or financing terrorism. On the extradition of offenders, the Law provided for extradition and uses of anti-terrorism conventions as the basis for extradition in order to facilitate judicial processes of counterterrorism.

The Algiers Convention of 1999 makes no provision for enforcement of compliance by state parties, but the Plan of Action specifically sets out a monitoring and enforcement role for the newly established Peace and Security

Council (PSC) and the Commission of the AU. Article 7 of the Protocol, relating to the Establishment of the PSC, adopted at the AU Summit in Durban, July 2002, provides for ensuring the implementation of the Algiers Convention and other relevant international, regional and sub-regional instruments to combat terrorism. In addition to addressing the challenges of porous borders and reducing the laundering of illicit money that play into the hands of terrorist organisations, the central objective of AU is to reduce to the barest minimum the activities of terrorism organisations in Africa.

## **Conclusion and Recommendations**

There is no doubt that the menace of bad governance has partly been responsible for triggering terrorism in the West Africa sub-region. The nations of the region are still characterized by varying levels of stability and socioeconomic concerns among which is the ravaging terrorism in the region. Also, we could see that the conflict situation in the West Africa sub-region provoked by terrorism and insurgency has resulted in widespread displacement, violations of international humanitarian and human rights law, protection risks and a deepening humanitarian crisis and the prolonged humanitarian crisis has had a devastating impact on food security and nutrition in the region with millions of people in need of emergency food assistance.

Religion plays a serious role in fostering terrorist tendencies because of its penchant for labelling one group as superior and others as inferior based on their monopoly of access and ownership of a supposed supreme universal being. In order to address these challenges of terrorism, ECOWAS initiated an ECOWAS Political Declaration and Common Position against terrorism which was aimed at combating terrorism via a three-pronged approach which was to prevent, pursue and reconstruct. The 3-pillars of counterterrorism recognize that mutual legal assistance in area of intelligence, investigation, prosecution and counter-terrorism operation is an absolute necessity to meet the shortfall and disparities in the capabilities of member states. Member states are entrusted with the primary responsibility for the full and effective implementation of this strategy.

The fight against the growing menace of terrorism thus requires a broad range of policy responses to address the underlying conditions conducive to its spread. ECOWAS strategy may not provide a complete answer to the problem of terrorism in West Africa, but it nonetheless establishes a proactive framework for dealing with the threat of terrorism and thus requires effective implementation. With the enormous challenges towards combating terrorism, ECOWAS effort at countering terrorism would always be challenged. Terrorism cannot be tackled ordinarily; it requires a broad range of policy responses, including the promotion of human rights and good governance. As long as the harbingers of terrorism, which include among others, poverty, corruption, unemployment, illiteracy, and other incubators of terrorism is not perfectly managed, ECOWAS aim of eradicating terrorism in the sub-region will remain a noble dream.

Although ECOWAS is making remarkable efforts to promote democracy in West Africa, available evidence tend to suggest the intertwined relationship between good governance and anti-terrorism has not been perfectly understood by the governments of West African States. On the basis of the above, some policy recommendations were proffered. First, it was recommended that governments in the West Africa sub-region should deepen their collaborations in essential areas of intelligence and information-sharing on terrorisms. Second, capacity of law enforcement and criminal justice officials in the region should be enhanced through targeted training to enforce counterterrorism measures in accordance with the rule of law and human right laws.

Third, West African states should improve their capacities in anti-terrorism legislation drafting and training of law enforcement and criminal justice officials in the investigation and prosecution of terrorists. Fourth, the states should engage relevant non-governmental actors such as civil society organizations, local communities, and faith-based groups in developing conflict-prevention strategies to deal with violent extremist narratives that often lead to terrorist acts. This study contributes to knowledge by unravelling the role of joint regional action in the fight against terrorism in the West Africa sub-region as well as reaffirming existing state of prior literature on international terrorism and fills the gaps thereof.

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# CHIEF EXECUTIVE OFFICERS' TRAITS AND INVENTORY MANAGEMENT IN NIGERIA CONSUMER GOODS COMPANIES

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## **Abstract**

*This study employed the entrepreneurial perspective in assessing the relationship between CEO traits and inventory management in Nigeria. To do this, ex-post facto design was used and secondary data comprising educational background, tenure of office and expertise of CEOs and inventory management were obtained from the annual reports and accounts of ninety (19) quoted consumer goods companies in Nigeria. Data obtained were assessed using multiple regression models. Findings revealed that all the CEOs traits had positive significant relationship with inventory management. This result implies that when companies CEOs are innovative and creative with the use of their educational background and other traits, the management of inventories becomes efficiently done. The study recommends that companies should strive towards securing the services of well educated, experienced, and tenured CEOs to run the affairs of their business; this is so because the more qualified CEOs are, the more output organizations are probable to obtain. In addition, CEOs must have suitable and viable policies aimed at improving the functionality of inventory management practices.*

**Keywords:** Chief executive officers; Inventory management; CEO traits; CEO expertise; CEO tenure of office; CEO educational background; Consumer goods firms;

## **Introduction**

In recent times, the role of chief executive officers (CEOs) in stirring organizations toward attaining efficient inventory management and broad-based performance has become a vital concern for the boardroom; this view as observed by Aguilera, Filatotchev, Gospel and Jackson (2022) is epitomized by the numerous accounts of small, medium and large-sized organizations that failed to survive in the face of inefficient inventory management. The fact is CEOs are tasked with the role of managing the operations of the business and this role becomes unattainable when they lack certain traits (Akinwale & Ajide, 2020; and Ahmad, Sadiqa & Khan, 2021).

The CEOs traits are numerous and they range from their educational background, skills, experience, tenure of office, expertise and broad-based knowledge about the aggregate operations of the enterprise (Akinwunmi, Jelil & Ayooluwa, 2019; Akinwale & Ajide, 2020; Okeke & Onuora, 2020; and Ahmad, et al, 2021). Reinforcing the views *inter-alia*, Çakir and Küçük Kaplan (2020); Dean (2019); and Okoro (2014) contended that CEOs competency is essential for them to be able to manage inventories, assets and other operations of the enterprise. Thus, CEO traits are strong dynamics in influencing efficient management of inventories.

Lunkes, et al (2019); and Dean (2018) asserted that CEOs traits are prerequisites, as they form part of the overall style of leadership the needs to be considered when hiring them. CEOs traits refer to the internal and external qualities chief executive officers bring to the organization. On the other hand, inventory management is a process of monitoring, and controlling the inventory levels in order to know the levels at which inventories should be replenished and when large order of inventories should be made by organizations (Chen, Fanny, Ellen & Dan, 2016; and Abbas Ibrahim & Isiaka, 2021).

According to Okeke and Onuora (2020); and Saidu (2019), traits like expertise, dedication, educational background, tenure of office, skills among others can in no small measure help enhance inventory management efficiency of organizations. Entrepreneurs believed that since the numbers of small, medium and large-sized enterprises have been on the increase, organizations have been compelled to have CEOs that can further help them survive, and gain competitive advantage via their innovative and creative skills (Iliyasu, Nasir & Umar, 2020; and Fujianti, 2018); thus, without having suitable traits, organizations would perhaps face inventory management problems

Notably, while we acknowledged that there are robust empirical evidences indicating that CEO traits enhance organizational performance, there are pretty insignificant studies that had shown whether CEOs traits will affect inventory management practices of consumer goods companies in Nigeria. It is in the heart of this that this study seeks to examine how certain CEO traits (educational background, expertise, and tenure office) affect inventory

management of consumer goods companies quoted on the floor of the Nigerian Exchange Group. The remaining part of this paper is divided into the Review of Related Literature; Methods; Results and Discussions; Conclusion and Recommendations.

## **Review Of Related Literature**

### **CEOs Traits**

Chief Executive Officers (CEOs) are one of the critical players in corporate organizations and they sit at the top of managerial position. One of their predominant functions is to guide the organization to actively pursue opportunities, control the structures and devise strategies aimed at enhancing the business operations (inventory management inclusive) (Arumona, Erin., Onmonya & Omotayo, 2019; Iliyasu, Nasir & Umar, 2020; Osazevbaru & Yahaya, 2021; and Sobhan, 2021). According to Aguilera, Filatotchev, Gospel and Jackson (2022); Saidu (2019); and Oyedokun (2019), CEOs pursue strategic decisions that influence performance as well as the management of organizations' inventories.

The most important traits of the CEOs that can help organizations sustain their inventory management practices is their expertise, educational background, tenure of office, among others (Ahmad, Sadiqa & Khan, 2021; Lunkes, et al, 2019; and Fujianti, 2018). In other words, CEO traits are the qualities chief executive officers bring to the organization. Akinwole and Ajide (2020); Nzimakwe (2021) believed that the traits of CEOs are critical to the success or breakdown in the management of inventory.

From entrepreneurial and economic perspectives, CEOs might apply several techniques of managing inventory and these techniques are driven to avoid organizations wasting their inventories, believing that one of the key entrepreneurial thought about organizations is their ability to be innovative and creative in the management of inventories. This entrepreneurial and economic thought why organizations should be innovative and creative led to some of the reasons why most organizations seek to have CEOs with traits that are marketable.

Prior studies (Atty, Moustafasoliman & Youssef, 2018; Akinwunmi, Jelil & Ayooluwa, 2019; Akinwole & Ajide, 2020; Okeke & Onuora, 2020; and Ahmad, et al, 2021) have shown that organizations hiring CEOs with marketable traits seem to do better in their inventory management than those organizations whose CEOs traits are not marketable. Notably, in the management literature, there have been little or no studies that had assessed the relationship between CEOs traits and inventory management of consumer goods companies in Nigeria. Owing to this gap in the management literature, this study attempts to use three (3) CEOs traits (CEO expertise, educational qualification and tenure of office) in assessing their relationship with inventory management practices of some selected consumer goods companies in Nigeria.

### **Inventory Management**

The term 'inventory; has been extensively defined in the management literature. As noted by Çakir and Küçükkaplan(2020) inventories are compositions of raw materials, work-in-progress and finished goods that appear at diverse points throughout an organization's production and logistics channel. Similarly, Demireli, Başci and Karaca (2019); Okoro (2016) see inventory as stocks of items or resources employed in an organization defined inventory as stored and accumulated material resources used in the production processes.

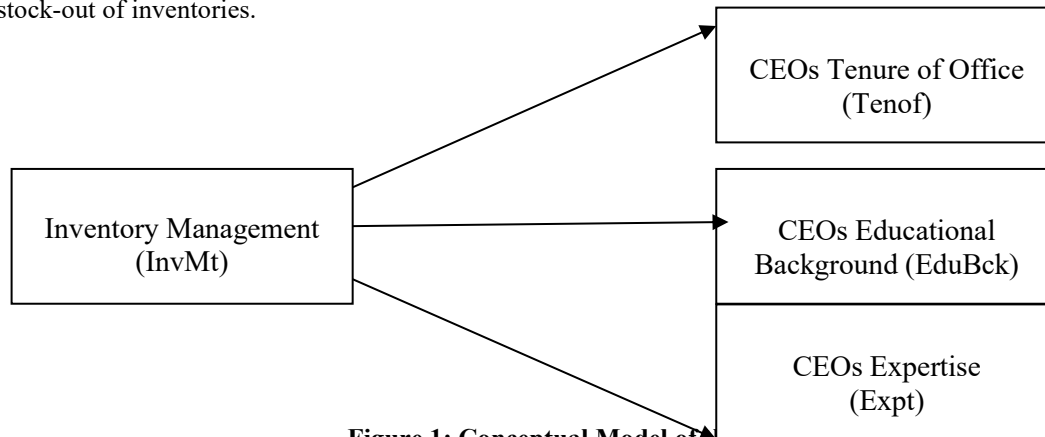
In management, emphasis on inventories has been on how they are efficiently managed by organizations. Thus, inventory management refers to the systematic process of controlling and monitoring the levels of inventory and determining what levels of inventories that should be maintained, replenished and when large order should be made by organizations (Chen, Fanny, Ellen & Dan, 2016).

The entrepreneurial perspective on inventory management is how the CEOs are able to be innovative and creative in the use of inventories in order to avoid wastages and be able to realize the goals of the organization. Hence, consumer goods companies will strive to hold and manage inventories in order to sustain the organization's daily operations at minimum costs (Etale & Bingilar, 2018).

According to Çakir and Küçük Kaplan (2020), the management of inventory covers issues like determining the inventories levels to order, at what point to order, evaluating receipts and inspections procedures of inventories as well as providing proper storage facilities. Chen, et al (2016) asserted that organizations who hire CEOs that are well experienced and knowledge in inventory matters will do better than those that do not have well experienced CEOs.

The experience of these CEOs as opined by Fujianti (2018) usually emanate from their educational background, expertise and tenure of office (i.e. number of years they have stayed and remained with the organization). Iliyasu, et al (2020) contended that without proper CEOs traits, organizations are likely to face two (2) undesirable inventory levels: excessive/high or inadequate/low inventories level.

Furthermore, to ensure that organizations are able to manage their inventories level, well educated, skilled and tenured CEOs would engage in a number of inventory management practices in order to handle inventory costs (Chen, et al, 2016). According to Cakir and Küçük Kaplan (2020), some of the inventories management practices used by well tenured, skilled and educated CEOs include but not limited to inventory planning and scheduling, inventory recording, inventory valuation (the use of inventory valuation methods like first-in-first-out, last-in-first-out, weighted average cost, etc), physical inventory counts, and inventory control. The goal of which is to ensure that inventories are available in the production units at any time they are need in order to ensure that the organization is not stock-out of inventories.



**Figure 1: Conceptual Model of the Study Conceptualized by the Researcher (2023)**

Figure 1 conceptualized the relationship between CEOs traits (tenure of office, expertise, and educational background) and inventory management; the conceptual model of the study was used as a basis for estimating for the empirical model of the study.

**Theoretical Underpinning**

The theoretical framework of this paper is underpinned on the transformational leadership theory (TLTT) which was advocated by James Downton in 1973. The TLTT explains that organisations’ success in their operation is largely dependent on the traits or capabilities of the leader; in this context, the leader is considered as the chief executive officers (CEOs) who are seen as leaders in the organization (Al-Khajeh, 2018; and Bass, 2019). According to Bittner (2018), the leaders or CEOs traits or capabilities are most probable to bring the best out of employees, and be able to manage inventories in the most efficient way in order to enhance the stakeholders’ wealth.

Kenneth and Brian (2018) opined that transformational leaders inspire positive changes in the organization and ensure that followers (workforce) are able to identify changes required in the operations of the business, create a vision via inspiration, and execute changes with a group of highly committed workforce that can promote the inventory management practices of the organization.

The relevance of the TLTT to this current study is that transformational leader focuses on how they can use their traits (educational background, skills, expertise, tenure of office, etc) to drive organizational success. TLTT has become a popular paradigm in management literature because it centres on intrinsic motivations followers see in their leaders in era of difficulties (Butler Jr., Cantrell & Flick, 2019; Dean, 2019; and Arnold, 2017). Besides,

transformational leadership style ensures that the workforce is well supervised in order to realize the inventory management goal of the organization.

## Methods

This study employed the ex-post facto research design in examining whether certain CEOs traits (expertise, educational background and tenure of office) significantly impact on inventory management of consumer goods companies in Nigeria. The study population consists of all consumer goods companies quoted on the floor of the Nigerian Exchange Group (NGX)L given the small nature of the subsector, all the ninety (19) consumer goods companies on the NGX were sampled.

Furthermore, secondary data on inventory management (proxied by the natural logarithm of the costs of inventories), and CEOs traits (proxied by CEOs tenure of office, expertise, and educational background) were obtained and computed from the annual reports and accounts of the consumer goods companies from 2012-2022. Data obtained were analyzed via descriptive statistics (mean, standard deviation and Pearson correlation), diagnostic statistics (variance inflation factor) and inferential statistics (multiple regressions model). In view of the above, the following regression model was estimated:

$$InvMt = f(Tenof, Edubck, Expt) \quad - \quad eq. 1$$

Equation 1 is the implicit form of the relationship between CEOs traits and inventories management. Arising from equation, 1, equation 2 was estimated in its explicit:

$$InvMt_{it} = \delta_0 + \delta_1 Tenof_{it} + \delta_2 Edubck_{it} + \delta_3 Expt_{it} + U_i \quad eq. 2$$

Where:  $\delta_1, \delta_2$  and  $\delta_3 > 0$ ;  $InvMt$  = Inventory management (natural logarithm of inventory cost);  $Tenof$ =Tenure of office (years CEOs has remained in the organization);  $Edubck$  = Educational background (highest educational qualification of CEOs); and  $Expt$  = Expertise (expertise of CEOs);  $U_i$  = Error Term;  $\delta_1, \delta_2$  and  $\delta_3$ = Coefficients of the independent variables. The statistical analysis was done via STATA 13.0 software.

## Results And Discussions

Table 1: Cumulative Mean Results for CEO Traits and Inventory Management

Parameters	Mean	Remark
Inventory Management (InvMt)	3.16	Significant
Tenure of Office (Tenof)	3.07	Significant
Educational Background (Edubck)	3.04	Significant
Expertise (Expt)	2.99	Significant

Source: Researcher's Computation (2023); \*Mean Criterion = 2.50, N = 190;

From Table 1, it was shown that all the CEO traits and inventory management dimensions had mean exceeding 2.5. Hence, there is good evidence to show that the CEO traits and inventory management ratings of the sampled consumer goods companies are high.

Table 2: Pearson Correlation Results for CEO Traits and Inventory Management

Parameters	InvMt	Tenof	Edubck	Expt
InvMt	1.0000			
Tenof	0.0334	1.0000		
Edubck	0.0247	0.0350	1.0000	
Expt	0.0417	0.0600	0.0510	1.0000

Source: Researcher's Computation (2023)

The Pearson Product Moment Correlation was used to ascertain the relationship between the dependent variable (inventory management) and CEO traits (tenure of office, expertise and educational background of CEOs). The results indicated that there is positive link between all the CEO traits and inventory management. Also, none of the

correlation coefficient of Pearson exceeded 0.8; thus there is evidence that there is the absence of multicollinearity among the pairs of the independent variables of the study.

Table 3: VIF Results for CEO Traits and Inventory Management

Parameters	Mean	1/VIF
CEO Tenure of Office	1.011	0.9891
CEO Educational Background	1.020	0.9803
CEO Expertise	1.120	0.8928
Mean VIF	1.050	

Source: Researcher's Computation (2023)

From Table 3, it was shown that the mean VIF(1.05) is less than 10.0, indicating that there is evidence to confirm the nonexistence of multicollinearity among pairs of independent variables of the study. Hence, the datasets of the study are good to perform inferential statistical test.

Table 4: Regression Results for CEO Traits and Inventory Management

Estimator	Predictor Variables: Tenof; Edubck; Expt
R-Squared	0.8495
R-Squared Adj.	0.7780
F-Value	15.940
Prob. F	0.0000

Source: Researcher's Computation (2023)

In Table 4, the  $R^2$  is 0.8495, indicating that the traits of CEOs explained 84.95% of the systematic variation in inventory management of the consumer goods companies on the floor of the NGX. Consequently, the model of CEO traits and inventory management provides a good fit to the dataset of the study.

Furthermore, the f-values are 15.940; the result showed that the CEO traits significantly affect inventory management. Impliedly, CEO traits(of educational background, expertise, and tenure of office) play a major role in influencing inventory management of consumer goods companies on the floor of the NGX. The result of the study agrees with those of Arumona, et al (2019); Iliyasu, et al (2020); Osazevbaru and Yahaya (2021); and Sobhan, (2021) who found that CEO traits play major roles in influencing organizational outcomes.

## Conclusion and Recommendations

The study investigated the relationship between CEO traits and inventory management of quoted consumer goods companies on the floor of the Nigerian Exchange Group (NGX). In this study, three (3) CEO traits (educational qualification, tenure of office and expertise) were obtained from the annual reports and accounts of ninety (19) consumer goods companies from 2012-2022. The data obtained were analyzed using multiple regression models. Findings revealed that CEO traits(educational qualification, tenure of office and expertise) significantly and positively influence inventory management practices of consumer goods companies in, Nigeria.

The study concludes that CEO traits matter for the efficiency in inventory management of consumer goods companies in Nigeria. Given the findings, it was recommended that consumer goods companies should strive towards securing the services of well educated, experienced, and tenured CEOs to run the affairs of the organization. This is so because the more qualified the CEO is the more the output that the organization is likely to obtain. Additionally, CEOs must develop suitable and viable policies aimed at improving the functionality of their inventory management practices. More importantly, the composition of the CEOs should be based on their educational background, expertise and tenure of office

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# **ECOWAS RESOLUTION MECHANISM FOR MILITARY INTERVENTION IN CONFLICT PRONE WEST AFRICAN COUNTRIES**

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## **Abstract**

*ECOWAS has a mechanism for resolving cases of military intervention within the West African region. This study examines a number of issues that seek to explain the ECOWAS framework for resolving conflicts. The sub-region of West Africa and the role ECOWAS has been playing in preserving the situation to reestablish order. The study adopts the secondary mode of data gathering. The study found that ECOWAS has a mechanism for resolving disputes regarding coups and civil wars that affect member states. The management of political crises within the sub-region by ECOWAS was also uncovered, as was its assistance in keeping conflict situations to a minimum, particularly through mediating and assisting in bringing opposing parties to the negotiating table where compromises were made on a number of fronts. The study makes the suggestion that in order to ensure the realization of democracy's benefits; democratic regimes should uphold the law and operate within the bounds of their Constitutions. The operation of ECOWAS as a regional organisation within the region should strictly follow its provisions and be less susceptible to the political influence of some powerful state and non-state actors.*

Key words: ECOWAS, mechanism, military intervention, conflict Prone, West Africa Sub-region, Framework

## **Introduction**

In the majority of West African states, the shift to democracy was merely a change in clothing, not in formal structures. The people who juggled and fought for control of the spheres of power were still elite groups, different political actors within the military regimes, and their civilian allies. This was demonstrated by the precarious political system they left in place, which allowed them and their allies to retake power under a democratic government (Wamaby, 2017). This left democracy vulnerable to being put to the test by those with a lust for wealth, power, and status. The quest for democracy in West Africa has resembled the development of a child who is paralyzed and is constantly promised the chance to walk, but who may not actually be able to walk unless something is done to bring about the desired change. Political gladiators used the democratic process to advance regional and ethnic development, sowing the seeds of mistrust and conflict between various groups and social actors on a political level (Bellamy & Dunne, 2016). This paved the way for political actors with vested interests in the seat of power and the state's resources, including the military to sponsor various groups, as evidenced by the resurgence of coups in some West African region.

The long-desired move to enshrine democracy has been jeopardized by recent military coups in West African nations like Burkina Faso and Mali. Recall that less than ten years after gaining independence, military coups had occurred in nearly all of the nations of West Africa, leading in most cases to military rule (Ajayi & Dolapo, 2019). The majority of West African nations switched to democratic rule as a result of the global wave of democratization. This was the situation until recently, when the status quo is once again being challenged by resurgent military political adventurism akin to the experience of the 1960s/70s (Eyimah, 2014). Regional and International Organizations like the Economic Community of West African States (ECOWAS), the Africa Union (AU), the United Nations Organization(UNO), etc. intervened during the transition to democracy. These bodies signed and ratified a number of charters and conventions in an effort to promote peace and stability in the West African sub-region; just as they also rally round member nations in times of global emergencies such as the outbreak of the dreaded diseases called Corona Virus otherwise known as Covid-19, (Efebeh, 2020).

The restoration and return to democracy in West African states was largely facilitated by ECOWAS and the AU. Several scholars of international relations and policy analysis (Zounmenou & Loua, 2011; Gbeho, 2011; Erunke, 2012; Bah & Kwesi, 2012) have made an effort to redefine the expanding roles of the Economic Community of West Africa (ECOWAS), which has recently crossed the boundaries of regional economic growth and stability, regional cooperation, and trade linkage between and among member states within the west Africa sub-region to a more or less political and security concern. This ideological persuasion by the intelligentsia is motivated by the need to broaden the socioeconomic horizon of the sub regional group to include a variety of interests, foster and deepen democratic space, instill good corporate governance, and ultimately guarantee continuity in the internationally recognized governance pattern in Africa, as set forth by the constitution.

As a result, the emerging trends of military interregnum and mindless gun intervention (which, of course, is considered to be a culpable aberration) no longer find a pride of place in the minds and hearts of all well-meaning democratic and patriot alike. As a result, there is an urgent need for an unwavering pursuit of a system of governmental operations that is constitutionally valid in all of its components and characteristics. In order to address military intervention in democracies in the West African sub-region, this paper examines the ECOWAS mechanism for intervening in military prone states in West Africa sub-region.

## **Objectives of the Study**

The study's main goal is to investigate the ECOWAS mechanism for dealing with military intervention in West African countries that are prone to military conflict. Two distinct goals were established, and they are:

- i. Examine ECOWAS's history with regard to military action in the West African sub-region.
- ii. Determine ECOWAS's response to the unconstitutional change of the West African sub-region's government.

## **Literature Review**

The ECOWAS Conflict Prevention Framework (ECPF) aims to harmonize ECOWAS standards and procedures throughout the West African region for governance and peace and security. This document focuses on the methods for promoting the adoption of governance standards in West Africa and offers instructions on how member states can actually implement the standards and norms elaborated in the protocols on security and governance. The ECPF, which outlines 14 conflict prevention strategies that the neighbourhood should prioritize, was formally accepted by the ECOWAS Mediation and Security Council in 2008. These cover clauses pertaining to political government, human rights, democracy, and the rule of law. In line with other ECOWAS protocols, the ECPF aims to improve governance standards in an effort to develop procedures for preventing conflicts and raise regional security. It includes benchmarks for each of the 14 substantive components, and in the section on "Enabling Mechanisms," it is stated that advocacy,



communication, resource mobilization, cooperation, and monitoring and evaluation can all be employed to carry out framework-related activities. Governments are also urged to lower the cost of justice and enhance accountability and transparency.

In order to address the region's need for stability throughout the past 18 years and prevent the agenda from bloating, the ECOWAS approach to governance has evolved rather than expanded. As a result, changes to institutional architecture were frequently accompanied by a recognized need (e.g. the relatively recent establishment of the mediation directorate to support the work of mediation teams). As this section demonstrates, the Economic Community of West African States (ECOWAS) has amassed a sizable body of protocols that, on paper, bind governments to encourage and strengthen democratic governments and democratic institutions as well as to defend basic human rights and freedoms and the principles of international humanitarian law. There appears to be support for regional Heads of State to make a commitment in writing, but actual execution presents various difficulties. ECOWAS has made several steps to address challenges of governance and insecurity in the West Africa sub region that have an impact on the region's pursuit of democracy, some of which are listed below.

Up until recently, West Africa seemed to be moving away from its past of military takeovers and toward more peaceful transitions of power. Unfortunately, it seems that coups and coup attempts are once again on the rise in recent years. This is especially true in Mali, Guinea, Niger, and most recently Burkina Faso. A procedure for reacting to such illegitimate transfers of administration is included in the ECOWAS Protocol on Democracy and Good Governance, which was adopted in 2001. The protocol also contains clauses related to the democratic administration of ECOWAS members, such as those relating to elections, the independence of the judiciary, and the impartiality of the security forces. However, despite the fact that all ECOWAS members have signed the convention, some of them are not abiding by its requirements.

As a result, in the event of a coup, the regional group ECOWAS in West Africa has the authority to apply sanctions on the new administration, which might include trade restrictions, travel restrictions, and expulsion from the organisation. To ensure that the military junta bows to pressure and reinstates the government that had been in power, it may occasionally use utilize international pressure by claiming its non-recognition and unconstitutionality. Economic sanctions that severely restrict trade with other African nations are designed to ensure that society's members, particularly civil society organizations and other political and social organizations use their influence to put pressure on the government as its people deal with challenging economic circumstances that have an impact on their day-to-day existence. In addition, as was already discussed previously, the state can be cut off politically from the rest of ECOWAS and end up alone with no contacts or connections. A route to peace and the restoration of democracy to the society can be mapped out by ECOWAS using this platform, which it can do by sending its peace-building machinery to engage in talks with the new government and previous government members. This is accomplished by the new group occasionally coming to a deal wherein members of the military junta are included.

### **Response of ECOWAS to the Unconstitutional Removal of a Democratic Government in West Africa**

Critical security concerns are being addressed at the sub-regional level thanks to the commitment and efforts of ECOWAS, with some discernible progress. The sub-regional bloc's crucial role as a mediator and the deployment of peacekeepers through ECOMOG helped restore security and bring an end to the deadly conflicts in Liberia, Sierra Leone, Guinea-Bissau, and Côte d'Ivoire (Olonisakin, 2011). In addition, ECOWAS' involvement can be seen in its leadership of the process of negotiating and signing a number of peace agreements that led to the establishment of peace in a number of sub-regional countries (Aning, Birikorang, & Jaye, 2010). The Linas-Marcoussis, Accra II and III, and Pretoria Agreements on Côte d'Ivoire; the Accra, Cotonou, and Abuja Peace Agreements on Liberia; and the Lomé Peace Agreement on Sierra Leone are among them (Aning et al., 2010). In order to ensure that stability is restored, ECOWAS participated in recent crises in Côte d'Ivoire, Mali, and Guinea-Bissau through mediation. For instance, the 2012 coups d'état in Mali and Guinea-Bissau resulted in the appointment of H.E. Blaise Compaore of Burkina Faso and H.E. Goodluck Jonathan of Nigeria as mediators for their respective nations by the ECOWAS Heads of States and Governments (ECOWAS, 2012).

In order to implement its Early Warning Mechanism (ECOWARN), which aims to avoid and monitor crises in the sub-region, the ECOWAS has additionally been working with civil society organizations. For example, ECOWAS and the West Africa Network over Peace building (WANEP) have been collaborating to observe elections in Ghana, Togo, Côte d'Ivoire, Guinea Conakry, and other nations on the continent for the past eight years, since ECOWARN became operational (WANEP, 2011). This is done to make sure that the changeover from one civilian government to another would be peaceful. Additionally, among other protocols, the Protocol Relating to the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security that was adopted in December 1999 and the ECOWAS Conflict Prevention Framework (ECPF)

that was adopted in 2008 have strengthened and confirmed ECOWAS' position as a major player in West Africa's conflict prevention and resolution (ECOWAS, 2008).

Particularly when it comes to preventing and responding to coups, these measures have frequently fallen short. Up until recently, West Africa seemed to be moving away from its past of military takeovers and toward more peaceful transitions of power. Unfortunately, it seems that coups and coup attempts are once again on the rise in recent years. This is especially true in Mali, Guinea, Niger, and most recently Burkina Faso. A procedure for reacting to such illegitimate transfers of administration is included in the ECOWAS Protocol on Democracy and Good Governance, which was adopted in 2001. The protocol also contains clauses related to the democratic administration of ECOWAS members, such as those relating to elections, the independence of the judiciary, and the impartiality of the security forces. However, despite the fact that all ECOWAS members have signed the convention, some of them are not abiding by its requirements.

One significant weakness has been ECOWAS's failure to confront the trend of member-state leaders rewriting national constitutions to extend their term limits, and talks on term-limit adjustments have become very common within ECOWAS. 2015 saw the discussion of a third-term ban; however, it was eventually dropped due to resistance from political figures who had themselves maintained their positions by raising term limits. While the ECOWAS Protocol on Democracy and Good Governance demands that "any accession to power must be accomplished through free, fair, and transparent elections," it also declares that heads of state who acquiesce in illegal means of obtaining power will not be tolerated. A regime is recognized as legitimate if the ruler can show that they were chosen by popular vote. As long as an election has been held, this constrained interpretation of democracy enables leaders to avoid criticisms that they are breaking the law. This negation of the rule of law weakens the very principles of democratic practice, as democracy thrives on the principles of the rule of law, (Efebeh, 2015).

The ECOWAS organisation, including the members who are currently holding posts in national governments, especially the chairperson of ECOWAS, who must be an active head of state, is at the foundation of this issue. Even leaders who came to power through coups have been chosen for this role, successfully establishing their legitimacy. Because of this, ECOWAS frequently lacks the political will to deal with coup leaders and their allies or to hold them accountable. Faure Gnassingbé, the president of Togo and the son of Gnassingbé Eyadéma, is one example of this (who had himself presided over Togo for thirty-eight years). Since the ruling party was under strict orders to declare Gnassingbé president, his rise to power in 2005 was largely regarded as a coup. Over 1,000 people were killed by security forces as a result of the widespread protests that followed this. While this was going on, ECOWAS suspended Togo and enacted sanctions against it, including an arms embargo and travel restrictions on its leaders. A few months later, Gnassingbé won the election for president, which ECOWAS deemed to be free and fair. Therefore, despite his blatant violation of the ECOWAS Protocol on Democracy and Good Governance, Gnassingbé Eyadema is still a welcomed and active member of the group and was even chosen to serve as its chairperson in 2017. The protocol effectively loses its effectiveness since it makes it simple for coup leaders to satisfy the criteria for being recognized as head of state if they go on to win an election.

In the past, ECOWAS has also suspended and penalized member nations, only to later readmit them and let them to take part in ECOWAS activities if they met the criteria for holding "democratic elections." For instance, Lansana Conté and Ahmed Sékou Touré, who both presided over Guinea for 25 and 24 years, respectively, are examples of long-serving leaders in the country's history. In keeping with this pattern, former president Alpha Condé, Guinea's first democratically elected leader, rewrote the constitution in 2020 to provide himself the right to two additional terms in office. Condé had at first been seen as a new beginning for Guinean democracy, but when the opposition learned of the constitutional change, there were significant demonstrations all around the nation. ECOWAS didn't punish Condé and instead just called for discussion between the two parties in response to the protests. Condé was successful in winning the 2020 elections, which were upheld by ECOWAS observers as legitimate. After Condé was overthrown a year later in a military takeover, Guinea was immediately suspended from ECOWAS and subject to sanctions.

The situation in Guinea demonstrates the incapacity of ECOWAS to prevent coups. Condé's disobedience of the law led to the coup in Guinea. Contrary to nongovernmental organizations that have the potential for violence, the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security does not automatically regard state institutions that break election laws as threats. As a result, the Mechanism failed to warn ECOWAS about the possibility of a coup. Governments must be treated as posing the same level of threat as nongovernmental organizations for the process to be effective as a preventive strategy. Either through the democratic process or through large-scale protests, those who opposed the constitutional revisions were not heard by ECOWAS. Instead of persuading Condé to uphold the constitution, ECOWAS only intervened after a coup had taken place.

### **Theoretical Framework**

The socioeconomic development theory promoted by Finer is the theory employed in this work. The idea claims that the strongest justification for military intervention in politics and eventual military rule under the

socioeconomic growth theory is the frail institutional structure of governance, which is rife with corruption, nepotism, and bureaucratic decay. According to Finer (1988), countries with higher socioeconomic development levels are more likely to see a decline in the density of military interventions in politics (cited in Onder, 2010). Putnam (1967) went on to say that "nations with high socio-economic conditions have higher urbanization, industrialization, and literacy level, and therefore have enhanced popular participation in the socio activities" (cited in Onder, 2010, p.3). Political activism and political awareness are sparked by socioeconomic progress. To put it another way, it multiplies the pool of prospective political actors and distributes more political resources to those actors who are prepared and able to support civil institutions (Onder, 2010). It's vital to remember that industrialization lessens the likelihood of military interventions since public administration becomes difficult for the armed services to handle because of the growing socio-economic complexity.

According to Gorman (1967), military interventions typically occur in nations with lower socioeconomic level. Economic dependency theories claim that non-self-sufficient, economically dependent nations experience more coups where there is occasionally extremely violent internal conflict for extremely scarce domestic resources. Jenkins and Kposowa (1992) make a similar claim that foreign debt issues are a factor in coups. Military intervention in politics has reportedly been linked to economic crisis and growth stagnation, according to numerous observations. Needler (2010) indicated that governments were more likely to be overthrown by force when economic conditions worsened; when conditions were improving, the military was less likely to meddle in politics. His findings came from a study of military intervention in politics in Latin America. More recently, Dix has argued that military regimes often lose their main justification for existing when they are linked to severe economic decline (Dix, 1994).

According to O'Kane (1993), the majority of African coup d'états can be explained by a country's dependence on a small number of exports that are prone to significant price swings. When prices abruptly drop, a government that cannot handle the ensuing economic crisis risks losing legitimacy such that could lead to popular outcry or being overthrown by the military. The widespread use of military intervention in post-independence regimes has been attributed mostly to the state-centered development model adopted by the majority of African and several Latin American countries. The concentration of economic activity in the hands of state economic agencies, parastatals, state-owned trading corporations, and the like has huge patronage powers to whatever group or party gains control of the government. To obtain permits, licenses, access to foreign exchanges, and other economic resources, this has forced the majority of entrepreneurs to build relationships with people in positions of governmental authority some times to the detriments of the overall interests of the people, (Efebeh, 2018). The military has emerged as one of these entrepreneurial groupings' most successful branches in several African nations. The most efficient method of directing governmental resources toward the military and those who support it has been through power seizures. The main claim is that poverty, or otherwise insufficient socioeconomic development, can be a very significant factor for military intervention and military rule in any community, which explains why less developed civilizations have had more coups than more developed ones.

### **ECOWAS and peace resolution mechanism in the sub region**

The Economic Community of West African States (ECOWAS) was founded in 1975 as a group of regional economic communities whose main goal is to promote trade among its members. However, as hostilities spread throughout the region, ECOWAS also started to place a higher priority on a military agenda. Liberia and Sierra Leone provided evidence that it is impossible to merely concentrate on economic integration in the region and that economic progress is correlated with peace and security. Since the 1990s, as a result of the implementation of legal frameworks like the Mechanism for Conflict Prevention, Management, Resolution, Peacekeeping, and Security, ECOWAS has supported its member nations with military assistance, mediation, and peace building.

The ECOWAS mechanism on conflict prevention clarified the goals of the organization's intervention in West African conflicts. Cases of external aggression, conflict between two or more member states, internal strife that could result in a serious humanitarian crisis or grave violations of human rights and the rule of law, as well as attempts to overthrow a democratically elected government, are just a few of the circumstances that could justify intervention in any member state (Protocol Relating to the Mechanism, Article 25).

The Council of Elders, the Defense and Security Commission, and the Mediation and Security Council are the three main bodies that make up the ECOWAS Mechanism (Bekoe & Mengistu, 2002). All decisions pertaining to peace and security are made by the Security Council and the Mediation on behalf of the Authority of Heads of State and Government. It is made up of nine member states who are rotated into office for two years; there is no permanent seat. The Council, which operates at a sub-regional level, is a replica of the UN Security Council. A two-thirds majority of votes is required for decisions to be made in the Council.

The Council uses the Defense and Security Commission, the Council of Elders, and ECOMOG to carry out the Mechanism's provisions (ECOWAS Mechanism 1999, Article 17).

ECOMOG was incorporated into the Mechanism to ensure adequate readiness for action as a valuable tool for preserving peace in the area. Contingents from the national armed forces of member nations make up the ECOMOG force. The name ECOMOG was changed to ECOWAS Standby Force in June 2004. (ESF). To stop sub-regional crises, the ESF is intended to be capable of rapid deployment within 14 days (Kabia, 2011). The duties of the ECOWAS standby force include military and observation missions where ECOMOG will oversee and monitor elections, human rights compliance, disarmament, demobilization, ceasefires, and other tasks (Article 30-31).

The Early Warning and Response Network (ECOWARN) is another feature of the ECOWAS conflict mechanism that is included in its approach to preventing conflicts. The heart of the ECOWAS early warning system is the Observation and Monitoring Centre (OMC). The sub-region is divided into four observation and monitoring zones by ECOWAS. Senegal, Guinea-Bissau, Gambia, and Cape Verde make up Zone 1. Zone 2 is made up of Burkina Faso, Cote d'Ivoire, Mali, and Niger. Zone 3 is made up of Liberia, Sierra Leone, Guinea, and Ghana. Zone 4 is made up of Benin, Togo, and Nigeria. Capital cities for these four regions are Banjul (Gambia), Monrovia (Liberia), Ouagadougou (Burkina Faso), and Cotonu (Benin). The purpose of ECOWARN is to gather information on potential sources of disputes or conflict catalysts and report this information to the central ECOWAS Observatory at the organization's headquarters in Abuja, Nigeria.

Results from the majority of ECOWAS's activities to date reveal that its policy frameworks are merely theoretical documents with no actual implementation. The body's finances and operational activities present one particular challenge. The majority of the member states respond to ECOWAS activities very slowly, which has caused the organisation to experience numerous setbacks and limited success in its operations. For instance, ECOWATCH's responsibilities include, among other things, compiling data on the economic performance of conflict-affected states, forecasting crises, gathering information on the region's governance and democratization efforts, and providing logistical information in the event of humanitarian emergencies. On paper, all four of ECOWAS' early warning observatories are operational, but in practice, ECOWATCH still has a staffing shortage because of budgetary constraints at the ECOWAS secretariat. The level of training of the ECOWAS staff also caused some task force members to express their concerns. Potential barriers to ECOWATCH's efficient operation included a lack of awareness of its work and a failure to closely coordinate with the efforts of the AU and IGAD early warning systems.

According to its Protocol on Democracy and Good Governance, ECOWAS has used a combination of diplomatic discussions, the imposition of sanctions, and fact-finding missions as its primary strategy for guaranteeing constitutional order, the rule of law, and respect for human rights.

### **Bissau, Guinea**

Since attacks on democratic institutions and a decline in governance standards occurred in Guinea-Bissau between 1999 and 2003, ECOWAS failed to act swiftly to stop it. President Kumba Yala demonstrated authoritarianism and instability throughout this time. He suspended the General State Attorneys, restricted the press, and fired three prime ministers. Yala called for early parliamentary elections after dissolving the legislature in November 2002, which was contrary to the constitutionally mandated deadline. However, ECOWAS didn't respond until after the nation had gone several months without a government before General Verissimo Correia Seabra overthrew Yala in a military coup in 2003. A mission from ECOWAS comprised of ministers from Cape Verde, the Gambia, Guinea, Ghana, and Nigeria was dispatched within 48 hours to negotiate a peace deal, which was successful. ECOWAS may have avoided the coup by exerting proactive pressure on President Yala to uphold the constitution, even though the coup was illegitimate. In this case, the deal supported the establishment of a national unity transitional administration rather than calling for Yala to be restored. While the transitional administration produced smooth parliamentary elections in 2004, the 2005 election was tense and necessitated a second ECOWAS intervention and the United Nations, which proved to be considerably more effective.

### **Niger**

Perhaps having learned from Guinea-Bissau, ECOWAS was much quicker to respond to President Mamdou Tanja of Niger's attempts to extend his tenure in office. ECOWAS based its intervention on the provisions of the Supplementary Protocol on Democracy and Good Governance, specifically article 2.1 regarding consultations with political stakeholders prior to elections. As his second term was set to expire in December 2009, President Tandja started making constitutional amendment requests at the end of 2008 to enable him to serve a third term. Tanja called a referendum on the extension of his tenure after failing to win a two-thirds majority in parliament and dissolving the Parliament and Constitutional Court.

ECOWAS demanded that Tandja invalidate the polls in response to these occurrences, but after the referendum, the organization's heads of state suspended Niger's membership and Nigeria said it would consider the prospect of intervening. When troops overthrew Tandja in a coup in 2010, it was avoided that ECOWAS would step in since Tanja had been in charge illegally. Tanja's removal was not seen as an illegitimate transition of power.

### **Gambia**

Most recently, ECOWAS in the Gambia adopted a firm stance in opposition to President Jammeh's unwillingness to relinquish power despite losing the elections. Political tensions were high throughout the nation in the months before the elections on December 1, 2016. Protests were organized and political reforms were requested in April 2016 by the main opposition party. 50 members of the United Democratic Party (UDP), the largest opposition party, were detained during the subsequent crackdown. Three detainees were also allegedly killed while in custody, including Solo Sandeng, the youth leader for the UDP. The African Union (AU) and the Economic Community of West African States (ECOWAS) demanded investigations into the arrests but were ignored.

Together with the AU and the UN Regional Office for West Africa and the Sahel, ECOWAS sent a fact-finding mission in May 2016. (UNOWAS). The mission was headed by the President of the ECOWAS Commission, Marcel Alain de Souza, as well as the Special Representative of the UN Secretary-General for West Africa and the Sahel and the AU Commissioner for Political Affairs. Yaya Jammeh declined to speak with them. Nevertheless, in July 2016, ECOWAS sent out a second fact-finding mission and found that the circumstances were not suitable for the holding of peaceful, free, and fair elections. ECOWAS declined to send observers to oversee the elections in December as a result. Then, unsuccessful attempts were made to persuade Jammeh to resign from office through mediation.

The ECOWAS did not recognize Jammeh as the rightful election winner in December 2016. But ECOWAS did not launch a military force into the conflict until after Jammeh's constitutional term expired in January and the legitimate president, Barrow, took office on January 19, 2017.

### **Togo**

In ECOWAS, there is a propensity for compromises to be reached, which inevitably results in some degree of political power being granted to those engaged in unconstitutional power struggles. The African Charter on Democracy, Elections, and Governance prohibits those involved in unconstitutional power changes from holding public office, but the Protocol on Democracy and Good Governance does not, which contributes to these shortcomings. In Togo, this was true. The Togolese parliament chose Faure Gnassingbé as president on February 6, 2005, one day after his father passed away in the same position on February 5. The constitution of the nation, which mandated that the president of the senate assume office and call elections within 60 days, was directly violated by this action. Following immediate sanctions from ECOWAS against Togo, Gnassingbé resigned and ceded control to an interim leader a few weeks later. In spite of this, Gnassingbé ran for office and won; the ECOWAS eventually recognized his victory and he had the support of the military.

### **Burkina Faso**

The same compromise that would have allowed putsches to run for office was attempted by ECOWAS in Burkina Faso. Election preparations were underway in Burkina Faso after Blaise Compaore was ousted by a popular movement in 2014 after serving for about 30 years. The presidential guard, which had been loyal to Compaore, should be disbanded in order to ensure a smooth transition, according to a report published as part of this process by the Commission on National Reconciliation and Reforms. The 1300-member presidential guard organized a coup in September 2015 that overthrew the interim administration and kidnapped the president-in-waiting. A law that forbade supporters of former President Compaore from running for office, according to reports, incensed the presidential guard.

ECOWAS reacted right away, strongly denouncing the coup and requesting that the electoral processes resume. However, by suggesting an amnesty for coup leaders and the opportunity for the putschists to run for office, the Community substantially damaged this assertion and its credibility. Thankfully, the coup was stopped by the 41 regular Burkinabe military, who also reinstated the interim administration. Even though ECOWAS failed to adequately punish unconstitutional changes of government, the fact that the regular military intervened to restore civilian rule is evidence of an improvement in governance in West Africa. Following the recent coup in Burkina Faso on January 24, 2022, ECOWAS has also been working to bring the country back to order by negotiating and speaking with the military hierarchy to ensure that things don't get out of control.

### **Policy Implications**

By delivering accurate and thorough observation reports on democratic performance, such as elections, ECOWAS policy on conflict resolution in the West African sub-region should seek to enhance democratic regimes and foster trust in the organisation. Through the use of sanctions that would serve to dissuade and repel political upheaval like coup d'état, the ECOWAS conflict resolution policy should be applied swiftly and fairly to nations that are engaged in democratic battles.

### **Conclusion and Recommendations**

The study has demonstrated that, despite ECOWAS's increasing commitment to democracy and its mandate, by establishing how the Organization has, overtime, been using its mechanism of conflict resolution to foster unity and peace among its members in the sub-region. This study provided a typology of the various methods through which regionalism in West Africa supports peaceful coexistence through a mechanism that have endured the passage of time and overcoming moments of great trials. However, rules created for other (more democratic) goals have been used to their advantage by less democratic leaders. Security and democracy must occasionally make difficult trade-offs, which might sometimes favour authoritarianism; leaders may, despite common sense, utilize divisive, particularly Western-derived policies or acts at the regional level to legitimize themselves. Thus, having dual memberships in two regional organizations (in this case, ECOWAS and the AU) can occasionally be advantageous for states in the scheme of things.

To ensure the realization of the benefits of democracy, democratic governments should uphold the rule of law and operate within the bounds of their Constitutions. This will assist in addressing issues like unemployment, poverty, social inequalities, lack of social infrastructure that can lead to unrest, adequate redistribution of wealth, and ultimately, a coup d'état.

The operation of ECOWAS as a regional Organisation within the area should carefully follow its provisions and be less susceptible to the political influence of some powerful member states. Finally, efforts should be made to guarantee members' ratification of the organization's conventions and uphold them. This should be done to make sure that member nations uphold democratic ideals and the rule of law by impartially punishing infractions by other members.

By pressuring them to adhere to the principles of good governance and democratic norms, ECOWAS should swiftly respond to member states' unconstitutional actions. This will help to manage the situation before it worsens.

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# EFFECT OF SOCIAL MEDIA ENTREPRENEURSHIP ON CONTEMPORARY BUSINESSES: A STUDY OF ENTREPRENEURIAL PRACTICES IN NNEWI, AN ANAMBRA STATE

## Abstract

*The study explored the effect of social media entrepreneurship on contemporary businesses in Nnewi, Anambra State. The particular goal of this study was to determine the effect of WhatsApp use on entrepreneurship in Nnewi, Anambra State; to explore the effect of YouTube use on entrepreneurship in Nnewi, Anambra State; and to evaluate the effect of Facebook use on entrepreneurship in Nnewi, Anambra State. The research approach used in the study was a survey research with the aid of primary and secondary data. The method used to obtain the data was a questionnaire that was distributed at random to Nnewi's business owners. The study's 5250 participants were divided into 371 samples. The research approach used in the study was gotten with the aid of ANOVA in testing the hypotheses, with a 0.05% level of significance. The study's conclusions showed that WhatsApp used had a big effect on entrepreneurship in Nnewi, Anambra State and that, there is no strong correlation between YouTube use and entrepreneurship. The use of Facebook also have a great effect on entrepreneurship in Nnewi, Anambra State. The study recommends that, entrepreneurs should be encouraged to use WhatsApp for Knowledge sharing and collaboration with their employees and customers. Facebook orientation should equally be used by entrepreneurs as a tracking system; And trafficking on organization pages can be monitored comparing the attention given to a particular product or campaign on the profile pages, to the sales of that product or brand, auto reply system helps in this regard.*

**Key Words:** Entrepreneurship, Facebook, YouTube, WhatsApp and Social Media

## Introduction

Entrepreneurship through social interactions is referred to as social media entrepreneurship. Social media is a platform in which various tools are available for business owners to make use of in order to cover a wider range customer/consumer or alike to communicate their business (Grewal & Levy, 2013). According to Zeeshain and Hussain (2017), social media is the use of web-based and mobile technologies to generate, distribute, and consume information and knowledge without any restrictions on geography, social structure, politics, or demographics.

The term "social media" refers to online social networking sites like Facebook, WhatsApp, Instagram, Twitter, and YouTube that enable people to connect and communicate with one another. There are billions of users on these social networking sites. According to a growing body of literature, social networking enables business owners to learn more about potential clients or market prospects gather resources to further their endeavours, and maintain client relationships after the business has launched (Cheng & Shiu, 2019). Social media has established itself as a crucial tool for retaining customers and raising brand awareness, which in turn helps businesses grow (Olaore, Adejare & Udofia, 2019). Southeast Nigeria's Anambra State contains the economic and industrial city of Nnewi. In Anambra State, it is the second-largest and second-most populous city. In addition to Onitsha, which is regarded as the largest commercial hub in Nigeria, Nnewi is the next city in line since it is teeming with business people engaged in various economic areas (The Punch News, 2022). Studying social media and its influence on modern businesses in Nigeria and around the world has become essential as social media has grown to be seen as being synonymous with the business environment and the global community.

Social media has played and will continue to play a very important part in the survival and expansion of modern firms, which is why it is important to examine the effect of social media entrepreneurship on contemporary businesses; a study of Entrepreneurial practices in Nnewi, Anambra State.

The social media provides a social platform which has enhanced interactive communication and exchange of information and has brought about great influences among social group and the society at large. Considering the huge traffic of people on the social media platform, it has become the fastest and easy means of disseminating information to the public. Information spread through social media spread like wild fire within the shortest possible time. However, it is worthy of note also that social media has some adverse effects which could be greatly destructive especially on the image, product brand, service, firm, individual or group as the information on social media are highly unregulated. Due to the aforementioned, social media information may occasionally be presumptuous and biased. The proliferation of false information is quite dangerous due to the unchecked and unregulated quantity of bloggers. Researchers have recently become interested in the effects of social media on businesses, but none of them have proffer the best solution on how social media entrepreneurship can significantly affects businesses in Nnewi, Anambra State. This leaves a gap that this work aims to fill by examining the impact of social media entrepreneurship on contemporary businesses in Nnewi, Anambra State.



## **Research Questions**

The following research questions are posed to guide the study

1. What is the effect of WhatsApp usage on contemporary businesses in Nnewi, Anambra State?
2. What is the effect of YouTube usage on contemporary businesses in Nnewi, Anambra State?
3. What is the effect of Facebook usage on contemporary businesses in Nnewi, Anambra State?

## **Objectives of the Study**

The main objective of this study examined effect of social media entrepreneurship on contemporary businesses in Nnewi, Anambra State. The specific objectives of the study are to:

1. Ascertain the effect of WhatsApp usage on contemporary businesses in Nnewi, Anambra State.
2. Investigate the effect of YouTube usage on contemporary businesses in Nnewi, Anambra State.
3. Examine the effect of Facebook usage on contemporary businesses in Nnewi, Anambra State.

## **Statement of Hypotheses**

The following null hypotheses will guide the research objectives

H01: WhatsApp usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

H02: YouTube usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

H03: Facebook usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

## **Literature Review**

### **Social Media Entrepreneurship**

Social media is engaging with consumers online. According to Wikipedia (2023), social media entrepreneurship is internet-based tools for sharing and discussing information among human beings. Social media entrepreneurship is all about creative networking and innovative networking in a way that espouses trust among parties and communities involved. Any website which allows user to share their content, opinions, views and encourages interaction and community building can be classified as a social media entrepreneurship. Some popular social media sites are: Facebook, YouTube, Twitter, Dig, and my space, stumble Upon, Delicious, Scribe, Flickr etc. (Neti, 2011). Social media entrepreneurship has caused a significant change in the strategies and tools companies use for communicating with customers. Social media entrepreneurship enables companies to achieve a better understanding of customer needs in order to build effective relationships (Cox, 2012). Social media entrepreneurship is an approach using online communities, social networks, blogs and more. It's the latest "buzz" in business operation. Global companies have recognized Social Media Entrepreneurship as a potential platform, utilized with innovations to power their advertising campaign with digital presence (Neti, 2011).

### **Social Media Entrepreneurship applied to Small Business**

Social media entrepreneurship enables companies to achieve a better understanding of customer needs in order to build effective relationships. The foundation of any business is the customer. Social networking provides small businesses with multiple opportunities to build closer and more profitable relationships with customers. However, not all social media are the same and some are better suited for certain entrepreneurship strategies than others (Cox, 2012). With social objectives in mind, a marketer "first monitors all vehicles for content of interest (e.g., mentions of a brand or product); then identifies individuals associated with that content (e.g., a customer indicating satisfaction or dissatisfaction); then decides whether to target those individuals and, if so, with what action (e.g., continue to monitor, engage in conversation, offer appreciation); then, ultimately, funnels them toward evangelism (Weinberg & Pehlivan, 2011).

## **Theoretical Framework**

### **Theory of Social Media**

The study of the benefits or uses that draw viewers to different forms of media and keep them engaged, as well as the kinds of material that meet their social and psychological needs, is known as uses and gratifications (U & G) theory (Ile & Udemba, 2018). U and G theory advocates the need to take into account what people do with media instead of the usual tendency of researchers to emphasize the impact of media exposure on audiences (LaRose & Eastin, 2004;). The selection of media type evolved to match the dominant or developing media of the time. This notion has been applied to a range of mass media and media content. As a result, the internet represents fresh media formats with distinct distinguishing traits that are ready for analysis through the theoretical framework of U and G theory (Park, Kee & Valenzuela, 2009).

This theory focuses on helping identify the various social and psychological barriers that hinder the flow of information through the social media platforms and offers ideas and ways to overcome these barriers. Therefore, Social media entrepreneurial factors can help businesses engage with customers and find out what people are saying about your business, what product and service needed. Businesses can also use social media entrepreneurship for advertising, promotional giveaways, attract customers, get customer feedback and build incredible business sustainability and survival

## **Empirical Reviews**

Ojo, Oyeniran, Soladoye & Akindeji. (2021) investigated how business owners used social media as a useful tool for entrepreneurship in the face of the COVID-19 epidemic. The majority of business owners use various social media websites like Facebook, Twitter, Instagram, YouTube, and WhatsApp to promote and publicize their goods and services during the Covid-19 Pandemic period because social media has taken over everywhere. The study uses a survey research design and straightforward random sampling techniques to choose 200 respondents from among successful business owners who used social media as their best marketing tool during the COVID-19 pandemic period and which has tended to influence and increase the mode of marketing. The study thus comes to the conclusion that YouTube does not significantly contribute to the development of entrepreneurship in terms of creativity and innovation among business owners after taking into account the use of social media as an effective entrepreneurial tool among business owners amidst COVID-19 pandemic. Use of social media platforms like Facebook, Twitter, Instagram, and WhatsApp should be encouraged among users as it supports the development of entrepreneurship, but should be discouraged when it is being used for fraudulent activities. The designed model is suitable for evaluating the benefits of investments in these platforms. The report also made the argument that YouTube shouldn't be promoted because so many social media users primarily utilize it for streaming movies rather than for entrepreneurship development in terms of product development.

Makassar, Muhammad and Abdul (2021) examined the impact of social media and entrepreneurial expertise on students at Hasanuddin University's Faculty of Economics and Business' desire in starting their own firm. Using a questionnaire, 200 students from the Faculty of Economics and Commerce at Hasanuddin University participated in this study by providing information in 2018. The SPSS version 22 programme was used to process the data and conduct a quantitative analysis. The results of this study indicate that social media has a significant effect on business motivation for economic and business faculty students, in contrast to entrepreneurial knowledge which has no significant effect on economic and business faculty students. The influence of social media, knowledge of entrepreneurship, and business motivation then have a good impact on students of economics and business faculty who are interested in the business world. This demonstrates the strong interest for entrepreneurship among students at the Faculty of Economics and Commerce at the Indonesian Muslim University.

Abdus-Samad (2020) studied the role of social media to determine the possible role of social media use on entrepreneurial opportunity recognition. Using information gathered from a developed economy (Australia) and a developing nation, a mixed-method study was carried out (Nigeria). Based on the existing evaluation of literature on social media use and entrepreneur opportunity recognition, an initial study model was created. Firstly, qualitative data were collected via interviews with 14 entrepreneurs, which identified eight factors under four broad categories (technology, environment, individual and social media platform factors) that influence entrepreneur social media use. Also, five social media capabilities were identified (networking, searching, and observing, experimenting, and social media data analytics) to drive entrepreneurial opportunity recognition. Comparing the qualitative data with themes developed from published literature, the initial research model was revised. The model and its corresponding linkages were validated in the second stage using data from a survey of 568 entrepreneurs. According to the investigation, platform perception, absorptive ability, platform misuse, and external pressure are the four main aspects that affect how people use social media. Also, it was discovered that the use of social media influences the detection of opportunities through four of the five stated capabilities: searching, observing, experimenting, and data analytics. The results do, however, show disparities in how social media competence influences entrepreneurs' assessment of opportunity in Australia and Nigeria, which can be attributed to, respectively, their individualist and collectivist cultures.

Olaore, Adejare and Udofia (2020) examined the role of social media in entrepreneurial development in Nigeria, specifically, how the use of social media enhances customer retention, brand awareness and customer loyalty. Based on the criteria set out to select these entrepreneurs in Lagos state, the study adopted a stratified and convenience sampling technique to select one hundred and fifty-three entrepreneurs, and the analysis was carried out using linear regression. The result revealed that social media has a significant positive relationship with customer retention, brand awareness, and customer loyalty, and findings revealed that social media has proven to be an essential tool to engage customers and create brand awareness which eventually leads to customer retention and loyalty for an organization. Hence, the study recommended that entrepreneurs need to invest heavily on information and communication technology to boost operational efficiency, improve quality of product and services interface with customers, and create room to consistently solve customer problems swiftly.

Ojeleye, et al. (2018) investigated how social media usage affected the growth of entrepreneurship in Zamfara State, Nigeria. Youth in Zamfara use a variety of social media platforms, including Myspace, Twitter, Facebook, Instagram, YouTube, and WhatsApp, with an ever-increasing number of users. The study

uses the Taro Yamane method to choose 399 respondents from among the 14 Local Government Areas using a survey research design and straightforward random sampling techniques. The study uses multiple regressions, normality testing, simple percentages, and reliability testing. According to the research, social media has a big impact on how entrepreneurship develops among users in Nigeria's Zamfara state. Also, social media platforms like Facebook, WhatsApp, and Instagram play a big part in encouraging innovation and creativity among users in the state of Zamfara. According to the study's findings, YouTube does not support the growth of entrepreneurship among its user base in terms of creativity and innovation. Hence, the study recommends that social media users in the state, such as those who use Facebook, WhatsApp, and Instagram, be supported when it promotes entrepreneurship development but discouraged when it is being used for fraudulent activities. The study also suggested that YouTube should be discouraged in the society since users of the social media only concentrated on film without coping concern and use for entrepreneurship development in the state in term of developing products.

### Research Methodology

The study adopted the survey research method. Survey research constitutes practical application of the already standardized theories available in social and behavioral science (Odo, 2006). The researcher made use of primary and secondary sources of data. The primary sources of data were the administration of structured questionnaire, while the secondary sources of data include the journals, magazines, textbooks and internet. Area of study is Anambra state. Anambra State is a Nigerian state, located in the southeastern region of the country. The population for the study comprises entrepreneurs in Nnewi area of Anambra state, the population of entrepreneurs in Nnewi area of Anambra state is five thousand, two hundred and fifty (5250). Sample size 371 respondents were gotten through the application of Taro Yamane formula. The study employed structure questionnaire as a method of data collection. The data collected were analyzed using descriptive statistics such as percentages while the hypotheses were analyzed using ANOVA at the appropriate level of confidence (0.05). The various scores are summed up for each of the respondents. Simple percentage was used to determine the direction of their perception and belief concerning the subject under review. Adequate statistical tools were used to determine the measures of dispersal and to strengthen the decision arrived at.

### Data Presentation and Analysis

In this section, the data generated from the population of the sampled were presented, analyzed and interpreted. Three hundred and seventy-one (371) questionnaire were administered, However, three hundred and forty-seven (347) questionnaire were retrieved 93.5% was the percentage rate of returned questionnaire. Therefore the analysis and interpretation of data were based on the returned questionnaire. The method used was the percentage tables and ANOVA regressions were used for the hypothesis testing. The first section covers the demographic features of the respondents. The second section analyzed the data relevant to research questions.

### Demographic Characteristics of the Respondents

In this section, the demographic features of the respondents such as gender, marital status, age bracket, educational qualification and are presented and analyzed. A total of three hundred and sixty-nine respondents were sampled and the results are presented in the table below.

**Table 1: Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	270	77.8	77.8	77.8
Female	77	22.1	22.1	100.0
Valid Total	347	100.0	100.0	

**Source: SPSS, Version, 2023**

The above table reveals that the 77.8% of the respondents which represents ninety (270) persons were male respondents, while seventy (77) respondents which represent 22.1% were female respondents. By implication, male respondents were more than female respondents by 55.7% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

**Table 2: Marital Statuses**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	122	35.2	35.2	35.2
	SINGLE	225	64.8	64.8	100.0
	Total	347	100.0	100.0	

**Source: SPSS, Version, 2023**

In the table above, out of the three hundred and forty-seven (347) respondents, one hundred and twenty-two (122) of the respondents, representing 35.2% are married while two hundred and twenty-five (225) respondents which represent 64.8percent are single. It is therefore glaring that the majority of the respondents are single as at the time of this study. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaires.

**Table 3: Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	114	32.9	32.9	32.9
	OND	63	18.2	18.2	18.2
	HND/BSC	113	32.6	32.6	32.6
	MSC	35	10.1	10.1	10.1
	PHD	22	6.3	6.3	100.0
	Total	347	100.0	100.0	

**Source: SPSS, Version, 2023**

The table above indicates that one hundred and fourteen (114) respondents which representing 32.9% maintain to acquired either WAEC/NECO. However, 18.2% of the respondents which represents Sixty-three (63) obtained Ordinary National Diploma (OND). and One hundred and thirteen which represent 32.6 percent either have HND/BSC. The respondents that have M.Sc are numbered 35 which represent 10.1%, while those with Ph.D are 22 which represent 6.3%. This as the one of demographic item helps us to identify the education qualification of the respondent.

**Table 4: Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-25	179	51.6	51.6
	26-35	84	24.2	24.2
	36-45	36	10.4	10.4
	46-ABOVE	48	13.8	13.8
	Total	347	100.0	100.0

Source: SPSS, Version, 2023

Table 4 above depicted the age bracket of the respondents. The distribution shows that 51.6% of the respondents are between the age brackets of 15 to 25 years while 84 respondents representing 24.2% are within the age bracket of 26 - 35 years. On the same note, 10.4% of the respondents are within the age bracket of 31 - 45 years while the remaining respondents representing 13.8% are within the age bracket of 45 years and above.

**Table 5 Multiple Regression Coefficients****Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.559	.490		3.180	.002
1 Whatsapp usage	.025	.046	.031	.545	.015
YouTube usage	.152	.045	.204	3.377	.090
Facebook usage	.121	.047	.144	2.599	.035

a. Dependent Variable: Contemporary business

**Table 6: Model Summary****Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.754 <sup>a</sup>	.568	.554	.55068

a. Predictors: (Constant), Whatsapp usage, YouTube usage, Facebook usage

The multiple regression analysis was adopted to test the relationship Whatsapp usage, YouTube usage, Facebook usage and contemporary business. The results were shown in table. From the data shown, the correlation  $R=.754$  means that the three (3) factors have high relationship with contemporary business. In this regression, the independent variables at 56% ( $R\text{ square}= 0.568$ ), ANOVA statistics ( $F=41.039$ ,  $p<.05$ ) indicated that the overall model is statistically significant. When considering the regression data of independent variables.

**Table 7: ANOVA<sup>a</sup>****ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	62.225	3	12.445	41.039	.000 <sup>b</sup>
Residual	47.306	344	.303		
Total	109.531	347			

a. Dependent Variable: Contemporary business

b. Predictors: (Constant), Whatsapp usage, YouTube usage, Facebook usage

The F-ratio in the ANOVA Table tested whether the overall regression model is a good fit for the data. The table showed that the independent variables (Whatsapp usage, YouTube usage, Facebook usage) significantly predict the dependent variable (contemporary business), since  $F(5, 156) = 41.039$ ,  $p<.005$ , the regression model is good for the data.

**Test of Research Hypotheses****The Decision Rule**

If the probability value calculated is greater than the critical level of significance, then the null hypothesis will be accepted while the alternate hypothesis is rejected and vice versa. If the probability value is .000 is smaller than the critical value of 5% (ie  $.000 < 0.05$ ), we conclude that the given parameter is

statistically significant. In this situation, it is accepted that there is need to reject the null hypothesis and to accept the alternate.

#### **Hypothesis one**

**HO<sub>1</sub>:** WhatsApp usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State

**Ha<sub>1</sub>:** WhatsApp usage have significant and statistical effect on contemporary businesses in Nnewi, Anambra State

From the coefficient Table 5 Whatsapp usage exhibited positively with contemporary businesses given the Beta value ( $\beta=.031$ ,  $p<.015$ ). The regression analysis whatsapp usage and contemporary business on the test of hypothesis one, Table 4.5 indicated that the exact level of significant calculated (.015) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis is rejected to accept the alternate hypothesis thereby implying that there is significant positive relationship between WhatsApp and contemporary business.

#### **Hypothesis two**

**HO<sub>2</sub>:** YouTube usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

**Ha<sub>2</sub>** YouTube usage has significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

The coefficient Table 5 showed the extent to which YouTube usage positively affects contemporary businesses. Given the Beta value ( $\beta=.204$ ,  $p>.090$ ). The regression analysis for YouTube usage and contemporary businesses on the test of hypothesis two, Table 5 indicated that the exact level of significant calculated (.090) is higher than the probability of committing a type one error (.05). Giving the result, the null hypothesis was accepted to reject the alternate hypothesis thereby implying that, there is significant no positive relationship between Youtube usage and contemporary businesses.

#### **Hypothesis three**

**HO<sub>3</sub>:** Facebook usage does not have significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

**Ha<sub>3</sub>** Facebook usage has significant and statistical effect on contemporary businesses in Nnewi, Anambra State.

The coefficient table 5 showed the extent to which facebook usage positively affects contemporary businesses. Given the Beta value ( $\beta= .144$ ,  $p<.001$ ). The regression analysis for facebook usage and contemporary businesses on the test of hypothesis one, table 5 indicated that the exact level of significant calculated (.010) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that, there is significant positive relationship between facebook usage and contemporary businesses.

### **Discussion of Findings**

From the results of data analyzed in table 5 shows the extent to which WhatsApp usage accounted for change in Contemporary Business ( $\beta= .031$ ,  $P< 0.015$ ). This shows that there is significant positive relationship between WhatsApp usage and Contemporary Business. Table 6 showed that the Adjusted R<sup>2</sup> reported .568(56.8%) of the change of contemporary businesses is explained by whatsapp usage. This result agreed with the findings of Anshu and Arshad (2016) which revealed that Whatsapp is a medium of making communication easier and faster thereby by enhancing effective flow of information, idea sharing and connecting people easier. It creates great unionism between business owners and customers which allows for easy access by customers because of the features of auto reply which help business owners keep in touch with their consumers, studies relationship and normal social functioning.

The result obtained from Table 5 portrayed an overall negative correlation coefficient values among variables that measure YouTube usage which showed that the ( $\beta=.204$ ,  $P< 0.90$ ) indicates that YouTube usage has no significant positive relationship and accounted for variance in contemporary businesses. Also table 6 showed that the Adjusted R<sup>2</sup> reported .568(56.8%) of the change contemporary businesses is explained by YouTube usage. The study is in tandem with the findings of Edache et al (2010) who found a significant relationship between the variables.

The result from the regression on0 table 5 revealed that Facebook usage has significant positive effect on contemporary businesses. It showed that the ( $\beta= .144$ ,  $P< 0.035$ ) shows the extent to which facebook usage accounted for change in contemporary businesses. In table 4.6, it showed that the Adjusted R<sup>2</sup> reported .568(56.8%) of the change contemporary businesses is explained by facebook usage. More so, the result of hypothesis tested showed that there is significant positive relationship between facebook usage and contemporary businesses. The result is in line with the finding of Josee, Karemu, Kanchori & Okibo

(2014) which posited that the benefits of facebook for internationalization as: huge exposure that business can generate, the relatively low costs associated with it, the possibilities for customer segmentation and targeting it provides and the market insight that can be gained from analyzing consumers' online behaviour and interacting with them through facebook advert and page creations.

## **Conclusion and Recommendations**

### **Conclusion**

The study examined social media entrepreneurship on contemporary businesses in Nnewi, Anambra State, with an emphasis on the effect of social media entrepreneurship on modern business. The F-statistic indicates that there is a linear association between social media and entrepreneurship and is significant at the 5% level. The outcome showed that WhatsApp use had a big effect on contemporary businesses in Nnewi, Anambra State. In Nnewi, Anambra State, there is a strong correlation between YouTube use and entrepreneurship. The use of Facebook has a big impact on entrepreneurship in Nnewi, Anambra State. According on the study's findings, the following suggestions were made:

### **Recommendations**

- i. WhatsApp should be promoted as a tool for business owners to collaborate with their staff and clients and share knowledge.
- ii. Facebook should be utilized by business owners as a tracking system as well, as the amount of traffic to organization pages can be tracked by comparing the sales of a product or brand to the attention that has been given to it on profile pages. An auto reply system is useful in this regard. Surveys on the effectiveness of bank services and products might also be helpful in this regard.
- iii. Given that YouTube continues to be popular, and that entrepreneurs are interested in increasing productivity and creating a lively working environment, it is important for them to familiarize themselves with it and to use it to design and support interventions that meet staff expectations in order to help them give off their best.

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# **EFFECT OF CONSUMER RIGHTS ON PERFORMANCE OF SERVICE ORGANISATIONS IN NIGERIA (A Study of Selected Restaurants in Benin City Metropolis, Edo State, Nigeria)**

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## **Abstract**

The study was carried out to examine the effect of consumer rights on the performance of organizations in the Benin metropolis, Edo State, Nigeria. The research adopted a survey design. The population of the study comprises all consumers who patronize the restaurant industry in the Benin metropolis. Since it was not possible to generate a sampling frame, judgmental sampling was employed to work with a sample size of 150 respondents, conveniently selected from the four local government council areas in the study area. The instrument used to generate data was a questionnaire in which items were based on a 5-point Likert scale. The research instrument was validated by four experts in management. Split- The half technique and the Pearson Product Moment Correlation Coefficient were used to establish the reliability of the research instrument. Data were analyzed in the form of frequency of opinion and hypotheses were tested using t-test statistics. The finding revealed that consumers are now becoming aware of their rights due to their interactions and transactions with producers/sellers. The study concluded that consumer rights must be protected to ensure the welfare of societies. The study recommended that government should be involved in promoting and sustaining consumer rights awareness as this would enhance organizations to speedily achieve their goals and objectives.

Keywords: Consumer rights, performance, restaurant industry, interactions, and transactions.

## **Introduction**

It is globally recognized that a real and perceived imbalance of power relations exists between the producers and consumers of goods and services. What has strengthened this imbalance of power is the ever-growing free market philosophy which seems to put the producers at liberty to do whatever they want (Eze, Ehiwa, &Nwobodo, 2010). Over the years, consumers have shown some discontent against the activities of organizations with which they engage in trade relationships. The level of consumers' awareness of their rights is still low, thus giving rise to the near absence of action against unwholesome business practices. In the face of this ugly situation, the rights of the consumers need protection. Consumer rights protections are actions taken (occasionally in the form of laws) to protect consumer rights from the purchase and consumption of defective and degrading goods and services.

According to Asker and Day (1974), it is related to consumerism which involves the evolving set of activities of governments, businesses, and independent organizations established to protect the rights of consumers. In developed countries of the world, the consumer is the king (Aldeina, et al, 2001, Anderson, 2006). In line with this perspective, Al-Ghamdi et al (2007) inOvini (2014) opine that in developed countries, for protection, there is consumers' increasing reliance on market mechanisms as opposed to developing and underdeveloped economies where consumers rely more on government intervention model. In Nigeria, consumers depend on the government for protection because consumerism is in its infant stage of growth.

In Nigeria, the get-rich-quick syndrome and the quest for excess profit have given rise to most businesses engaging in unethical practices that have endangered the health of consumers, giving birth to sporadic complaints from individual consumers. It seems therefore that there is no real organized mass movement of consumers to fight for the Owing to these problems, the Nigerian protection of the rights of the consumers. The government has introduced different legislations, amended older ones, and created different implementation institutions. These include the Consumer Protection Council (CPC) created by Decree No.

66 of 1992 as the apex consumer protection agency of Nigeria. Additionally, the Standard Organization of Nigeria (SON) was created by an enabling Act No. 56 of 1971 with three amendments to date. Apart from the aforementioned agencies, the National Agency for Food and Drug Administration and Control (NAFDAC), National Orientation Agency (NOA), Nigerian Communication Commission (NCC), Advertising Practitioners Council of Nigeria (APCON), Nigeria Broadcasting Commission (NBc) and other relevant organization were established at various times in Nigeria's history to protect the consumer rights (Monye, 2005).

### **Statement of the Problem**

There are growing concerns about the effect of consumer rights on the performance of organizations in Nigeria. Nigerians and governments alike have expressed grave concerns about the dwindling performance of manufacturing organizations. The general assessment seems to be that manufacturing organizations bring out low-quality products that cannot penetrate the market. This is because consumers are hardly heard about the performance of products in the market. On the part of the government, there is no enforcement of consumers' rights. On the part of the citizens, democratic variables of age, sex, occupation, household size, income, and religion which determine the customer base of companies have affected the performance of organizations in Nigeria. This type of situation translates into merger and acquisition with its concomitant effect of retrenchment of employees.

Again there has been a paucity of studies on the effect of consumers' rights on the performance of organizations, whereas so much has been written about the potential of consumers' rights in improving organizational performance in developed countries. Against this background is considered worthwhile to investigate the effect of consumers' rights on the performance of organizations.

### **Objectives of the Study**

The broad objective of the study is to examine the effect of consumer rights on the performance of organizations in the Benin City metropolis using restaurants as a case study. To achieve this, the study specifically outlines the following objectives:

- To investigate the influence of consumers' awareness of their rights on performance of restaurants in the Benin-city metropolis.
- To examine the influence of consumers' rights enforcement on the performance of restaurants in Benin-city metropolis.

### **Research Questions**

The following research questions were raised to guide the study:

- To what extent does consumers' awareness of their rights affect the performance of restaurants in Benin City metropolis?
- Does enforcement of consumers' rights affect the performance of restaurants in Benin- a city metropolis?

### **Research Hypotheses**

The research hypotheses for this study are:

Ho1: There is no significant relationship between consumers' awareness of their rights and the performance of restaurants in the Benin-city metropolis.

Ho2: There is no significant relationship between the enforcement of consumers' rights and the performance of restaurants in Benin City metropolis.

Review of Related Literature

### **The Concept of Consumer**

There has been a series of scholarly articles on the actual definition of the term "consumer" which need to be protected. However, a modern definition of the consumer according to Akomolede and Oladele (2006) in Ovinii (2014) "is any person who purchased or is supplied goods or uses of consumer goods and services at the end of a chain of production". The above definition has two major features: (1) the consumer is a buyer and/or user of a product or service and (2) the consumer is a member of the production chain. These features bring to the fore the importance of the consumer in both economic and marketing theories. This implies that without the consumers, there can be no reason for production and thus no market. It is in this light that the consumer is regarded as the pivotal point of not only marketing but of all business activities (Barksdale and Derden, 1971), and whose interest must be served and his rights protected at all times. Etriveland Mohanasundari (2011) opine that in actual practice the consumer is treated as a "slave" or "servant" instead of being treated as the king as often advertised by businesses. This underscores the

proposition by Bell and Emury (1971) that if the business falls in its responsibility to help the consumer (out of his disadvantaged position) "...then the government or other parties must act on the consumer's behalf". Consumer behaviour studies characteristics of individual consumers such as how emotion affects business behaviour. It studies characteristics of the individual environment such as demographic and behaviour variables to understand what the people want (Kahle & Close, 2011, Minton and Khale, 2014).

### **The concept of Consumer Behaviour**

It is the study of individuals, groups, or organizations and the process they use to select, secure, use, and dispose of products, service expenses, or ideas to satisfy needs and the impact that these processes have on the consumer and society (Kuaester, 2012).

The key points in the above definition are:

- Behaviour takes place either for the individual, in the context of a group (e.g. friend influence, what kind of clothes, a person wears or an organization (people in the job decide as to which products the firm should use).
- Consumer behaviour involves ideas and services as well as tangible products.
- The effect of consumer behaviour on society is relevant.
- Consumer behaviour has to do with the use and disposal of products as well as the study of how they are purchased.

Consumer behaviour is difficult to predict even for experts in the field (Armstrong, 1999) consumer behaviour is influenced by internal conditions e.g. demographic, psychographics (lifestyle) personality, motivation, beliefs, feelings, attitudes, beliefs, factors such as perception, attitude, motivation, and belief constitute psychological factors while personal factors include age, lifestyle, occupation and personality.

According to Perner (2015), applications of consumer behaviour are for marketing strategy, for social marketing and it makes organization better consumers. Consumer behaviour is social. This means that consumers must be understood in terms of their relationship with others because a person can only be a consumer by there being another person who is a seller or a service provider.

This social approach is a contrast to the one that focuses on the individual as an isolated entity who can be understood apart from a social environment. This social approach has been described by some authors as relational analysis in which the relationship between two or more people becomes the main unit of study rather than the individual alone. The contexts in which purchases are made and products are used often involve other people, and such consequences as satisfaction and safety may depend heavily upon how other people respond.

### **Characteristics of Consumer Markets**

- They tend to be quite large in terms of the number of current and potential buyers.
- The individuals who operate in the consumer market have very limited purchasing power, as against the industrial or institutional users.
- Buyers in these markets generally lack specialized product knowledge, unlike industrial buyers.
- Usually, final consumers frequently buy in small quantities.
- Unlike industrial or institutional users, consumer markets tend to be widely dispersed geographically (Ijewere, 2005).

The consumer market pertains to buyers who purchase goods and services for consumption rather than resale. However, not all consumers are alike in their tastes, preferences and buying habits due to different characteristics that can distinguish certain consumers from others. These particular consumer characteristics include various demographic, psychographic, behavioral and geographic traits. Marketers usually define these consumer characteristics through market segmentation

### **Demographic Characteristics**

Characteristics of consumers based on demographics include differences in gender, age ethnic background, income, occupation education, household size, religion, generation, nationality and even social class. Most of these demographic categories are further defined by a certain range. Companies often identify these demographic characteristics through market research surveys used to discover which demographic groups comprise the majority of their customer base. Companies can then target their advertising towards these demographic groups.

### **Psychographic Characteristics**

Psychographic characteristics of consumers include interests, activities, options, values and attitudes many magazines are geared toward a consumer's interest.

For example, prenatal magazines target expectant mothers who are interested in learning more about caring for a baby.

### **Behaviouralistic Characteristics**

Behaviouralistic characteristics of consumer markets include product usage rates, brand loyalty, user status or how long they have been a consumer, and even benefits that consumers seek. Companies like to know how often their consumers visit their restaurants, and stores or use their products.

### **Organizational Performance**

Over the years, the term ethics in organizational performance has long been associated with management scholars and business leaders around the world. There is a broad agreement around the world that as a matter of corporate policy, every organization strives to be committed in an ethically transparent manner. Steinberg (1994) cited in Ovini (2014), argued that ethics in the world of an organization's business involve "ordinary decency" which encompasses such areas as integrity, honesty and fairness. Behaving ethically is seen as part of the social responsibility of organization, which itself depends on the philosophy that organizations ought to impact society in ways that go beyond the usual profit maximization objective. It is often argued in many instances that, it is in the interest of an organization to behave in a way that recognizes the need for moral and ethical content in managerial decisions as this will benefit the organization, especially in the long run. Ethical behaviour is characterized by honesty, fairness and equity in interpersonal, professional and academic relationships and it respects the dignity, diversity and the right of individuals and groups of people (Legan. (2000) cited in Ovini, 2014). Therefore for an organization to move forward in the aspect of performance, such an organization needs to have a good understanding of ethics and also take it seriously as this can undermine the competitive strength of the organization and the society at large. Morals spring virtually from every decision, thus organization stability and survival depend on the consistency of quality of ethical decisions made by managers. Managers are challenged and encouraged to have an obligation to organization performance and society at large, to support and assist the society to imbibe an ethical culture in which there is the interest of is everyone (Oladunni, 2000). In recent times, most organizations have come up with codes of ethics in dealing with ethical issues challenging them.

### **Research Method**

The study adopted a survey design. A survey design was considered the most appropriate for gathering the information needed for this study because according to Udo and Joseph (1999) assertion, where all members of a targeted population cannot be reached, a survey design makes it possible to inference on the population to be drawn using the sample.

It is practically impossible to study the totality of industries in Benin-city. This study therefore focuses on the restaurant (service) industry. The population of this study thus

Comprises consumers in restaurant industry in Benin-City.

Since it was not possible to generate a sampling frame judgmental sampling was employed to work with a sample size of 150 respondents. Judgmental sampling is ideal when one wants to study a small subject of a large population in which many members of the subject are easily identified but the enumeration of all of them would be impossible. This is the case for consumers who patronize restaurant organizations in Benin-City (Egwu, 2005).

To cover Benin City, convenient sampling was used to select respondents from selected restaurants in the four (4) local government council areas namely: Ikpoba-Okha, Oredo, Ovia North-East and Egor. The secretariat and its environment on Sapele Road were selected to represent Oredo. Ikpoba-Okha is represented by Benson

Idahosa University and its environs. Egor is represented by the Uselu market and its environs.

Ovia North-East was selected and represented by the University of Benin and the University of Benin Teaching Hospital (UBTH) communities. 180 copies of the questionnaire were administered to restaurant customers in the selected areas, and 165 copies of the questionnaire were retrieved of which 150 were found to be useful for the study.

A five (5) item "Consumer Rights and Performance of Organizations" (CROPO) rating scale was developed by the researchers and was used to collect data from the respondents. Section A of the instrument (questionnaire) was concerned with the background information of the respondents while section B comprises 18 items. The items were based on a 4-point Likert-type scale of Strongly Agree (SA) 4 points, Agree (A) 3- points, Disagree (D) 2 points and Strongly Disagree (SD) 1 point. The respondents were requested to select from the most appropriate options.

To ascertain the validity of the instrument used for the study, copies of the questionnaire were given to four experts in organizational development in the Department of Business Administration at the University of

Benin, Benin City, Edo State. These experts went through the research objectives, questions and questionnaire items and made useful suggestions that led to some corrections in the final draft of the questionnaire.

A pilot study was carried out using 45 students of Ambrose Alli University, Ekpoma, Edo State which is outside the study area. Data collected from the pilot study were analyzed using the split-half technique and Pearson's Product Moment Correlation Coefficient. A reliability coefficient of 0.83 was considered satisfactory for the study.

### Data Analysis

The data were analyzed using descriptive and inferential statistics. Descriptive statistics used include frequency tables, mean and Standard Deviation (SD). The inferential statistics was the t-test used to test the hypotheses for the study. Analysis of the data was performed with the aid of SPSS version 70.

Frequencies on Consumers Awareness of their Rights

Table 1: Consumer Awareness of their Right

Frequencies on Consumers Awareness of their Rights

**Table 1: Consumer Awareness of their Right**

S/N	Items	SA	A	%	D	SD	%	Remark
1	We are always ahead in allowing consumers to know the right safety.	40	35	75	7	4	11	Agreed
2	We are always ahead in allowing consumers to know the right to be heard.	43	28	71	7	3	10	Agreed
3	We are always ahead in allowing consumers to know the right to redress	49	34	83	5	1	6	Agreed
4	We always make sure that consumers are aware of the right to be informed	51	37	88	4	0	4	Agreed

**Source: Fieldwork, 2023**

In Table 1 above, it is clear that consumers are aware of their right to safety, to be heard, to know the right to redress, and to be informed. This is because the answer with the highest percentage is regarded as what is being held regarding the issue in question in the organization.

**Table 2 Mean and Standard deviation on the extent of the effect of consumers' awareness of their right on the performance of restaurants**

Question	N	TT	SD	CV	t-cal	Pvalue	Dec
We are always ahead in allowing consumers to know the right to safety	150	3.01	7.50	249.2	18.20	0.000	Sig.
We are always ahead in allowing consumers to know the right to be heard.	150	3.00	3.86	128.7	26.54	0.000	Sig.
We are always ahead in allowing consumers to know the right to redress	150	3.23	6.99	216.4	5.65	0.011	Sig.
We always make sure that consumers are aware of the right to be informed	150	3.34	1.92	57.5	8.88	0.003	Sig.

**Source: Fieldwork, 2023**

Table 2 above indicates that all items were accepted (mean score 3.0 and above). It implies that all items and standard deviation were small. This equally shows that the views of the respondents were closely related. Also, t-test statistic indicates that all parameters used in measuring consumers' awareness of their rights and performances of restaurants are significant at both the 5% and 1% level critical value.

Frequencies on enforcement of consumers' rights

Table 3: Enforcement of Consumers' Rights

Frequencies on enforcement of consumers' rights

**Table 3: Enforcement of Consumers' Rights**

S/N	Items	SA	A	%	D	SD	%	Remark
1	Your company sales volume reflect in the enforcement of consumers' right	36	32	68	7	4	11	Agreed
2	Your sales volume indicates corresponding response to enforcement of consumers' rights	45	35	99	5	2	7	Agreed
3	Enforcement of consumers' rights is critical for measuring organization	41	32	73	3	3	6	Agreed

performance							
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**Source: Fieldwork, 2023**

In table 3 above, it is obvious that enforcement of consumers' rights affect organizational performance. This is due to the fact that the answer with the highest parental regarded as what is being held regarding the issue in question in the organization.

Table 4: Mean and Standard deviation on the effect of enforcement of consumers right performance of restaurants.

Question	N	TT	SD	CV	t-cal	Pvalue	Dec
Your company's sales volume reflect in the enforcement of consumers' right	150	3.01	6.56	217.9	16.11	0.004	Sig.
Your sales volume indicates corresponding response to enforcement of consumer right	150	3.14	4.00	127.4	20.35	0.002	Sig.
Enforcement of consumer rights is critical for measuring organization performance.	150	3.04	5.03	165.5	9.06	0.012	Sig.

**Source: Fieldwork, 2023**

The table above shows that all items were accepted (mean score about 3.0 above) implying that all items and standard deviation were small. This equally shows the views of the respondents were closely related. Also, the t-test statistic indicates that all parameters used in measuring the enforcement of consumers' rights on the performance of restaurants are significant at both the 5% and 1% level critical value.

**Hypotheses Testing**

As specified earlier, the hypotheses were tested using the t-test statistics as shown below

Decision Rule:

Reject the null hypothesis (Ho) if the P-value associated with the t-calculated Value is less than 5% critical value.

Test of Hypothesis I

H01: There is no significant relationship between consumers' awareness of their rights and the performance of restaurants in the Benin City metropolis.

Table 4.9: T-test analysis showing the significant relationship between consumer awareness of their right and performance of restaurants

**Table 4.9: T-test analysis showing the significant relationship between consumer awareness of their right and performance of restaurants**

Source: Fieldwork, 2023

	Mean	Std Deviation	95% confidence interval of the difference (Lower)	95% confidence interval of the difference (Upper)	t	Sig. (2-tailed)
Consumer awareness of Organizational performance	164,500	.57286	.73345	2.55655	5.743	.010

**Table 4.9: T-test analysis showing the significant relationship between consumer awareness of their**

	Mean	Std Deviation	95% confidence interval of the difference (Lower)	95% confidence interval of the difference (Upper)	t	Sig. (2-tailed)
Consumer awareness of Organizational performance	164,500	.57286	.73345	2.55655	5.743	.010

right and performance of restaurants

Source: Fieldwork, 2023

**Table 4.9: T-test analysis showing the significant relationship between consumer awareness of their right and performance of restaurants**

Source: Fieldwork, 2023

result in Table 4.9 above shows the result of the t-test analysis using the SPSS

The PV associated with the t-calculated value (0.10) is less than the 5% critical value.

Hence the null hypothesis is rejected. It is therefore concluded that there is a significant relationship between consumers' awareness of the right and the performance of organisation.

**Test of Hypothesis II**

	Mean	Std Deviation	95% confidence interval of the difference (Lower)	95% confidence interval of the difference (Upper)	t	Sig. (2-tailed)
Consumer awareness of Organizational performance	164,500	.57286	.73345	2.55655	5.743	.010

Ho2: There is no significant relationship between the enforcement of consumer rights and the performance of restaurants in the Benin City metropolis.

Table 4. 10: T-test analysis showing the significant relationship between enforcement of Consumer rights and performance of restaurants.

Table 4. 10: T-test analysis showing the significant relationship between enforcement of Consumer rights and performance of restaurants.

Source: Fieldwork, 2023

	Mean	Std Deviation	95% confidence interval of the Difference (Lower)	95% confidence interval of the Difference (Upper)	t	Sig. (2-tailed)
Enforcement of Consumer right-organisational performance	1.73000	.51118	.46017	2.99983	5.86312	.028

The result in Table 4.10 above shows the result of the t-test analysis using the SPSS 17.0 version. The PV associated with the t-calculated value (0.28) is less at 5% critical value.

Hence, the null hypothesis is rejected. It is therefore concluded that there is a significant relationship between the enforcement of consumers' rights and the performance of organization.

This implies that enforcement of consumer rights leads to organizational performance.

**Discussion of Findings**

This work has provided us with insight into the objectives we set out to achieve.

A discussion of these findings is considered necessary.

On the issue of consumers' awareness of their rights, it was found that a good number of respondents claim to know the existence of consumer rights. This finding is instructive for this study because it is what the consumers know that they will demand. This finding also signals an improvement in previous findings by Ijewere (2005) who noted that consumers in Nigeria suffer several infringements as a result of a low level of awareness of their rights. We can also say that the awareness campaign being championed by the Consumer

**The Protection Council (CPC) of Nigeria has started yielding results.**

On the level of protection by consumers, it was found that the majority of consumers do not feel protected against the exploitative tendencies of producers/sellers. This is deducible from their responses about the effectiveness of institutions such as the National Agency for Food and Drugs Administration and Control (NAFDAC), Standard Organization of Nigerians (SON), etc.

Concerning the kind of infringement consumers suffer, several factors were revealed. Chief among them is the claim by respondents that they often suffer from major issues relating to the products and services purchased resulting in major complaints by consumers. If we link this finding to the earlier



discovery of an appreciable knowledge of their rights, consumers will certainly be expected to ask for redress through the enforcement of their rights.

The findings also show that there is a significant relationship between consumer rights and the performance of organizations. It was discovered that organizations that render services and sell goods with due regard to the rights of consumers are considered of better image as well as much more able to achieve their organizational goals and objectives. This finding is in agreement with Agbonifoh and Edoreh (1986) who regarded the consumers as the king, to whose tastes and needs the marketer must tailor goods and services. This according to them, will determine the successful existence or otherwise of the organization.

### Conclusion

The study investigated the effect of consumer rights on the performance of service organizations in Nigeria using selected restaurants in Benin-city metropolis as a case study. Based on the findings, it is concluded that a good number of consumers are becoming aware of their rights about producers/sellers and this enables them to demand effective products and services delivery. Again, it was established that many consumers do not feel protected against the exploitative tendencies of producers/sellers. It was also true that organizations that render services and sell goods regarding the right of consumers can achieve organizational goals and objectives.

### Recommendations

The study put forward the following recommendations:

- The existing Consumer Protection Council (CPC) should be spread across the nation by establishing offices in all local councils. The council should be empowered to engage consumers on information provision and education. This will form a more formidable consumer activism.
- A law enforcement task force should be set up to monitor government councils. Membership of the task force should comprise Barristers, police officers and medical personnel to monitor and receive consumers' complaints. The standard organization of Nigeria should be reactivated to handle the laboratory testing functions of the councils. Modern equipment should be given to make the task-force function speedily.
- A consumer enlightenment campaign should be organized to educate consumers about their rights. It should be the responsibility of the Consumer Protection Council of Nigeria to publish consumer information bulletin nightly. This will help to most importantly educate the consumers about their rights, product price, trends and cases of redress from which consumers can learn.
- There should be legal representations at minimum cost easy and accessible to consumers who have clear cases of redress. This process should be single out easy for the common man.
- There should be a total, rather than periodical ban, on identified sub-standard/injurious products. This will act as a deterrent to other producers.
- Operator of commercial transport firms should be monitored to ensure that their vehicles are safe for commuters.

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# ENHANCING ORGANIZATIONAL PERFORMANCE THROUGH PERFORMANCE MANAGEMENT SYSTEM IN DEPOSIT MONEY BANKS IN DELTA STATE

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## **Abstract**

The study focuses on enhancing organizational performance through performance management system in Deposit Money Banks in Delta. The population of the study consists of customers and employee of Zenith Bank, Fidelity Bank, United Bank of Africa, Access Bank and First Bank in Delta State. The basis for selection of these five (5) banks from the twenty-four (24) DBMs in Nigeria is because they are key players in the industry. Therefore, the total population is 1740 which consist of the customers and the employees. The stratified random technique was utilized with the probability sampling method. The study concluded that performance appraisal affects organizational performance. Effective employee participation in performance appraisal are to understand the strategy the organization is trying to implement, timely communication of performance targets, timely feedback on progress towards set goals and employee full participation in setting goals. The study recommends that management should improve in justice perception; this is due to improve the commitment of non-executive employees towards the organization. Improving the justice perception can be made by improving the delivery of the information in term of clarity, understanding and timely relevant.

**Keywords: Performance management system, Performance goals, Justice Perception, Performance appraisal, Performance feedback, Organizational performance**

## **Introduction**

In today's competitive business landscape, organizations strive to achieve optimal performance and success. One crucial aspect that significantly influences an organization's performance is the effective management of employee performance. A performance management system plays a vital role in aligning individual and organizational goals, measuring and evaluating employee performance, providing feedback and coaching, and ultimately driving organizational performance. By implementing a well-designed and robust performance management system, Nigeria Deposit Money Banks can enhance their overall performance and gain a competitive edge in the market.

Performance management is a crucial mechanism for the human resources division's hiring, training, and retention of staff members as well as for assessing their work. An annual performance review system is increasingly recognized as failing to properly engage workers, consistently define and fulfil business goals, and produce a solid knowledge of worker performance. According to Valamis (2022), Performance management is a systematic method for developing and maintaining better employee performance, which boosts businesses' effectiveness. Managers may establish a work climate that promotes the success of both individuals and businesses by concentrating on employee development and balancing organizational goals with team and personal objectives. An organization develops a method to evaluate and enhance the performance of its personnel based on the notion of performance management.

Performance management involves managing employee efforts, based on measured performance outcomes. Therefore, determining what constitutes good performance and how the different aspects of high performance can be measured is critical to the design of an effective performance management process. And performance management effectiveness increases when there is ongoing feedback, behavior-based measures are used and preset goals and trained raters are employed (Lawler, 2003).

Performance management can be considered as a proactive and positive system of managing employee performance for guiding the employees and the organization in the direction of desired performance and results. It's about striking a harmonious alignment between employee and organizational objectives in order to achieve excellence in performance. Although, researches have been carried out on the effect of performance management system on organizational performance in many countries mostly

developed countries, but no research has been carried out on the effect of performance management system on organizational performance of deposit money banks in Nigeria. This is a gap in knowledge; therefore, the study intends to examine the effect of performance management system on organizational performance of deposit money banks in Nigeria.

### **Statement of the Problem**

Most organizations in the world today appear to suffer poor management system, absenteeism and public outcry on the quality of service rendered which in turn hinder productivity. In Nigeria, deposit money banks have for a long time been criticized both by the government and the public for what has been termed as poor management and lack of performance goals.

Performance management is crucial for a business since it assists in ensuring that workers are exerting themselves to help the company achieve its goals. Employees are encouraged to work hard and in ways that the firm expects by using performance management, which establishes expectations for employee performance. Additionally, a performance management system offers firms a thorough and expert management method to evaluate the performance outcomes of organizations and people. Performance from employees might be anticipated, judged, and rewarded. Improved individual employee performance helps the performance management system's goal of constantly enhancing organizational performance. As a result, employing a performance management system to enhance employee performance is a technique to enhance organizational performance.

### **Research Objectives**

The main objective of this study is to examine the effect of performance management system on organizational performance in Deposit Money Banks in Delta State. The specific objectives are to:

- i. ascertain the effect of Performance goals setting on organizational performance
- ii. determine the effect of performance appraisal on organizational performance

### **Review of Related Literature**

#### **Performance Management System**

In different literature, there are various models of performance management. Each model has its importance as a system for managing organizational performance, managing employee performance, and for integrating the management of organizational and employee performance. Performance management involves multiple levels of analysis, and is clearly linked to the topics studied in strategic HRM as well as performance appraisal. Different terms refer to performance management initiatives in organizations, for example, performance-based budgeting, pay-for-performance, planning, programming and budgeting, and management by objectives (Heinrich, 2002).

A performance management system, according to Rudman (2003), is increasingly seen as a means of integrating HRM activities with the business objectives of the organization, where management and HR activities are working together to influence individual and collective behavior to support the organization's strategy. Besides, he also stressed that the performance management system must fit with the organization's culture. Performance management system is a kind of completed and integrated cycle for performance management.

The emphasis of performance management systems is on continuously improving organizational performance, and this is achieved through improved individual employee performance (Zhang, 2014). Similarly from the suggestion of Lawler cited in Zhang, (2014), the objectives often include motivating performance, helping individuals develop their skills, building a performance culture, determining who should be promoted, eliminating individuals who are poor performers, and helping implement business strategies. The main purpose of the performance management system is to ensure that:

1. The work performed by employees accomplishes the work of the company;
2. Employees have a clear understanding of the quality and quantity of work expected from them;
3. Employees receive ongoing information about how effectively they are performing relative to expectations;
4. Awards and salary increases based on employee performance are distributed accordingly;
5. Opportunities for employee development are identified; and
6. Employee performance that does not meet expectations is addressed

Developing a performance management system is essential for an organization. Developing a performance management system, according to Zhang, (2014), is classified into a development, planning, managing, reviewing and rewarding phase. In 2000, Macky and Johnson suggested that a typical performance management system would include: the organization communicates its mission/strategies to its employees; the setting of individual performance targets to meet the employees' individual team and ultimately the organization's mission/strategies; the regular appraisal of these individuals against the agreed

set targets; use of the results for identification of development and/or for administrative decisions; and the continual review of the performance management system to ensure it continues to contribute to the organizational performance, ideally through consultation with employees.

Zhang, (2014) suggested that the main building blocks of a performance management system approach include: development of the organization's mission and objectives; enhancing communication within the organization so that employees are not only aware of the objectives and the business plan, but can contribute to their formulation; clarifying individual responsibilities and accountabilities; defining and measuring individual performance; implementing appropriate reward strategies, and developing staff to improve performance, and their career progression further in the future.

### **Organizational Performance**

Performance levels inside an organization have an impact on its success. Employees that are responsible and have strong competence, knowledge, and experience in their jobs are more likely to achieve the organization's objectives and goals successfully. A successful organization's management is said to be a major indicator of a good level of employee engagement. The secret to success in every firm is employee performance. The company's vision and objective must be pursued by each individual employee. There is no single, overarching rule for how to manage, upskill, and encourage personnel; rather, it depends on the particular organization. Donohoe (2021) opined that the success or failure of your company will depend on how well your staff execute on a daily basis. Employee behaviour in the workplace and elements like the quality, quantity, and effectiveness of the job are all part of employee performance.

Due to the importance of employee performance to the overall profitability of the business, employers require workers who can perform. In order to create standardized and impartial procedures for evaluating personnel, business executives must comprehend the main advantages of employee performance. In doing so, the corporate organization's strengths, shortcomings, and prospective managerial shortages are identified. Performance reviews are never enjoyable, but they assist managers in determining each employee's performance levels.

Additionally, employees frequently struggle to carry out their responsibilities successfully when faced with uncertainty.

### **Performance Goals setting and Organizational Performance**

Performance Goals is a very popular concept in work planning and assessment, and it is useful as a fundamental component of organizational management in general (Ogbeiwi, 2018). Several authors (Draft, 2016; Locke & Latham, 2006; Obasan & Sotunde, 2011; Ogbeiwi, 2018; Openstax, 2019; Sides & Cuevas, 2020; Williams, 2016) have attempted defining the concept of goal setting.

These authors see goal setting as a process by which goals are achieved, a process of identifying specific accomplishment to be made in a specific area with measurable outcomes, such as actions and timelines for achievement. Further, goal setting is defined as a formal program of setting numerical or quantitative performance goals for individuals, groups and organizations, and all formal goal setting programs share the common objectives of increasing employee motivation and performance. Based on the confines of this study, goal setting is seen as the process of planning and setting parameters for the accomplishment of clear, rational and challenging outcome statements that are specific, measurable, attainable, relevant and time bound to the overall mission or objectives of organizations, groups or individuals.

More recently Ogbeiwi, (2018) submitted that various types of goals are differentiated respectively according to their different properties of measurement, goal-setting approach, cognition, localization, target, clarity, and also according to their purpose. Hence, several goal types as provided by various authors including general goals which are futuristic, long term, broad aims of the entire organization, or specific sub-organization and individual short term goals. Other types of goals such as outcome goals, performance goals and process goals were also presented (Tondello, et. al., 2018). Further types of goals include mastery goals, which helps focus on the learning and mastering of skills in order to complete the tasks at hand has also been identified (Zainudin, Lee & Tang, 2014; Sommet & Elliot, 2017), while performance approach goal on the other hand is a goal where someone tries to do better than his or her peers. Lastly, Latham, Seijts & Slocum, (2016) discussed three types of goals which are behavioral, performance, and learning goals. In line with the types of goals are the levels of goal operation in an organization, this is referred to as goal hierarchy.

### **Performance Appraisal and Organizational Performance**

The periodic evaluation of an employee's job performance in relation to the competency standards established by the company is known as a performance appraisal. The essential capabilities required by the company are frequently assessed, together with the competencies unique to the employee's position (Valamis,

2018). Based on the evaluation, the appraiser typically a manager or supervisor will offer the employee constructive, useful criticism. In turn, this gives the worker the guidance they need to advance in their position.

A performance evaluation gives the company the chance to acknowledge the accomplishments of its employees and their potential for the future depending on the sort of feedback they get. In alignment, Hayes (2021) opines that the phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. An employee's abilities, accomplishments, and potential for advancement are assessed in a performance assessment, which is also referred to as a yearly review, performance review or evaluation, or employee appraisal. Companies use performance reviews to provide workers with comprehensive feedback on their work, to support decisions on salary raises and incentives, as well as to terminate people.

### **Review of Theories**

#### **Expectancy Theory**

According to Vroom's expectation theory (1965), conduct is the consequence of conscious decisions made between options with the goals of maximizing pleasure and minimizing pain. Vroom came to the realization that a worker's performance is influenced by personal traits including personality, skills, knowledge, experience, and talents. He said that a person's motivation is influenced by their effort, performance, and motivation. To account for this, he employs the variables Expectancy, Instrumentality, and Valence according to Opleidingen (2022):

**Expectancy:** is the conviction that greater effort will produce greater results, i.e., if I work harder, this will be better. This is influenced by factors like:

- the availability of suitable resources (e.g. raw materials, time)
- the capacity to do the required tasks
- Having the help needed to complete the task (e.g. supervisor support, or correct information on the job)

**Instrumentality:** is the idea that if you perform properly, a worthwhile result will be obtained. The degree to which a first-level result will affect a second-level result In other words, there is benefit to me if I perform a good job. This is influenced by factors like:

- Clear comprehension of the connection between performance and results, such as the rules of the reward "game"
- Have faith in those making decisions about who will receive what outcome.
- transparency of decision-making process that determines who receives what outcome

**Valence:** is the weight that a person gives to the anticipated result. The person must prefer achieving the outcome over not achieving it for the valence to be positive. People who are primarily driven by money, for instance, might not value offer of more time off.

The three factors—effort-performance expectancy (E>P expectancy) and performance-outcome expectancy (P>O expectancy)—are crucial for deciding which factor to prioritize.

E>P expectancy: the likelihood that our efforts will result in the necessary performance level.

P>O expectancy: our estimation of the likelihood that specific outcomes will result from our successful performance.

Therefore, Vroom's expectation theory of motivation is not about self-interest in rewards but rather about linkages people establish with predicted results and the contribution they believe they can make towards those ends.

#### **Empirical Review**

Aktaruzzaman and Abdur (2021) examine the influence of performance management (PM) on employee productivity in the Consumer Food Products Ltd. More specifically, the study sought to determine the extent to which performance appraisal, explore the extent to which training and development and determine the extent to which rewarding systems and contrast the extent to which feedback and coaching influence on employee productivity. In order to test four (04) hypotheses and achieve the objectives of this research structured questionnaire had been applied to gather primary data for analysis and interpretation. However, this questionnaire is composed of 30 questions (Likert Scale question) that personate all the variables of this paper. However, a random sample (n=61) was selected with 75 questionnaires that were distributed and back to ensure high response from staffs. The analysis of data is divided into three main section; Descriptive Statistics (Mean, Standard deviation, Standard error mean,); Inferential Statistics (Reliability test,); Structural Model (t-value, p-value, Coefficient value) to find the linkage between PMS practice and selected outcomes by using SPSS (Statistical Package for Social Science)-16.

Tables were used to present the findings. The research concludes the result of the data analysis reveal that PMS (F&C:  $\beta = .280$ ,  $t = 2.237$ ,  $p = .029$ . T&D:  $\beta = .522$ ,  $t = 4.696$ ,  $p = .000$ . PA:  $\beta = .230$ ,  $t = 1.814$ ,  $p = .075$ . RS:  $\beta = .068$ ,  $t = .525$ ,  $p = .601$ ) have a significant influence on its selected outcomes. As a result, it is recommended by the researcher that study also brought about the emphasis on the presence and appearance of PMS internal experts within the organizations which helps to improve the implementation of effective PMS practices. The study concluded that there are no links between performance appraisal and employee performance as indicated.

Muriuki and Wanyoike (2021) in the study “Performance Appraisal and Employee Performance” indicated that performance of employees is a key factor in every organization's success. Employee commitment helps a business accomplish its goals, but underperforming personnel contribute to the failure of an organization. Organizations need to comprehend the major advantages of employee performance in order to build trustworthy and objective methods of assessing personnel. Literature has shown a favorable correlation between employee performance and performance reviews, and both commercial and public enterprises have confirmed this correlation. It is debatable whether performance reviews influence employee performance, according to empirical research from certain researchers. According to published research, human resource activities can improve and mitigate inefficient performance evaluation. However, research on whether or not performance reviews improve employee performance has remained mostly subjective. This study utilized a desk review and was founded on expectation theory, which supports the construct of performance evaluation and employee performance, to determine the link between performance assessment and employee performance utilizing training and development as the parameter.

There were gaps in the research discussing the relationship between employee performance and performance reviews, according to the literature study that was conducted. It was discovered that many researchers had diverse perspectives on how to evaluate employee performance in terms of performance. The study discovered that although some performance evaluation deficiencies are linked to the procedures, others are connected to the backdrop of the organization's structure. With the goal of boosting employees' commitment and performance, this study suggests that it is necessary to investigate the relationship between performance reviews and worker output by including organizational structures and procedures. The staff and the managers should talk about doable goals and conduct frequent reviews. Feedback should be communicated to each employee in a timely manner. Recognition should be given to those who hit their goals, and criticism should be leveled at underachievers. Through development and training, the gaps should be filled.

Mulwa and Weru, (2017) investigates the influence of performance management system on employee performance in banks in Kitui Town, Kenya. The population under study was 118 employees. Data was collected by use of questionnaires. Data from the research was analyzed using SPSS. It was found that performance management system enhances employee performance by providing a reliable performance measure, increasing staff competency and hence realization of set targets. The research concluded that enacting performance management system enhances employee performance through setting individual objectives that are derived from overall organizational goals and identifying skills gap which are addressed through trainings thus increasing staff competence levels. The study recommended that banks management should foster their employee's awareness of the role of performance management system, reward good performers, address training gaps identified, conduct appraisals in a professional manner and give accurate feedback concerning staff's performance after performance appraisal process.

### Methodology

The design method to be employed for this study is the descriptive survey design, as it helps the researcher in the assessment of customer's opinion using questionnaire and sampling methods.

The population of the study consists of customers and employee of Zenith Bank, Fidelity Bank, United Bank of Africa, Access Bank and First Bank in Delta State. The basis for selection of these five (5) banks from the twenty-four (24) DBMs in Nigeria is because they are key players in the industry. Therefore, the total population is 1740 which consist of the customers and the employees.

**Table 3.1: Names of Bank and the Population of Customers and Employees**

<b>BANKS</b>	<b>POPULATION</b>
ZENITH BANK	350
FIDELITY BANK	200
UNITED BANK OF AFRICA	380
ACCESS BANK	400
FIRST BANK	410
<b>TOTAL</b>	<b>1740</b>

**Source: Human Resource Department (2023)**

For the purpose of this research, the appropriate number of representation of the population for the study was determined using the Taro Yamani sample size formula thus: Sample size  $n = 325$ . The stratified random sampling method technique was used. This is because the researcher grouped the population into strata such as senior, middle and lower management staff. Cronbach's Alpha based test was used to test for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003).

**Table 3.2 Reliability Check**

Items	Reliability
Performance goals	.743
Performance appraisal	.712
Organizational performance	.702

**Source: Analysis of Field Survey, 2023.**

From the above table 3.3, A reliability coefficient of 0.702 and above, is high and is acceptable while a reliability coefficient 0.5 and below shows poor reliability (Sekaran, 2011).

## Results and Discussion

### Correlation matrix studied variables

		Organizational Performance	Performance Goals setting	Performance appraisal
Organizational performance	Pearson correlation Sig.(2-tailed) No.	1 285		
Performance goals setting	Pearson correlation Sig.(2-tailed) No.	.507** .000 285	1 285	
Performance appraisal	Pearson correlation Sig.(2-tailed) No.	.222** .000 285	.450** .000 285	1 285

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

\*Correlation is Significant at the 0.05 level (2-tailed)

From the above table 4.1, it indicated positive correlation coefficients of the indicators of organizational performance, an indication that they are good measures of performance management system. The findings indicated that Performance goals setting correlated positively with organizational performance ( $r = .507^{**}, 0.01$ ).

The second variable being performance appraisal correlated positively with organizational performance ( $r = .222^{**}, 0.01$ ) and lastly with Performance goals setting ( $r = .450^{**}, 0.01$ ).



**Table 4.2: Multiple Regression Analysis of Coefficients <sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
1 (constant)	6.678	1.875		3.562	.000
Performance goals setting	.143	.066	.136	2.155	.001
Performance appraisal	.266	.068	.259	3.892	.000

a. Dependent Variable: Organizational Performance

**Table 4.3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.978 <sup>a</sup>	.956	.914	1.8948

.a Predictor: (constant) Performance goals setting, Performance appraisal

.b Dependent variable: Organizational Performance

The multiple regression analysis was adopted to test the relationship of Performance goals setting, Performance appraisal and organizational performance. The results were shown in table 4.2: From the data shown, the correlation  $R=.978$  means that the four (2) factors have high relationship with organizational performance. In this regression, the independent variables at 91.4% (R square= 0.914), ANOVA statistics ( $F=10.702$ ,  $p<.05$ ) indicated that the overall model is statistically significant and has Std. Error of the estimate at  $\pm 1.8948$ . When considering the regression data of independent variables. I found that Performance goals ( $B=.143$ ,  $SE_{b1}=.066$ ,  $\beta=.136$ ,  $t=2.155$ ,  $P=.001$ ), Performance appraisal ( $B=.226$ ,  $SE_{b1}=.068$ ,  $\beta=.259$ ,  $t=3.892$ ,  $P=.000$ ), predicted organizational performance with a statistically significant at 0.05. Therefore, I accept  $H_{01}$  and  $H_{02}$  which means that Performance goals setting, Performance appraisals are positively related to organizational performance.

## Hypotheses Testing

### Hypothesis one

**HO<sub>1</sub>** Performance goals setting have no significant effects on organizational performance.

From the coefficient table 4.3 Performance goals setting exhibited positively with organizational performance given the Beta value ( $\beta=.136$ ,  $p<.001$ ). The regression analysis for Performance goals setting and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.001) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis is rejected to accept the alternate hypothesis thereby implying that Performance goals setting have significant effects on organizational performance.

### Hypothesis two

**HO<sub>2</sub>** Performance appraisal does not have effect on organizational performance.

The coefficient table 4.3 showed the extent to which Performance appraisal positively affects organizational performance. Given the Beta value ( $\beta=.259$ ,  $p<.000$ ). The regression analysis for Performance appraisal and organizational performance on the test of hypothesis one, table 4.3 indicated that the exact level of significant calculated (.000) is less than the probability of committing a type one error (.05). Giving the result, the null hypothesis was rejected to accept the alternate hypothesis thereby implying that Performance appraisal do have effect on organizational performance.

## Discussion of Findings

### Performance goals setting and organizational performance

This result agreed with the finding of Ogbeiw, (2018) the content of a goal pertains to the objects or results which are being sought; hence, goal content is the specific quantifiable performance result to be achieved. Goal intensity on the other hand pertains to the process of setting the goal or the process of determining how to reach it. It is measured by such factors as the scope of the cognitive process, the degree of effort required the importance of the goal, the context in which it is set, and so on.

### Performance appraisal and organizational performance

The study is in support with Valamis, (2018) a performance evaluation gives the company the chance to acknowledge the accomplishments of its employees and their potential for the future depending on the sort of feedback they get. In alignment, Hayes (2021) opines that the phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. An employee's abilities, accomplishments, and potential for advancement are assessed in a performance assessment, which is also referred to as a yearly review, performance review or evaluation, or employee appraisal.

### Conclusion

The study also concluded that Performance goals setting to a large extent enhanced organizational performance. Performance goal setting of specific, difficult and accepted goals affects performance. Team goals affect performance through creation of teamwork and collaboration. Effective team goals can better achieve a goal by pooling, capitalizing and utilizing experience and expertise. A well set team goal facilitates focusing their efforts in a specified direction to achieve desired performance. Finally, the study concluded that performance appraisal affects organizational performance. Effective employee participation in performance appraisal are to understand the strategy the organization is trying to implement, timely communication of performance targets, timely feedback on progress towards set goals and employee full participation in setting goals.

### Recommendations

- i. Through joint goal setting at the work place employees should be involved in setting strategies designing performance measurements and the uses of performance appraisal.
- ii. Employee involvement has the effect of improving timely service delivery, morale and achievement of goals. The company should make use of this aspect of goal setting in order to enhance employee's performance though reduction of resource wastage in organizations.
- iii. Organizations should have in place a performance appraisal process which should be fair and open. There is need to give positive feedback after the appraisal process as this motivates and helps employees to improve. There should be continuous feedback which should be the basis of employee training and improvement.

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# **POLITICS, PUBLIC ADMINISTRATION AND DEARTH OF GOOD GOVERNANCE IN NIGERIA: RETHINKING THE POSTULATIONS OF THE SOCIAL CONTRACT THEORY**

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## **Abstract**

The current socio-economic cum political condition of Nigeria makes one to wonder, if the social contract between the government (ruler) and the citizens (ruled) exists or not. So many scholars have reported that it has been breached and does not exist. As a result, it has been proposed that Nigeria is a failed state. This study aims to examine the areas in Nigeria that have been negatively affected by the dearth of good governance in our political structure and public administration due to the collapse of the social contract. It also aims to revisit the social contract and proffer a way out of the predicaments of Nigeria. This study is qualitative. Data were obtained from secondary sources, such as journals and existing literature. The data obtained were analyzed using thematic content analysis. The fragility state theory is adopted for this study. The study reveals that Nigerian state has failed its people in various ways including unemployment, insecurity, marginalization of groups and corruption. All of these have led to agitations from various groups all over the country. The study recommends the rethinking and application of the social contract, which advocates that a failed state should be overthrown. In addition, it recommends that going back to our traditional values before the state was formed could help to take the country out of the current socio-economic situation.

**Keywords:** Good governance, social contract, Nigeria, politics, citizens, public administration

## **Introduction**

Nigeria is a conglomerate society with multi-ethnic groups having different ideologies and identities but was united as a state by the colonial masters in the colonial era. Nigeria gained independence from Britain in 1960 when nationalists comprising the different ethnic and social-political groups fought for it. The nationalists that agitated for independence were after the interest and welfare of the people socially, politically and economically. The independent Nigerian state could be said to have been born out of social contract. Social contract is necessary for the establishment of a government. Government must exist in any place where humans are found. According to Muldoon (2016) and Valuer (2019), in a social contract, people collectively agree to be subject to norms and values, willfully surrender their whims and caprices to a supreme rule. It is a 'give and take' relationship between the government and the society, the ruler and the ruled, where the parties agree to exist through a legal, binding agreement. The ruled willingly submit their right, freedom and properties to the government, a sovereign authority whose role is to protect and preserve the right, lives and properties of the citizens. Thomas Hobbes was the first scholar to explain how social contract is used to form government. According to Hobbes (1861), politics exists because of this: as people are selfish by default yet reasonable, they would choose to submit to the authority of a sovereign in order to be able to live in a civil society, that is favourable to their own interest.

Nigeria has had numerous governments and constitutions since her independence in 1960. The earlier governments that governed Nigeria during the post-colonial era were responsible to the people. There was progress till the military took over power. This was when the social contract was breached making life unbearable for the people. It is so painful that the democratic government that took over from the

military, instead of correcting the mistakes of the military, continued to make matters worse for the people, promoting their own self-interest.

Since independence, the struggle has been to bring justice and equity among the different regions in Nigeria. South- East and South- South have been marginalized and under-represented in occupying key political positions in Nigeria. This has led to their agitation, which has almost reached its climax under the current civilian administration of President Muhammadu Buhari.

Government is established through a contract to guarantee quality life and protection for all; to protect the interests of everyone equally. In Nigeria, the reverse is the case: it is only the interests of the few who have become stronger and richer that are considered. This is the naturalized social contract, which Rousseau views as responsible for the conflict and competition from which modern society suffers (Dike, 2021).

Nigeria, it has been confronted with civil war, unrest, ethnic conflict, which skewed benefits of the social contract (Adewole, 2014; Babalola, 2019). From the colonial period till now, constitutions have been formed to establish a social contract that is accepted by the different ethnic groups that comprise Nigeria.

In this context, this study aims to investigate the areas in which the postulations of the social contract have been suppressed rather than enhanced in the politics and public administration in Nigeria. It also aims to investigate how the Federal Government of Nigeria has failed in satisfactory wealth distribution and federal appointments to all, as well as protection of its citizens' right.

### **Research Problem**

The current political atmosphere resonates with gloom and failure as evident in the lamentation of the poor populace against the Nigerian government. The whole system of the nation is fast collapsing, if one dares to say-economically, socially, politically. Amidst the unbearable hardship staring hard at the citizens of Nigeria, their security-life and properties have also been hijacked by bandits, Boko Haram, Fulani herds men with the government doing little about it. This is a breach, a suppression or failure of the social contract signed between the people of Nigeria and their government. Looking at the political history of Nigeria from post-colonial times till date, various constitutions of the nation have been amended to fulfill the demands of the social contract. It is sad to say things have not changed for the better. This has led to social unrest and agitations across the nations, especially among the poor and those unjustly oppressed.

Nigerian electorates entered into a contract by voting their leaders into office in exchange for their promises to provide good governance. This contract has always been breached and only led to bad governance in Nigeria, hence there is a need for a rethink of this theory, which is the crux of this work.

### **Research Objectives**

The objectives of this study are:

- i. To examine the different perspectives of the social contract theory and their implications for the contemporary Nigerian political structure and public administration
- ii. To examine the near absence of good governance in Nigeria due to the collapse and failure of the social contract in Nigeria and ways the contract can be modified or reconsidered to salvage the bad political and administrative activities in Nigeria.
- iii. Provide a template by which the social contract theory can be modified or reconsidered to salvage the nose diving political and administrative system in Nigeria.

### **Research Questions**

- i. To what extent has the failure of the social contract affected the politics and governance in Nigeria?
- ii. What are the implications of the dearth of good governance in the political and public administrative structures and activities in Nigeria due to the breach of the social contract?
- iii. What measures can be taken in Nigeria to reconstruct the social contract for a new Nigeria to emerge?

### **Research Method**

This is a qualitative research. Data are obtained from secondary sources including journals, and literature online. The study is conducted in Nigeria and on Nigeria as a state. The qualitative data helped to comprehend the research problem and answer the research questions. Data obtained revealed how the dearth of good governance which is prevalent and manifested in our politics and public administration which entails the services rendered by the various public institutions, civil service agencies, political parties and all government establishments have led to the collapse of the social contract in Nigeria and the various areas that have been adversely affected. Data were analyzed qualitatively using thematic content analysis. Existing documents and literature on social contract by other researchers were described. Themes discussed in the study included social contract, bad governance, inequality, insecurity and so on

## **Review of Related Literature**

### **Conceptual Review**

#### **Politics**

The term politics has been defined in diverse ways by different scholars in the literature of political science. Ikelegbe (2005) says politics is derived from the Greek word 'polis' meaning city-state. The Greeks saw polis as the most meaningful community above the family. To this, Deutsch (1974) noted that any community larger than the family contains an element of politics. Buttressing this point, Appadorai (1974) asserts that a group of people organized as a unit for the purpose of government is called a body of politics or state. These definitions are connected to the formation of a state, its foundation and government rules and principle governing it. Politics cannot exist without a people, which form the state. Hence, these definitions are people or state centred.

The definitions of politics have also been further extended by other scholars from different perspectives. According to Lasswell (1936), politics is who gets what, when and how. This has to do with the distribution of a country's wealth including natural resources by the rulers empowered to do so. They decide who to share to. This definition is however criticized for being over-simplified and not fully elaborative. He did not explicitly explain the 'what', when, and how" in his definition. In Nigeria, for instance, the wealth obtained from our natural resources (especially crude oil) is controlled by the various levels of government (federal, state and local) and allocated to the different states and local governments areas. Easton sees politics as the authoritative allocation of scarce values. Political power is clamoured for by people in order to participate in allocating scarce resources in the country. In Africa, Nigeria particularly, politicians, during elections, can go to any length to win in order to be in charge of our resources. This definition is viewed as being too complex. However, this has been widely accepted all over with time. Both definitions are fantastic, but they tend to focus on one aspect of politics —resources control and distribution. Politics is broader than that, as it cuts across all aspects and facets of our society: economy, religion, social. All are determined and are under the control of politics. Nwabuzor and Mueller (1985) combined those of Easton and Lasswell (1936, p 143) thus:

politics consists of all social intersections and dispositions which are directly/indirectly aimed at or actually succeed in obtaining binding decisions about who have desired resources (or who do not), and when and how these are obtained, in any enduring social system

They attest to the fact that the resources that the people of a country value are scarce. In order for some citizens to be given all and others left deprived, there is need for the government to make binding decisions in allocating the resources for all its citizens. Practically, this is how it ought to be in reality, but the question is: is it obtainable in Nigeria, Africa? What is the reality here? Do our governments allocate our resources with all fairness and equity having the good interest of the masses and the poor at heart? According to John Locke's principle of social contract theory, equity is the rule of the game; the right and properties of the members of the society ought to be preserved by the government. In Nigeria, our leaders loot and embezzle our public fund for their personal needs out of greed and due to their inherent corruption nature.

Generally, writers have agreed that politics is associated with the followings: power, influence/control, authority, conflict and conflict resolution, agitation, competition, government. Thus politics, when defined, must include all or part of them. Along this line, Lambert and Aiguosatile (1994) defined politics as competition involving conflict over the distribution of resources by those (government) empowered to do so. This seems to be all embracing, covering the different elements that make up politics.

To fully comprehend what politics is, let us analyze briefly each of its components listed above. Power is the ability to determine the action of others by force or manipulation (Lambert and Aiguosatile, 1994). This entails bending the will of others to act according to one's dictates. Geoffrey and Gill (???) see power as the ability to get others to do what you want them to do with the use of threat or sanctions. Governments have power to control their citizens to do their biddings. Politics is the possession and distribution of power. Power is exercised by governments over their subjects. In a democratic state, power is wielded in a bi-directional way between the rulers and the ruled. If the latter are oppressed and unjustly controlled by the latter, it can result in resistance.

Influence, on the other hand, is the ability to affect people's decisions through persuasion. With influence people are not coerced to do things. According to Lasswell and Kaplan (1950), it is the threat of sanctions that differentiate power from influence in general. Authority is simply power that is backed by law. Ikelegbe (2005) sees authority as power that is popularly or constitutionally recognized as rightful or legitimate. It is the ability to make people to act in certain ways because they think a person or group has the right to tell them what to do.

Conflict is simply contention over something. Conflict is one of the core elements in defining politics. Modern definitions of politics show that politics entails conflict about the nature of the good life and the relation of group of interest to it (Onokerhoraye, 1994). People struggle for power to gain control; to exercise authority. This is evident in Nigeria, where politics is considered as a 'do or die' affair.

From the above thus far, we have been able to relate what politics is, what it stands for, its elements. There is politics in Nigeria as obtained in all nations of the world. Politicians struggle for power to occupy public offices in order to gain control of our resources and their distribution.

### **Public Administration**

Public administration began in the 19<sup>th</sup> and 20<sup>th</sup> centuries. It started with the change from rural to urban civilization. Public administration started when people began to view themselves as community or social group (Ikelegbe, 2005). Public administration is very wide that defining it is not easy. There are different definitions of public administration. Public administration consists of two words, public and administration.

To understand clearly, let us explain the concept first, public. Public relates to people contrary to private; technically it means government. It is government because everybody belongs to government. Administration means to serve or manage. According to Woodrow (1887), Administration is the most obvious part of government; it is government in action; it is the executive; the operative; the most visible government. The above implies carrying out any government activities, tasks. It is the process of expressing the presence of a government, manifesting a government.

Along this line, Pfeiffer and Presthus (1960) see administration as an activity or process concerned with the means of carrying out prescribed ends. This means it involves two or more people working together to get things done. In summing these definitions, Ikelegbe (2005) defines public administration as the co-ordination of individual and group efforts to carry out public policy. It entails managing public affairs. Balogun (1983) definition is very elaborate: public administration is the activities of the executive branches of national, state and local governments, independent boards and commissions set up by both state and national legislatures, government co-operation and other agencies of specialized character. All of the activities, functions carried out by government parastatals and departments are public administration. These functions are the services rendered to the public by the government and their various institutions. In Nigeria, we have these administrative bodies spread all over at the federal, state and local government levels. They include our school (primary, secondary and tertiary), the judiciary, legislature, our health sector, agricultural sector, oil sector, power sector and the police.

Public administration is mostly defined based on two of its distinctive features. First, it is considered as a science, a body comprising political science, sociology, law, economics, accounting, philosophy and psychology (Ikelegbe, 2005). This shows it covers multiple areas, field of studies. Secondly, it is an act, a practice, profession or career of managers in public sector. Public administration exists to meet the need of the public; to serve the general public. Its main goal is to implement public policies and satisfy collective interest and goal. It is non- economic, rather it is strictly political. Public administrators are accountable to the public they serve (Okereka, Oluka & Efeosa, 2020).

### **Governance and Good Governance**

Governance means the process of decision making and the process by which decisions are implemented or not implemented. The term governance was first used in France to mean the seat of government. It means the act or manner of governing, ruling in office, making it synonymous with government. However, governance is more than maintaining law and order. It refers to a political process that includes the whole society and makes citizens contribute actively to the social contract that binds them together (Vayundandan, 2003). Governance is the process or act of exercising authority to regulate the affairs of men in a given territory, a state.

Modern concept of governance is participatory, responsive, consensus-oriented, transparent, accountable, effective and efficient, equitable and inclusive and follows the rule of law (Mehraj, 2020). This means governance is related to the efficient and effective administration considered to be citizen friendly, transparent, citizen caring, responsive and respecting human rights at large. It is a participative system in which those who are called to govern a given people are motivated with a will to give their best, serve and do good to the people, solve their problems and make their lives satisfying and enjoyable. Organization for Economic Cooperation and Development (OECD) sees governance as the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development (Keping, 2018). The organization gives the main elements of governance thus: legitimacy of government, accountability of political and official elements of government; competence of government to make policy and deliver services and respect for human rights and the rule of law (Srivastava, 2009).

Governance is the exercise of political, economic and administrative authority to manage a nation's affair. It embraces all the modes that societies use to distribute power and administrative resources. Stressing this, Frey (2008) noted that governance is the manner in which power is exercised in the management of a country's social and economic resources for development. This could be referred to as good governance, where the government of a nation judiciously uses its natural resources to develop it, and not to destroy it. Kautilya's Arthashastra elaborated the traits of the king of a good governance state as 'in the happiness of his subjects, in their welfare, whatever pleases himself, he does not consider as good, but whatever pleases

his subjects he considers as good (Sharmasastry, 1929). This shows a good government is after the good of its citizens, their general wellbeing; a good government places the collective needs of its citizens first and above every other thing. Aristotle was the first to deal with the term governance when he categorized political organizations by indicating the manner in which they were ruled—a kind of numerical court of rule by one (dictatorship, few (aristocracy) or democracy (Pradeep and Vayunandan, 2010).

Governance generally has three aspects: a, the form of a political regime (parliamentary, military or civilian, presidential, authoritarian or democratic (Furio, 2017), b, the process by which authority is exercised in the management of a country's economic and social resources, c, the capacity of governments to design, formulate and implement policies and discharge governmental functions (World Bank, 1994).

As well known, dictatorship government is dangerous, where the government is 'almighty', its decision is final and it is unopposed. The direct opposite of it is democracy, which is practiced by most countries of the world. It is a system of government that is citizen-centred; government for the people and by the people. Everyone participates in the political affairs of their nation equally. It is the best form of government. Nigeria is a democratic state. Democracy is not operative in Nigeria, and from the definition of good governance above, we cannot hesitate to say there is bad governance in Nigeria. In the minds of all Nigerians and what we are taught in school, Nigeria moved from military to civilian system of government years back. This is not true, because what we see currently are not different from what they were during the military regime. We are going to be discussing some of the areas which bad or lack of good governance in Nigeria has affected terribly in this work.

### **Theoretical framework**

The theoretical framework that guides this study is social contract theory, which postulates that people freely submit their will and right to an authority with the obligation to provide peace, security and order in return for obedience from them. According to Appadorai (1974), men lived in what was referred to as state of nature in which they were only subject to such regulations as nature prescribed without any human or authority enforcing those natural laws and regulations. There was no government and law to regulate man in his environment. There were hardships and oppression on the sections of the society. To overcome these hardships, they entered into two agreements which are: - Pactum Unionis and Pactum Subjectionis (Manzoor, 2013). Pactum unionis means people sought protection of their lives and property. As a result, a society, state was formed, where people decided to respect each other and live in peace and harmony. People who have joined together and voluntarily surrendered their freedom and rights to a power are said to be under pactum subjection. The most popular proponents of this theory are Hobbes, Locke and Rousseau.

According to Thomas Hobbes, before social contract was established, man lived in the State of Nature. In this state, man was selfish, afraid, poor, wicked and isolated. He concludes that the State of Nature is the worst possible situation in which men can find themselves. It is the state of perpetual and unavoidable war.

Men are reasonable, they can see their way out of such a state by recognizing the laws of nature, which show them the means by which to escape the State of Nature and create a civil society (Southwood, 2013). Men have a natural desire for security and order. In order to secure self-protection and self-preservation, they entered into a contract. They voluntarily surrendered all their rights and freedom to an authority, whose role is to protect and preserve their lives and property. Subjects had no rights to stand against the authority however bad or unworthy he might be. Thus, Hobbes advocated the principle of 'Might is always Right' (Manzoor, 2013). This social contract operates in government of dictatorship, military system, which was experienced during the military regime in Nigeria. This is the main disadvantage of Hobbes postulation of social contract theory; it is detrimental to the survival and a threat the very existence of the citizens of a nation. This form of government is what we have been experiencing in Nigeria, even in our so called democratic system, directly and indirectly. Our leaders steal our public fund, improvising the poor the more, yet no one dares to fight against them.

John Locke's idea of social contract is different from that of Thomas Hobbes. To him, man lived in the State of Nature, but contrary to Hobbes, he did not describe the state of nature as miserable. According to Locke, the State of Nature, the natural condition of mankind, is a state of perfect and complete liberty to conduct one's life as one best sees fit, free from the interference of others (Lefkowitz, 2003). This does not mean, however, that it is a state of lawlessness. The State of Nature is pre-political, but it is not pre-moral. All were equal and independent. The state of nature was reasonably good and enjoyable, but the property of people was not secure.

According to Locke, property is the reason civil government and the contract was established. By the Law of Nature, one is limited by the amount of property owned; you cannot take more than you can use. This would make some to have more than enough and others not having enough. This can cause conflict. Thus, there is the need for government that would protect people from aggressors and oppressors. People, according to Locke, would only agree to form a state that would provide, in part, a "neutral judge", acting to



protect the lives, liberty, and property of those who lived within it (Gaus and Courtland, 2011). In this regard men willingly submit to a central authority to protect their properties, freedom.

Having created a political society and government through their consent, men then gained three things which they lacked in the State of Nature: laws, judges to adjudicate laws, and the executive power necessary to enforce these laws. Each man therefore gives over the power to protect himself and punish transgressors of the Law of Nature to the government that he has created through the compact.

According to Locke, so long as the government fulfills this purpose, the laws given by it are valid and binding, but when it ceases to fulfill it, then the laws would have no validity and the government can be thrown out of power.

In John Locke's view, unlimited sovereignty is contrary to natural law. Hence, he advocated the principle of a state of liberty; not of license. He longed for a state that has the general good or interest of people. He pleaded for a government that is tied to its constitution and limited by it.

However, John Locke's view has also been criticized. According to Bookman, it is not everyone in the society that would want to submit to the state, and that the decision of the majority might be harmful to the minority. And also to oust or rebel against a failed state is not always easy; it might result in brutality and mass death. This is why Nigerian citizens do not rebel against their government

Jean Jacques Rousseau was a French philosopher who gave a new interpretation to the social contract. He has two distinct social contract theories. The first is found in his essay, discourse on the origin and foundations of inequality among men, which contains the moral and political evolution of human beings over time, from a state of nature to modern society. The second is his normative or idealized theory of the social contract; it provides the means to solve the problems that modern society created. It is meant to remedy the social and moral ills that have been produced by the development of society (Gauthier, 2006; Freeman, 2012).

According to Rousseau, the State of Nature was peaceful; life was simple and people got their needs from nature. This was because the population was small. There was no competition, no fear of being harmed by one's neighbor. There was morality. As time passed, and with increase in population, things began to change. People sought for diverse ways to satisfy their needs.

People slowly began to live together in small families, and then in small communities. Innovations and development set in. Life became easier, giving rise to leisure time. Such leisure time made people to compare themselves and others, leading to shame and envy, pride and contempt (Freeman, 2012). Private property was created, which led to inequality between people, class creation and distinctions. Some had more while others did not have. Those who had property wanted a government that would protect them from those who did not have. For this purpose, they surrendered their rights not to a single individual but to the community as a whole which Rousseau termed as general will. General Will means that the State and Law were the Product of the General Will of the people. State and the Laws are made by it and if the government and laws do not conform to general will, they would be discarded.

Locke and Rousseau had similar opinions about the social contract contrary to Hobbes. Hobbes saw the state in nature as not being safe, evil and fearful. While Locke and Rousseau saw it as enjoyable, pleasant, a time where there was morality, and equality among men.

Hobbes emphasized individualism, absoluteness, materialism. The state, government is considered to be absolute and cannot be kicked against whether it is bad or good. Locke and Rousseau had contrary view in this regard. The state can be overthrown if it fails to meet its obligations.

In all, the social contract could be considered to be good generally, but its applicability in real situations, especially in the African context, Nigeria inclusive is questionable. It can be applied in the advanced societies where they live by the rules written in their constitutions, but not in Africa. However, this study advocates that we have to revisit it and consider how to apply it for a new Nigeria to emerge.

### **Empirical Review**

Numerous studies have been done on social contract as applied in the Nigerian context from different perspectives. Here, we are going to be looking at some of the similarities and differences between some of them and this work. Dike (2021) carried out a study titled, 'Empirical analysis of the implications of John Locke's social contract theory on governance in Nigeria (1999 — 2000)', The study is similar to this present one in revealing that the social contract theory has been breached in Nigeria in terms of bad governance as evident in unequal distribution of our national wealth, oppression of the masses, resulting in agitations and civil war. While Dike's study lays emphasis on the marginalization of the south-east and south-south geopolitical zones of the nation, this study cuts across the entire nation. Also, Dike's study recommends the application of John Locke's principle of the social contract theory as a way to remedy the present situation of Nigeria; otherwise, the agitations from all quarters could go beyond control. This study besides suggesting that John Locke's idea should be put to work in the present scenario of Nigeria, which is to overthrow the corrupt government, also advocates that Nigeria, as a state should go back to its traditional

values. It is believed and hoped that if our youths are raised and taught our morals and ethics early going forward they will grow up to become responsible and self-less leaders in future.

The study conducted by Oni and Olumuyiwa (2020) on political institutions and the collapse of the social contract in Nigeria' is related to this study in that it stresses how the social contract has been breached and collapsed in the governance and political structure of Nigeria. While this work investigates the areas in which the breach of the social contract has been impacted, Oni and Olumuyiwa's study focuses on how the various institutions have failed in the discharge of their duties to the citizens of Nigeria.

In a study Social contract theory and the Nigerian state: An elusive synthesis' done by Felix et al. (2020), they investigated the social contract theory and the Nigerian State. They analyzed the views of the three major proponents of the theory and how they are non-existent in Nigeria due to bad leadership. In support of this report, Nweke and Nkwede (2019:311) elaborately noted that: "from the perspective of Hobbes, reason has collapsed in Nigeria. With its collapse comes the compromise of its goal and purpose which is collective "self-preservation" as defined by the presence of "peace". To this end, our "rulers" have failed in their duties because "the safety of the people" has not been "the supreme law". Since our rulers have acted in a manner "that the giver" (we, the people) now have the 'just occasion' to retrieve our "free gift" from them, without doubt, the basis of legitimacy of our government is no longer there" was explored as a paradigm of analysis.

The above are extensively discussed in this work. From the analysis of the different studies above, it is seen that they all point to the same thing: the collapse of the social contract in Nigeria and its implications in the life of the average man in Nigeria. This is a wakeup call for all the citizens of Nigeria to act fast before things get out of control.

### **Result and Discussion**

The impacts of dearth of good governance in Nigeria. Here we shall be looking at the various areas that have been negatively impacted by bad governance in Nigeria due to the failure to implement the social contract.

#### **Insecurity in Nigeria**

The Nigerian state has failed to ensure the protection of lives and properties of its citizens. The country has been on fire since 2011 till date. We cannot state the number of lives that have been lost due to insecurity, and the government is not accountable for them . It is so devastating that the government, which ought to protect the lives of its citizens, which the citizens ought to run to for help is non-chalent and negligent in the delivery of its core service to its citizens as stipulated in the Federal Constitution of Nigeria. We have seen the rise and menace of activities of Boko Haram in the north-east and continuous fights between Fulani herdsmen and farmers in several states. There are uncountable armed robbery attacks all over the country; cases of kidnapping accompanied with rape, human trafficking, bloodshed. Churches are burnt down with Christians massacred mercilessly. The social contract states the state is meant to protect the rights as well as the lives and properties of its citizens. This is the core reason for the establishment of the social contract in every nation, Nigeria inclusive.

#### **Crippled Economy**

It is well known that times are hard in Nigeria. Nigeria is on the verge of shutting down due to the economic hardship hitting the nation; it is just like a wave, a tsunami that has swept every Nigerian-the poor and middle excluding the politicians, the elite class who have hijacked our national wealth. Jobs are not created both for the educated and non-educated. Our leaders loot our fund and save them abroad instead of building industries to employ our able-bodied and qualified youths for the development of the nation. This has resulted in hunger and starvation. According to the African development Bank (2018), about 152 million Nigerians live on less than \$2 a day, representing about 80 per cent of the country's estimated 190 million populations. This has even dropped due to the increase in the rate of dollars which devalues our naira. Prices of food commodities increase daily.

Again, this is another good indicator that the government has failed in implementing its own part of the social contract, which states the role of the government in ensuring the wellbeing of its citizens. There is also another striking proof that shows majority of Nigerians are dying of starvation. Many are poor, with no food to eat. This is the event that took place during the End SARS period, 2021. We saw how people were running after food stored away by the government out of desperation.

#### **Dearth of Good Governance and Inequality in Nigeria**

In Nigeria everybody is not equal. There is this class structure, distinction brought about by unequal share and access to our natural resources and national wealth by the government that decides who gets what and who does not. Majority of the masses are unemployed while only a handful belonging to the high class are employed. We have just two class systems in Nigeria: the poor and the rich, as opposed to other nations, mostly developed ones where they have the poor, the average and the rich. There is no such thing as being average here, because there is just a thin line between being poor and being average. And, with the current economic status of Nigeria, the so-called average (those who can afford three meals a day) are rapidly falling to the poverty level.

## **Rethinking the Social Contract for Rebuilding a New Nigeria**

From the above analysis, it can be seen that Nigeria as a state is a colossal failure in terms of governance. One cannot say the social contract has failed or has misled our government. The issue is it has been abandoned, not implemented which led to the terrible situation of the country. Here we are going to investigate how the contract can be revisited to suit the context of the country. Among the three most influential proponents of the theory, Hobbes, Locke and Rosseau, Hobbes placed the state far above the citizens. The state, to him is sovereign, supreme to the governed that need it to protect their lives and properties through civil law. Therefore, the state, whether good or bad, cannot be fought against. According to Rosseau, the state is willingly formed by the governed for the common good of all, with the people still retaining their freedom and rights. That means they are free to oust any bad government. John Locke shared similar view with Rosseau in this regard. He opined that the state does not have absolute power to control the ruled and take away their rights and freedom; if the state cannot not fulfill its obligations to the citizens, it can be overthrown or abandoned.

The state at which Nigeria is now, has come for all to take a real look at Locke's principle of government and apply it. There is an urgent need to change the government of Nigeria and its structure in strict adherence to what is stipulated in the social contract.

According to Locke the rise and fall of civil government can be achieved by means of revolutionary change or gradual change (Encyclopedia of Philosophy, 2017). Nigerian citizens used to be afraid of war. In time past, apart from the Biafra war, they were scared of taking the bull by the horn due to the countless number of lives that died in the Biafra war. But, the citizens of today, especially the youths are now ready for revolution. During the EndSars protest they came out in large number to protest and many were killed. The agitation from the east is alarming.

Currently, the East is bringing a presidential candidate, Peter Obi for the 2023 elections. Youths all over the nation are campaigning for him to be the next president. People are fed up with APC (All Progressive Congress) and PDP (People's Democratic Party) that make promises to the people during elections campaign which they do not fulfill when voted into power. There is this clamour among all to change the political structure; to bring in new political party, new leader that will create a new Nigerian state that will comply with the social contract; that will change the status-quo and take this nation to the Promised Land.

How is this going to be possible? How can we change these current political structure and system? Is it going to be by violence as seen in the threats coming from the east? This papers advocates that there should be a succession and overhauling of this current government, but the citizens should do it by exercising their voting rights. The government should be voted out. Unfortunately, there is political apathy among our people. People hate to vote because they think their votes do not count as elections are being rigged. Notwithstanding, there is need for every Nigerian citizen to vote for the good of the nation. Everybody needs to participate in the election process because we are part of the social contract. According to Okoro and Nwafor (2013), this participation is the basis for a social contract because political participation enables citizens to elect their representatives into government. It also empowers them to actively engage in socio-political and economic processes, which enhance their capacities to fulfill their individual and collective aspirations. Agbaje and Adejumobi (2006) define election thus:

Is a viable mechanism for consummating representative government? Apart from facilitating leadership succession, it promotes political accountability, citizens' participation and gives voice and power to the people...

Election helps citizens to express their will through voting, It shows that political power is derived from the people, according to Rosseau's idea and is an avenue created for the people to hold their political leaders accountable for their actions and inactions (Abdulahi, 2013: 3). It is the only medium available for people to vote for the political leaders that will serve the interest of the people. To actualize what is proposed here, all citizens of this country must wake up and actively participate in the affairs of this country in ousting the bad government in order to enact the social contract for the good of all.

Another way forward that this study will proffer is for us to go back to the' state of nature as defined in the social contract. According to the social contract, people were living in peace, harmony and freedom in the state of nature. There were morals. This is seen in pre-colonial Nigeria. They had their own governments; they were ruled by the Divine and their conscience.

The retarded development in Africa, Nigeria in particular is mainly due to loss of its traditional core values and morals which are required to prepare the youths for leadership roles. In the traditional Nigerian society, ethical values were instilled in the minds of the youths to help their interactions in the society. They were trained and expected to grow up to know the distinction between what is good and what is bad. Vices such as stealing, hatred, destruction of another man's properties, killing, murder, that would affect the family and, the community negatively were avoided. Any child with this proper upbringing when given the chance to become a leader in future would be a good one.

Everyone thought that the democratic system of government embraced by Nigeria would bail out the people from the predicament that the military system placed us in. Rather, the situation has become worse as the politicians place their individual interest far and above that of the people. They only have business with the people during election periods, where they lie to do well and give meager amount of money to the electorates to meet their immediate needs. Then when in power they make lives miserable by diverting the public funds for their own personal use. Personal aggrandizement and self-richment becomes the order of the day.

Furthermore, vices are celebrated today everywhere in Nigeria, including mosques and churches. Moral lessons are no more taught. That is why electorates take money from these greedy and selfish politicians during elections. If they are taught selling your conscience is bad, they would not indulge in such act. Everyone wants to get rich at all cost. Politicians are desperate to be voted into power. Corruption, nepotism, robbery, looting of the treasuries, financial misappropriation, murders, and many alien crimes have become part of the culture of the people.

In response to these vices, Obadare and Adebani (2016, p 272) writes:

that the study of leadership in Africa not only requires a re-evaluation of the analytical lenses used; more important, it requires a change of mentality which will force a new way of imagining, studying, analysing, and writing about the subject, in short, a new political anthropology of African leadership.

Also Mueni wa Muiu, in investigating and studying African political systems at the indigenous, colonial and post-colonial levels, drew many conclusions among which is: the re-engineering of the entire political system in African societies. She advocates for a development of African states based on African cultures and values” (Muiu, 2008). This study corroborates Muiu’s opinions. Nigeria has to go back to her lost values; we have to go back to the state of nature where morality is the order of the day. We have to start appreciating our traditional values to bring sanity to the nation. It might not be easy, but the only way out is to attempt it. We should start at all levels to start educating our children and youths about our cultures and traditions to save this nation.

## **Conclusion and Recommendations**

### **Conclusion**

This study has shown that the Nigerian state has failed its citizens in performing its obligations to them as stipulated in the social contract binding them (the government and the state). The state has not done well in protecting the rights and freedom of the citizens. Rather it has been selfish and meeting its personal interest at the expense of the poor populace who the state ought to protect and meet their general needs. The problems of Nigeria are enormous due to bad governance which is threatening the very existence and peace of the country at this stage. It is advocated here that for the country to advance from this frustrating and depressive state, the social contract has to be revisited which made provision for the people to be taken care of by the government; the government exists for the people and not for itself. If Nigerians do not rise up and take drastic steps to end the countless problems facing Nigeria, things will not change for the better.

### **Recommendations**

The study recommends the followings:

- i. Locke’s idea of removing a failed state should be adhered to in order to save Nigeria. This can be achieved by the citizens of Nigeria participating vitally in exercising their voting power to remove the bad’ government.
- ii. Electorates both the learned/unlearned and rich/poor should be educated not to accept money given to them by the corrupt politicians during elections in order to be able to vote them out. They should be informed of the danger and consequences of selling their conscience for merger amounts of money that will make them suffer for years.
- iii. Citizens should demand that Independent National Electorate Commission should be allowed to conduct free and fair elections.
- iv. Nigeria should go back to our traditional values and culture and start teaching our youths values and morals that would make them to become good leaders in future.

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# DIFFICULTIES OF PROFESSIONAL ACCOUNTING PRACTICES IN MANAGEMENT OF PRIVATE SECTOR IN NIGERIA

BY

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## **Abstract**

*This paper examined the difficulties of professional accounting practices in the private sector of Nigeria in terms of financial failures. Survey technique was used and a total sample of two hundred and twenty questionnaires were sampled and purposive sampling technique was used to select two hundred and twenty auditors, accountants, financial managers/directors and other management staff that forms the bulk of the entire respondents. When descriptive statistical methods like frequency distribution and percentages response analysis were employed to evaluate the data, it was discovered that the majority of respondents believed that the financial reports relevant to the private sector still do not maintain a certain level of quality. Additionally, it shows that the broader company climate does not support accountants' independence. As a result, it was proven that the private sector had failed to deliver financial reports that lived up to consumer expectations. Thus, it indicates that accountants are complicit in the shortcomings of the financial reports produced for the private sector. Thus, it implies that there are specific deficiencies in professional accounting methods that have an impact on transparency in corporate organizations. This reaffirmed the extent of corruption and incompetence in the private sector's money management. Findings also indicate that non-compliance with professional accounting norms is the cause of the shortcoming in financial reporting. This suggests that accountants are also involved in the growing number of financial failures in the private sector. This suggests that the accountants are impacted by the business climate in the private sector. This demonstrates how these characteristics manifest themselves in the financial reporting of the private sector. It was advised to place an emphasis on compliance with professional accounting principles in light of these findings. The accounting sector in Nigeria must consequently keep up tracking advancement in both the internal and external declaring environments by means of audit, inquiries, and forensic accounting in order to combat unethical practices by accountants and professional firms. As these practices rob common Nigerians of their constitutional and social freedoms, there is a need to inform executives at businesses, lawmakers, as well as the general public regarding the personal consequences of uncivil and inappropriate practices.*

**Keywords:** Private sector; financial failures; accountants; auditors; professional accounting practices.

## **Introduction**

Fundamental developments have recently taken place in the field of accountancy practice. The changes are a global phenomenon as well as local ones. The direction that practitioners should take is determined by the direction of the global economic trend, therefore modern-day accountants should get ready for a demanding world of practice. Accounting systems are reactive because they have evolved primarily in reaction to company needs, according to a study on the evolution of accounting. Additionally, a nation's economic growth and societal development have been linked to the development of the accounting

process. Without the assistance of intermediaries and professional accountants who help the perpetrators convert the proceeds from illegal activities into a legitimate income, professional accounting practices in the Nigerian private sector with regard to financial failures in recent years cannot be easily carried out (Uchehara & Ogbonna, 2017). Professional accountants play crucial intermediary roles in the facilitation of money flows in today's globalized society.

According to assertions that their knowledge enables them to manage uncertainty and create independent, objective, truthful, and fair accounting of corporate operations, professional accountants have solidified their standing and advantages (Sikka, 2009). However, it has been claimed that due to capitalist economies' intrinsic propensity for crises, such statements are not reliable measures of business performance (Sikka, 2009). Additionally, unanticipated corporate failures, fraud, financial crime, and the broader capitalist crises frequently have an impact on claims of competence (Abdulrahman, 2019). According to Uchehara and Ogbonna (2017), accountants who are in their profession assist wealthy people and the political elite in engaging in corrupt behavior. The reputation of the accounting profession has not been adequately served with regard to the caliber of accounting practice since the founding of the Association of Accountants of Nigeria in 1960. There have been a number of criticisms from various groups with operational interest in financial reporting, including the World Bank and the International Monetary Fund (IMF), even though the profession has struggled to develop and maintain acceptable positions of independence and integrity in financial reporting and auditing (Okike, 2004). The majority of these critiques center on the alleged institutional flaws in the regulation, observance, and enforcement of accounting standards and laws. Additionally, it is believed that the private sector is lacking in qualified accountants. For instance, the World Bank (2004) notes that Nigeria has 17,500 licensed professional accountants and 500,000 registered companies, of which 210 are listed on the stock exchange. Even though not all businesses may require a professional accountant, the World Bank notes that this position represents a significant disparity and comes to the conclusion that hiring non-qualified individuals for accounting positions can harm the accuracy of financial reports.

The reporting of an organization's financial condition hardly ever complies with professional accounting standards. According to Uchehara and Ogbonna, (2017) financial reporting is a crucial issue that has an impact on how diverse people, business entities, investors, and policy makers make decisions. According to Hamilton and Gabriel (2012), the purpose of financial reporting is to provide individuals with the legal right to such information with meaningful information about the assets held by a business and its operations. According to Amos and John (2019), the purpose of financial reports is to help readers decide whether to continue investing in a given company or reduce their investment by assessing the company's past and present performance as well as its capacity to maximize shareholder wealth. Financial reporting is a tool used in the private sector to evaluate an organization's capacity to create value as well as an impartial evaluation of the value produced over time (Amos & John, 2019). In contrast to the idea that only the public sector in Nigeria is severely plagued by corruption and ineffective fund management (as shown in the financial reporting), Bakre (2007) asserts that the private sector has also become entangled in the same unethical muddle. According to Suleiman, Dalhat and Sule (2018), unscrupulous activities have resulted in widespread financial mismanagement in private organizations. Because of this, businesses' financial reporting has included incorrect information that is not in accordance with best practices for professional accounting. Recently, corruption in the private sector has taken on the form of bribery, kickbacks, commissions, related transactions, financial statement re-engineering, or other benefits without leaving any evidence in the official records. This type of corruption focuses on intentional acts committed with a view to giving, accepting, and soliciting an advantage inconsistent with official duty (Dada & Jimoh, 2020), financial failure of the private sector enterprises has been the result. According to Agbetunde (2010), accounting professionals who oversee financial reporting and manage the organization's financial records are not exempt from the growing financial failure of the private sector. It is impossible to overstate the importance of proper accounting in the private sector, where the general public invests in the operation of organizations in the hope of receiving a return when due. Therefore, in order to completely comprehend Nigeria's unethical and fraudulent financial practices, it is important to investigate the country's difficulties with professional accounting methods in light of the private sector's financial woes.

### **Statement of the problem**

Professional accountants play important roles as global mediators in enabling money movements. Accounting firms have been linked to helping private funds taken from private organizations, including false declarations, pass through various structures, despite their claims to be functioning in a professional manner. Scholarly study has been drawn to the corruption industry as well as issues with professional accounting methods, notably in the private sector. These investigations include those by Cerqueira, Russo, Amaral, and Slavov (2023) Dada and Jimoh (2020), Bakre (2006), and Uchehara and Ogbonna (2017), whose results were conflicting and left the issue unsolved. It is crucial to revisit the difficulties professional accounting practices

in Nigeria face with regard to financial failures in the private sector given the recent string of high-profile corporate failures and fraud cases in Nigeria, which accountants have been linked to auditors, executives, and directors.

### **Literature Review**

Following major company failures like Enron in the United States of America and the financial statement fraud involving Cadbury Plc in Nigeria, professional accounting has come under heavy fire. According to Uchehara and Ogbonna (2017), corruption is a global issue because it affects all nations. However, there are other nations where corruption is so entrenched that any attempt at advancement is impossible. Accountability mechanisms may be inadequate in nations where corruption is rampant, and any efforts to advance the accounting profession or practice under such conditions are likely to be unsuccessful (Cerqueira, et al., 2023). This claim supports Wallace's (1992) argument that in a country with a high level of corruption, like Nigeria, professional accounting methods like auditing might not be able to flourish because of people's dishonesty, suspicion of one another, and violence.

Uchehara (2016) asserts that forensic and investigative audit practice, which is available in the majority of developed countries of the world, can be institutionalized. This will allow professional accountants to fight against anti-social financial practices by increasing transparency and accountability and by developing techniques for fraud detection. The US Senate Permanent Sub Committee on Investigation suggests that accounting and financial professionals are increasingly using their knowledge to cover up and support unethical behavior (Okunola, 2018). Transfer pricing and other accounting techniques have also become crucial for disguising and moving the proceeds of unethical behavior (Vousinas, 2019). To the disadvantage of the public interest they represent, professionals use these technology and structures to generate private economic gain for themselves and their customers (Vousinas, 2019).

For the sole purpose of receiving high fees, accountants have been charged with engaging in destructive, dishonest, and fraudulent acts (Otusanya & Lauwo, 2010). The role of the accounting profession, including individual accountants and accounting firms, in cases of financial crime (including fraud, corruption, tax evasion, and tax avoidance) at the corporate, political directorate, and public service levels has been the subject of numerous studies in recent years (Suleiman, Dalhat & Sule, 2018). It has been established that, despite the fact that the major accounting firms are some of the largest corporations in the world (Sikka, 2008), accountants sell tax avoidance schemes, facilitate bribery and corruption, and assist in the creation of shell companies, intricate corporate structures, and a web of offshore companies and offshore trusts in order to increase their profits.

Professional accountants have assisted wealthy individuals and corporations in tax evasion and unlawful capital flight, but they have consistently denied being involved in these corrupt activities (Bakre, 2008). For instance, PricewaterhouseCoopers consented to pay the USA more than \$2 million to resolve claims that the company (together with IBM) improperly solicited and supplied cash and other items of value in connection with technology contracts with government agencies (US Justice Department, 2007). Additionally, KPMG was accused of not doing enough to point up irregularities in Siemens' accounts (Ngai, Hu, Wong, Chen & Sun, 2010). KPMG was charged with failing to disclose an alleged bribe paid by BAE, the largest armaments manufacturer in the UK, to obtain an arms deal in 2004 (Ngai, et al., 2010).

The US Sub-Committee on Investigations highlighted the legal profession as another professional group that promotes in various ways the growing clientele of the tax evasion industry (Ayo, 2020). It has been demonstrated that attorneys have helped antisocial behaviour of the accounting professionals to flourish (Akinbowale, 2018). As a result, lawyers have acted as nominee directors and shareholders (Ngai, et al., 2010), assisted in the creation of offshore structures, drafted financial instruments, and provided legal opinions on the legality of offshore transactions. Studies have documented instances of lawyers engaging in dishonest behaviour with the accounting professional by serving as their clients' "messenger boys" or engaging in conflicts of interest (Spronken, 2001; Lankhorst and Nelen, 2004). According to the US Senate Sub-Committee on Investigation Report on law firms and tax haven abuses, "Outside of providing legal advice, the lawyers helped identify and negotiate with offshore service providers to establish and manage offshore entities, devised ways to move assets offshore, and drafted the paperwork needed to implement these transactions for their clients."

Poor audit reporting arising from shoddy accounting, insufficient regulation, crony capitalism, numerous regulations, and economic and political variables impacting the motivations of managers and auditors have all been identified as the reasons of audit failure in the private sector (Dada & Jimoh, 2020). Furthermore, it has been noted that accounting professionals of organizations have a propensity to take part in deceptive accounting practices when the ownership and management of the business are separated so as to optimize their own individual welfare at the expense of the best interests of financial statement users, the public who invests, and depositors at banks (Amos & John, 2019). Likewise endogenous pressures, a lack of morality, ignorance, faulty judgment, speculative thinking, avarice, and fraud have all



been linked to private sector failures and difficulties of professional accounting practices in the private sector (Zanievicz, Marques & Cecon,2020).

### Methodology

This study used a descriptive as well as quantitative survey research design. The quantitative approach was employed since it offers a considerably wider scope and is quick and efficient. Additionally, it is practical and quick to examine; the results are thorough and accurately reflect the entire population. Three (3) private businesses/companies in Edo State were chosen for the study: UIDC Limited, Zenith Bank, and Okomu Oil Palm Company. Two hundred and fifty (250) auditors, accountants, financial managers/directors, and other management employees were chosen using a purposeful sample technique, making up the majority of the study's respondents. Due to the organization's wide distribution, the number was deemed sufficient and representative enough to inform this sample, and respondents were also deemed informed enough to be able to provide reliable information that would aid in the completion of this study. Roscoe (1975) says that a sample size of greater than 30 and fewer than 500 is suitable for the study based on general guidelines. A structured questionnaire was utilized as the research tool to collect data on the topic under investigation from the respondents. The Statistical Package for Social Sciences (SPSS) was used to analyze the data using descriptive statistics of frequency % and tables at 0.05 alpha level of significance.

### Results and Discussion

**Table 1: Questionnaire Distribution and Retrieval**

Questionnaire	Frequency	Percentage (%)
Distributed	250	100%
Retrieved and usable	220	88%
Not retrieved and retrieved but not usable	30	12%

Source: Researchers' Findings (2023)

A total of two hundred and fifty (250) questionnaires were administered to the respondents in Edo State, Nigeria. Out of which, two hundred (220) questionnaires which represent 88% were retrieved and usable while thirty (30) questionnaires which represent 12% were not retrieved. The results of the questionnaire distribution and retrieval are presented in Table 1 above:

**Table 2: Socio-Economic Profile of Respondents**

Variables	Measuring Group	Frequency	Percentage (%)	Cumulative (%)
Sex	Male	176	80	80
	Female	44	20	100.0
Age	20-29	35	15.9	15.9
	30-49	135	61.4	77.3
	50-59	35	15.9	93.2
	60 and above	15	6.8	100.0
Educational Qualification	HND	20	9.1	9.1
	B.Sc/B.Tech/B.Eng	31	14.1	23.2
	M.Sc/M.Tech/M.Eng.	101	45.9	69.1
	ICAN/ACCA	31	14.1	83.2
	CIBN	10	4.5	87.7
	Others	27	12.3	100.0
Years of Working Experience	Below 15 years	78	35.5	35.5
	16 years and above	142	64.5	100.0

Source: Researchers' Findings (2023)

The table above indicated the respondents' information profile. Table 2 shows that 176 (80.0%) and 44 (20.0%) of the respondents were male and females respectively. This implies that there were more male respondents than the female. Age distribution of the respondents shows that 35 (15.9%) of the respondents were within the age 20 – 29 years. 135 (61.4%) were between 30-39 years, 35 (15.9%) were within the age group of 50 - 59 years of age, while 60 years and above were 15 (6.8%). The implication is that most of the respondents were between the ages of 30 – 49 years which represents 61.4% of the total respondents. The

educational qualification results of the respondents show that 20 (9.1%) of the respondents had HND, 31 (14.1%) with B.Sc/B.Tech/B.Eng, 101 (45.9%) had M.Sc/M.Tech/M.Eng, 31 (14.1%) obtained ICAN/ACCA, 10 (4.5%) had CIBN. While 27 (12.3%) is for other categories. The result obtained is expected as the educational qualification of the respondents is very important in determining the respondents' educational qualifications. Furthermore, the result indicates that 78 (35.5%) of the respondents have had below 15 years working experience, 142(64.5%) of the respondents have had 16 years and above working experience. It therefore means that respondents' opinion been informed by their years of working experience, could be relied on.

**Table 3: Analysis of Respondents Opinion of Research Questions**

Statements	Descriptive	frequency	Percentage (%)	Cumulative (%)
High-quality financial reporting has been noted in Nigeria's private sectors:	SA	51	23.2	23.2
	A	39	17.7	40.9
	D	58	26.4	67.3
	SD	72	32.7	100
Accountants' independence in financial reporting is permitted by the corporate environment as it exists in the private sector:	SA	30	13.6	13.6
	A	20	9.1	22.7
	D	73	33.2	55.9
	SD	97	44.1	100
Financial reporting in the private sector has fallen short of expectations due to fraud and money mismanagement, which has caused them to fail financially:	SA	80	36.4	36.4
	A	79	35.9	72.3
	D	50	22.7	95.0
	SD	11	5	100
Some deficiencies in the financial statements of private organizations are the fault of accountants:	SA	120	54.5	54.5
	A	73	33.2	87.7
	D	7	3.2	90.9
	SD	20	9.1	100
False financial depiction of an institution to the public results from poor financial reporting:	SA	144	65.5	65.5
	A	62	28.2	93.7
	D	4	1.8	95.5
	SD	10	4.5	100
Professional accounting ethics serve as the foundation for the financial reporting of the private sector:	SA	10	4.5	4.5
	A	42	19.1	23.6
	D	9	4.1	27.7
	SD	159	72.3	100
The reason for inadequate financial reporting and disclosure of business organizations is deficiencies in professional accounting practices:	SA	92	41.8	41.8
	A	48	21.8	63.6
	D	20	9.1	72.7
	SD	60	27.3	100
Ineffective money management and widespread corruption have recently plagued the private sector:	SA	71	32.3	32.3
	A	59	26.8	59.1
	D	27	12.3	71.4
	SD	63	28.6	100
False statements in private organizations' financial reports often originate from a failure to follow	SA	56	26.5	26.5

accepted accounting principles:				
	A	54	24.5	51
	D	53	24.1	75.1
	SD	57	24.9	100
The growing financial failure of the private sector does not exclude the accountants in charge of financial reporting:				
	SA	80	36.4	36.4
	A	60	27.3	63.7
	D	54	24.5	88.2
	SD	26	11.8	100
The corporate environment's complexity puts the accountants' claim of excellent financial reporting in jeopardy:				
	SA	87	39.5	39.5
	A	48	21.8	61.3
	D	52	23.6	84.9
	SD	33	15.0	100
Fraudulent activities undermine the effort of accountants in financial reports, leading to a decline in trust in reputable accounting methods:				
	SA	98	44.5	44.5
	A	87	39.5	84.0
	D	20	9.1	93.1
	SD	15	6.8	100
A corruptible company environment presents numerous difficulties for accountants adhering to professional accounting standards in financial reporting:				
	SA	84	38.2	38.2
	A	62	28.2	66.4
	D	46	20.9	87.3
	SD	28	12.7	100
Financial reporting in the private sector reflects transparency, accountability, honesty, neutrality, truth, fairness, and professional independence:				
	SA	82	37.3	37.3
	A	44	20.0	57.3
	D	30	13.6	70.9
	SD	64	29.1	100

Source: Researchers' Findings (2023)

The table above presents respondents responses to the research questions using Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). When it was presented to the respondents that the high-quality financial reporting has been noted in Nigeria's private sectors, (23.2%) of the respondents strongly agreed, (17.7%) agreed, (26.4%) disagreed and (32.7%) strongly disagreed. The implication is that majority are of the opinion that there is yet a level of quality in the financial report as pertaining to the private sector.

Respondents were also asked if "Accountants' independence in financial reporting is permitted by the corporate environment as it exists in the private sector" (13.6%) of the respondents strongly agreed, (9.1%) agreed, (33.2%) disagreed and (44.1%) strongly disagreed. The results show that, generally speaking, the business climate does not support accountants' independence.

Respondents were also asked to respond to the research statement "Financial reporting in the private sector has fallen short of expectations due to fraud and money mismanagement, which has caused them to fail financially" (36.4%) of the respondents strongly agreed, (35.9%) agreed, (22.7%) disagreed and (5%) strongly disagreed. This suggests that the private sector has not been able to live up to the task of providing financial reports that fulfill users' expectations.

Respondents' responses to the research statement "Some deficiencies in the financial statements of private organizations are the fault of accountants" revealed that (54.5%) of the respondents strongly agreed, (33.2%) agreed, (3.2%) disagreed and (9.1) strongly disagreed. The implication is that accountants are complicit in the weaknesses in financial reporting in the private sector.

Respondents were also asked if false financial depiction of an institution to the public results from poor financial reporting. (65.5%) of the respondents strongly agrees, (28.2%) agreed, (1.8%) disagreed and

(4.5%) strongly disagreed. The inference is that the foundation of the accounting system is adequate financial reporting.

Respondents were also asked whether the professional accounting ethics serve as the foundation for the financial reporting of the private sector. (4.5%) of the respondents strongly agreed, (19.1%) agreed, (4.1%) disagreed and (72.3%) strongly disagreed. Consequently, it suggests that private sector financial reporting still adheres to professional accounting ethics.

Responses from the respondents on the research statement “The reason for inadequate financial reporting and disclosure of business organizations is deficiencies in professional accounting practices” revealed that (41.8%) of the respondents strongly agreed, (21%) agreed, (9.1%) disagreed and (27.3%) strongly disagreed. The conclusion is that there are flaws in professional accounting methods that are known to effect transparency in corporate organizations.

Similarly, the respondents were asked to respond to the research statement “Ineffective money management and widespread corruption have recently plagued the private sector”. (32.3%) of the respondents strongly agreed, (26.8%) agreed, (12.3%) disagreed and (28.6%) strongly disagreed. This reaffirmed the extent of corruption and incompetence in the private sector's money management.

Respondents were also asked to comment on whether false statements in private organizations' financial reports often originate from a failure to follow accepted accounting principles. (26.5%) of the respondents strongly agreed, (24.5%) agreed, (24.1%) disagreed and (24.9%) strongly disagree. This indicates that non-compliance with professional accounting principles is the cause of the shortcoming in financial reporting.

Respondents' responses on the research statement “The growing financial failure of the private sector does not exclude the accountants in charge of financial reporting” shown that, (36.4%) of the respondents strongly agreed, (27.3%) agreed, (24.5%) disagreed and (11.8%) strongly disagreed. This suggests that accountants are also involved in the growing financial woes of the private sector.

Respondents' responses on the research statement “The corporate environment's complexity puts the accountants' claim of excellent financial reporting in jeopardy” revealed that (39.5%) of the respondents strongly agrees, (21.8%) agreed, (23.6%) disagreed and (15.0%) strongly disagreed. This suggests that accountants are affected by the complexity of the business environment in the private sector.

Responses by respondents to the research statement “Fraudulent activities undermine the effort of accountants in financial reports, leading to a decline in trust in reputable accounting methods” shown that (44.5%) of the respondents strongly agreed, (39.5%) agreed, (9.1%) disagreed and (6.8%) strongly disagreed. This suggests that unethical behavior actually affects the function of accountants in the private sector.

Respondents' comments on the research statement “A corruptible company environment presents numerous difficulties for accountants adhering to professional accounting standards in financial reporting” revealed that (38.2%) of the respondents strongly agreed, (28.2%) agreed, (20%) disagreed and (12.7%) strongly disagreed. The assumption is that the accountants' operating environment has an impact on his delivery.

Respondents' responses on “Financial reporting in the private sector reflects transparency, accountability, honesty, neutrality, truth, fairness, and professional independence” shown that (37.3%) of the respondents strongly agreed, (20.0%) agreed, (13.6%) disagreed and (29.1%) strongly disagreed. This demonstrates how these characteristics manifest themselves in the financial reporting of the private sector.

## **Findings**

The research revealed that one of the difficulties faced by professional accountants is their involvement in a number of dishonest and fraudulent activities due to institutional demands to boost revenues. Once more, organizational and sociopolitical structures put the interests of their customers before those of the general public. As a result, vast quantities of public funds have been stolen and laundered using various accounts in Western nations and local banks.

According to the research, the majority of the money that the political elite stole and drained from the Nigerian Treasury was housed in Western banks and local financial institutions. In order to carry out the looting activities of the political elite, professional financial intermediaries (such as accountants) have thus acted as facilitators of corrupt practices and transformed into slaves to the politicians, possibly for financial gain and against the ethical standards of their professions and their claims of protecting the public interest. In line with their professional claim to be acting in the public good, professional accountants have enabled the anti-social financial activities of the economic and political elite and multinational companies (MNCs), according to the findings. More specifically, auditors lack the renowned competence necessary to conduct an impartial reporting of company activities. Public attention was brought to the unethical acts of professional accountants and the flaws of practices in Nigeria by an investigation into the actions and involvement of professional accountants in the falsification of corporate accounts in the Nigerian banking crisis. Despite the fact that audit reports are the visible and accessible proof of an audit, little is known about the organizational

values and processes involved in their creation. Findings reveal that businesses put pressure on audit staff and are under time and financial pressure to maximize profits. As a result, some corporations have resorted to irregular procedures or even fabricating audit reports as a response.

### **Conclusion/ Recommendations**

In order to understand why professional accountants, prioritize organizational objectives over personal and professional values, the article examined the challenges of professional accounting procedures in Nigeria's private sector in terms of financial failures. The customary method used by businesses and their directors to choose and compensate auditors has a fundamental fault and cannot produce an impartial audit. By allowing auditors to profit directly from corporate transactions by providing accounting services, the weaknesses are made even worse. Since auditors depend on executive directors for their nomination, appointment, and fee setting, their professional independence is in fact weakened because they are unable to simply act against those directors' interests. Corporate democracy, in which stakeholders have the authority to choose the auditor and how the auditor will be compensated, is necessary to strengthen corporate reporting and auditing. In Nigeria, regulators (in the case of the banking crisis) and whistleblowers (in the cases of Afribank and Cadbury Nigeria Plc) rather than their professional bodies have uncovered and sanctioned the involvement of accounting firms in corrupt and fraudulent practices. Professionals have been accused of engaging in unethical behavior, although these behaviors are rarely looked into. While negligent auditors are subject to civil liability under Section 368 of the Companies and Allied Matters Act 1990, that liability has not yet been applied. Financial reporting has been a crucial issue affecting virtually every of the decision-making of various users (individuals, corporate bodies, investors, and policy makers), and the Nigerian accounting professional bodies should make sure that they uphold and enforce their acclaimed duty to see that their members exercise due diligence and act in the best interests of their clients and of the Nigerian public as a whole. However, problems like financial mismanagement and corruptible business practices in the private sector have reduced the effectiveness of financial reporting. These problems stem from private sector accountants' non-compliance with professional accounting standards. Some private groups have experienced financial disaster as a result of this.

It is impossible to overstate the importance of accounting in all human undertakings, particularly in the commercial sector where the public invests in the operation of the businesses in the hope of receiving a return when due. In order to mobilize investment, foster investor confidence, promote financial stability of organizations with issues of financial failure well curbed, and secure public investment in the private sector, it is necessary to ensure high quality accounting information reporting. Therefore, this study suggests that there should be a focus on compliance with professional accounting practices, increased orientation by accounting professional bodies for the accountants on how to manage the complex business environment, authorization of the independence of the accountants in the private sector, remuneration that will encourage the accountant's commitment to accuracy and fairness in financial reporting, and organizations to design modalities that permit for periodic checks and balances on the accountant's job. There is a need to inform business leaders, policy makers, and the general public about the human consequences of anti-social and unprofessional behaviors, as they deprive common Nigerian citizens of their human and social rights, in order to counteract unethical actions by accountants and professional firms. Finally, the Nigerian accounting industry must continue to keep an eye on changes in the external and internal reporting environments through its faculties in audit, investigations, and forensic accounting and act appropriately.

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# IMPACT OF LIQUIDITY RISK AND CREDIT RISK ON BANK STABILITY IN NIGERIA

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## **Abstract**

*In order to determine networking capital and percentage of assets on books dedicated to loans that is optimal for the stability of banks, the study investigated liquidity risk and credit risk on bank stability with respite to Nigeria banks. The study objectives are to determine the effect of liquidity risk and credit risk on bank stability in Nigeria. The ex-post facto research design was employed using secondary data gathered from the annual financial statement of ten banks operating in Nigeria between 2010 and 2022. Results from the analysis showed that LR has a positive and reasonable influence on BAST while CR has a trivial influence on bank stability in Nigeria. The study recommends that the net working capital of banks should be kept optimum so as to be able to meet its short term obligations. In same vein, percentage of assets on the books dedicated to loans should be monitored and also kept within the safe margin so as to prevent exposure to higher defaults. The study contributed to knowledge by modifying the usage of LR and CR in this present work*

**Key Words: Liquidity, Credit, Risk, Stability**

## **Introduction**

A number of criteria, including return on investment, dividend growth, sales turnover, and profitability, may be used to assess a company's financial success. Regarding how to assess an organization's success and the factors that affect financial performance, there is still debate across a number of professions (Liargovas et al., 2008). Liquidity is closely related to working capital (WC), which is the money needed to support the company's daily revenue-generating operations. Business performance depends on financial managers' ability to effectively manage the elements of WC (Filbeck & et al., 2005). A company is considered to be liquid if it maintains an adequate amount of liquid assets and cash on hand, as well as the capability of swiftly obtaining more funding to satisfy its commitments. These include: the current ratio, which is the simplest measure and is measured by apportioning total current assets by total current liabilities; and the quick ratio, calculated by deducting inventories from current assets and then dividing by current liabilities. Although the two ratios are comparable, the rapid ratio offers a more precise evaluation of a company's capacity to meet its immediate obligations. The higher quick ratio is the better the position of the business (Begg, Fisher & Rudiger, 2011). According to Sabri Mohammad (2015), there are two different forms of bank liquidity in the financial system: financing (or obligation) liquidity risk and market (or asset) liquidity risk. Funding-liquidity risk refers to the risk that the bank is unable to effectively meet its obligations as they become due, as opposed to market-liquidity risk, which is related to the banks' inability to easily counterbalance or sell assets at the market price due to insufficient market strength or market distraction (Basel Committee, 2008).

## **Statement of the Problem**

Lack of firmness in banking operations may be tantamount to its failure. Bank collapse may come from a lack of liquidity, which is detrimental to the institution's image and depositor confidence. Banks grant credit as part of their intermediary role. But this role also forms part of the risk they bear if these facilities granted become non-performing. Liquidity management plays a significant role in determining success or failure of a firm due to its effect on a firm's financial profitability. The risk in credit facilities rendered by banks affects their financial performance which has consequent effects on their stability. Profitability is how well an organisation uses its assets to generate revenue. While stability is an unexpected disturbance in the discharge of



banks intermediation activities. In order to determine the stability of banks certain profitability ratio such as ROA, Standard deviation of ROA and certain balance sheet items ( Total asset & total equity) are required.

A number of studies on liquidity and credit risks and their impact on banking stability showed inconsistency across countries. Some studies recorded a negative effect (Imbierowicz & Rauch, 2014; Mensi & Labidi, 2015; Hakimi & Zaghoudi, 2017; Matey, 2021), while others were positive (Ghenimi, Chaibi & Omri, 2017; Setiawan, Sudarto & Widiastuti, 2021; Siyanbola & Adebayo 2021). Of the aforementioned literatures not all were research in Nigeria (Hakimi & Zaghoudi, 2017; Matey, 2021) amongst others. This research sought to fill the void in literature and expand frontier of knowledge as it pertains to the effect of liquidity risk and credit risk on bank stability in Nigeria.

## **REVIEW OF RELATED LITERATURE**

### **Liquidity Risk**

It refers to how easily non-monetary assets of a bank can be exchanged for money to satisfy its impending commitments with little to no loss. Liquidity and profitability are the two main measures of a corporation's financial success, according to Ehiedu (2014). Liquidity

ratio is used to judge the ability of a firm to meet its short term maturing obligations. The absence of liquidity is illiquidity, and if it persists over time, it may lead to the bankruptcy and eventual liquidation of the bank. Central bank of Nigeria CBN 2013 stated that Liquidity risk arises from an institution's inability to purchase or otherwise obtain the necessary funds, either by increasing liabilities or converting assets, to meet on- and off-balance sheet obligations as they come without incurring unacceptable losses. For this study liquidity would be applied as the potential of a bank to repay its current liabilities with its present assets. In this study liquidity risk would be measured as net working capital ratio calculated as current assets- current liabilities. Ratio of 1.5 to 2.0 is seen as optimal

### **Credit Risk**

The prominence of lending arises from the fact that for most banks, loans form the most significant proportion of their risk asset portfolio. Undoubtedly, a sizable amount of banks' profits come from loan interest. Banks must thus establish a suitable framework to handle the credit risks that are present in their portfolio of risky assets. For this study credit risk would be observed as a determinant of asset composition of a bank showing the percentage of assets on the books dedicated to loans. It would be applied as banks exposure to defaults. Loans to total assets ratio was used to determine the share of bank loans in total assets. When this ratio is high, it means that the bank is less liquid and more exposed to higher defaults

### **Bank Stability**

Banking stability refers to the absence of abnormal disruption in credit supply, payment systems, and banking services (Ozili, 2018). According to Bencharles and Nwankwo (2021) profitability focuses on the return on investment per time without taking cognizance of the inherent risks in the firm's operations. According to Ayinuola and Gumel (2023), any bank undertaking hazardous investments in the hope of high profits without paying enough attention to risk management may be inviting long-term banking trouble. Therefore, the long-term viability of any bank will depend on its capacity to establish an effective framework to handle all the intrinsic risks in its business.

In the view of Setiawan et al. (2021) and Amara and Mabrouki (2019) bank stability is measured with z- score. For this study bank stability would be represented by Z-score computed as  $(u + k) / \delta$  deflated by  $\delta$ . Where u represents a bank asset assessed in terms of Return on Assets (ROA). K is the capital ratio, that is expressed as equity as a percentage of total asset value. whereas  $\delta$  denotes return volatility, which is quantified as standard deviation of ROA. A rise in the Zscore indicates improved bank stability, and consequently a lower probability of bankruptcy.

## **Theoretical Framework**

### **Commercial Loan Theory:**

Adam Smith proposed it first in 1976. According to Chinweoda, Onuora, Ikechukwu, Ikechukwu & Ngozika (2020) to the principle, a commercial bank should concentrate on offering short-term business loans to assist businesses during a business cycle. Banks are in a good position to satisfy their liquidity demands since they can finance short-term, self-liquidating transactions that will mature quickly. In summary, according to Acharya and Pedersen (2005), banks should only make loans whose sources of repayment are money created by the transactions they are used to finance. As a result, bank may benefit from these loans' liquidity and minimal credit risk.

### **Shift Ability Theory:**

The idea, which was developed by Harold G. Moulton in 1915, asserts that bank can fulfil its liquidity demands provided it owns sufficient assets that are quickly convertible to pay maturing financial

commitments. These assets can be immediately sold for cash to other or investors without having to wait until maturity and with no major loss in asset value. In other words, instead of relying on maturing loans to address their liquidity concerns, these assets may be sold to other financial institutions for cash. This idea is applicable to short-term financial products such as Treasury Bills and Certificates.

**Empirical Review**

Imbierowcz and Rauch (2014) looked at the connexionamid liquidity and credit risks and how it affected the possibility of bank defaulting in the US. The findings revealed no mutual time-lag link between the both risk categories that was economically significant. Nevertheless, they affect the chance of default for banks because each risk raises the possibility of a failure individually. The liquidity ratio has an influence on profitability, according to Diaconu and Oanea's 2015 examination of the factors affecting bank stability (BAST). Additionally, they pointed out that increased stability is not always a result of increased profitability. When Ali and Stanley (2016) evaluated liquidity management on financial performance he used account receivable, account payable and cash management as proxy for liquidity while growth, efficiency and profitability was proxy for financial performance .The relationship between CR and LR and their effects on the financial performance of Pakistani banking institutions were explored by Ahmad et al. in 2019. They found that problems with credit and liquidity deleterious impact on bank performance and raised the risk of insolvency. The results showed an inverse relationship between bank performance and CR, which suggests that BAST declines as credit risk rises. Furthermore, the study found thestimulus of LR on bank stability to be negative and significant, indicating that banks with adequate liquidity are more stable than those with inadequate liquidity.

In addition, Amara and Mabrouki (2019) could not discover any arithmetically significant contemporaneous, mutual, or time-lag relationships between credit and liquidity concerns. However, each risk affects BAST on its own, and their interaction makes banks more unstable. Additionally, albeit negligible, the liquidity ratio's short-term impact on BAST was favourable. LR and CR were highlighted as the two primary concerns impacting BAST by Setiawan et al. in 2021. The findings demonstrated that whereas LR had a favourable influence on default likelihood, CR had a negative one. Matey (2021) discovered a statistically significant negative correlation between LR and BAST, highlighting the need of making investments in interest-earning securities to boost bank profitability and strengthen BAST. CR, on the other hand, showed a negligible correlation to BAST. The impact of capital adequacy, bank size, and liquidity on the stability of FUGAZ banks in Nigeria from 2013 to 2021 (9 years) was carefully examined by Aroghene (2022). According to the analysis, CAR has a positive but negligible impact; BSI and LIQ have a negative but negligible impact, on Z-Score of FUGAZ banks in Nigeria. Aroghene (2022) examined additional variables that affect BAST, such as board independence and audit committee independence; he discovered that these variables had a negligible impact on BAST in Nigeria. Once more, When assessing BAST drivers, Aroghene and Ikeora (2022) looked at corporate governance, capital adequacy, and non-performing loans (NPLs) as explanatory variables. At 5% significance, the study revealed that external control had a negative and substantial influence on the Z-Score of Nigerian listed deposit money institutions, whereas NPLR, CAR, and internal control had a positive but moderate impact. Sang Tang My (2022) evaluated the bearing of CR on Vietnamese commercial banks' financial stability. The findings demonstrated that CR has a favourable influence on bank financial stability. According to Aroghene (2023), who examined the factors in fraud that have an impact on BAST, improper financial reporting, bad bookkeeping techniques, fraudulent loans, and money laundering have a detrimental and statistically significant impact on the stability of financial institutions in Nigeria. When Onuorah, Ehiedu and Egugbo (2023) studied Camels rating and its effects on fugaz banks' performance in Nigeria. They observed that ROA is positively influenced by liquidity and asset management, or LIAM.

**Research Methodology**

The study made-used of expost facto research design using the panel data econometrics analysis. The study data were obtained from the annual report and publications of the banks reviewed and the statistical bulletin of the Central Bank of Nigeria for 2021. The data span of 2010 - 2022 and a cross section of ten banks. The data for the study would be analysed using descriptive statistics, correlation analysis , unit root test while ordinary least squares would suffice to test the hypothesis that is in the null form that liquidity risk and credit risk has no impact on bank stability in Nigeria through the aid of reviews statistical tool.

**Model Specification**

To achieve the prime objective of this investigation, we used the panel regression model from Ayinuola and Gumel (2023) study. This model was modified for this study. The study model is therefore stated as:

$$BAST = f(LR, CR) \dots\dots\dots eqn(1)$$

$$BAST = a_0 + a_1LR + a_2CR \dots\dots\dots eqn(2)$$

$$BAST = a_0 + a_1LR + a_2CR + u \quad \dots\dots\dots eqn(3)$$

Where:

BAST is bank stability measured by  $(u + k)/\hat{\sigma}$

Where  $u$  is return on asset (ROA),  $k$  equals equity to total assets,  $\hat{\sigma}$  equals standard deviation of ROA.

$a_0$  is the intercept

$a_1$ - $a_2$  is the coefficient

LR is liquidity risk measured by net working capital ratio calculated as current assets- current liabilities.

CR is credit risk measured by the ratio of Loans to total assets

$u$  is the error term.

## Results and Discussions

**Table 1: Summary of Descriptive Statistics**

Variables	Observations	Mean	Median	Maximum	Minimum	Std.Dev
BAST	130	0.009332	0.001403	0.475488	-0.000130	0.052750
LR	130	1.769008	3.878070	2.76010	-7.000009	3.58009
CR	130	7.403268	0.421845	4.197915	0.028982	51.77826

**Source: Eviews Extract (2023)**

In table 1 BAST has an average value of 0.93% alongside extreme value of 0.48% and least value of -0.013%. The regular value for BAST over the period showed that they under performed as higher value indicates greater bank stability. Also, the consistent value for LR is 1.77% together with extreme and low value of 2.76% and -7%. The average of the LR shows a better liquidity position of the banks. As net working capital ratio between 1.5 to 2.0 is considered optimal. In the same vain, CR displayed an average value of 7.40% in conjunction with 4.19% as the maximum value and 2.89% as the least value. The loan to asset ratio value considered to be optimal lies between 30% and 36%. But the loans to total assets value for the period study are above 30% which is an indication of exposure to high default.

**Table 2: Correlation Analysis**

	BAST	LR	CR
BAST	1.000000		
LR	0.008808	1.000000	
CR	-0.020202	0.10005	1.000000

**Source: Eviews Extract (2023)**

In table 2, LR has a positive slope with BAST with coefficient value of 0.008808 while CR has a negative slope with BAST with coefficient value of 0.020202 while LR and CR has a positive relation to one another. Due to the low degree of the correlation values it suffices to say the correlations between the variables of study are not perfect.

**Table 3: Multi collinearity Test**

Variables	VIF Values	Tolerance Levels
LR	1.002420	0.997585
CR	1.020747	0.979674

**Source: Eviews Extract (2023).**

In Table 3, the VIF values of each of the explanatory variable is way lower than 10 with tolerance levels that are beyond 0.1. By implication the study model is free from the problem called multi-collinearity.

## Unit Root Test

**Table 4: Augumented Dicker Fuller Test for LR**

Null Hypothesis: LR has a unit root

Exogenous: Constant

Lag Length: 5 (Automatic - based on SIC, maxlag=12)

	t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic	-3.251077	0.0195
Test critical values:		
1% level	-3.487046	
5% level	-2.886290	
10% level	-2.580046	

\*MacKinnon (1996) one-sided p-values.

Source: Eviews Extract (2023).

**Table 5: Augmented Dicker Fuller Test for CR**

Null Hypothesis: CR has a unit root

Exogenous: Constant

Lag Length: 4 (Automatic - based on SIC, maxlag=12)

	t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic	-2.970470	0.0405
Test critical values: 1% level	-3.483312	
5% level	-2.884665	
10% level	-2.579180	

\*MacKinnon (1996) one-sided p-values.

Source: Eviews Extract (2023).

**Table 6: Augmented Dicker Fuller Test for BAST**

Null Hypothesis: BAST has a unit root

Exogenous: Constant

Lag Length: 2 (Automatic - based on SIC, maxlag=12)

	t-Statistic	Prob.*
Augmented Dickey-Fuller test statistic	-5.210733	0.0000
Test critical values: 1% level	-3.482453	
5% level	-2.884291	
10% level	-2.578981	

\*MacKinnon (1996) one-sided p-values.

Source: Eviews Extract (2023).

The test of stationary of the variables was ascertained by the used of ADF test in table 4, 5 and table 6. The ADF test result showed that LR, CR and BAST are stationary at 5% level of significant integrated at the same order. Hence the assumption of non stationarity of LR, CR and BAST is rejected. Consequent on the ADF test result, the model would not produce misleading estimate.

**Table 7: Model Estimation**

Dependent Variable: BAST

Method: Least Squares

Date: 05/26/23 Time: 16:45

Sample: 1 130

Included observations: 129

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.009574	0.004752	2.014706	0.0461
LR	0.300413	0.120012	-2.503191	0.0152
CR	-2.068205	9.070005	-0.226814	0.8209
R-squared	0.500486	Durbin-Watson stat		1.555934
Adjusted R-squared	0.451380			
F-statistic	6.030612			
Prob(F-statistic)	0.049859			

Source: Eviews Extract (2023).

In table 7 the model was estimated by ordinary least square. LR has a coefficient value of 0.3% with a Prob. of 0.0152. By implication of these value a percentage increase/decrease in LR would result in 0.3% increase/decrease in BAST all things be equal. This findings is in agreement with the works of (Diaconu and Oanea, 2015; Onuorah, Ehiedu and Egugbo, 2023), but contrary to (Aroghene, 2022).

Likewise, the coefficient value of -2.07% and Prob. value of 0.8209 revealed that a percentage increase/decrease in CR would lead to 2.07% decrease /increase in BAST *ceteris paribus*. This findings agreed with the opinion of Ahmad et al. (2019; Matey 2021) contrary to the opinion of Sang Tang My (2022)

The R-squared of 50% indicated that 50% of the explanatory variables sufficiently explained BAST while the residual is as a result of other factors (macro & micro economical) as well as operational risk influence on BAST. The Durbin-Watson Stat. indicated positive autocorrelation among the studied variables.

### **Conclusion And Recommendation**

Given the overall analysis, it suffice to conclude that BAST is highly influenced by LR while the influence CR has on BAST is minimal. The study recommend that the net working capital of banks should be kept optimum so as to be able to meet its short term obligations. In same vein, percentage of assets on the books dedicated to loans should be monitored and also keep within the safe margin so as to prevent exposure to higher defaults.

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# STRATEGIC PLANNING AND FIRM PERFORMANCE IN SELECTED MANUFACTURING FIRMS

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## **Abstract**

*Five (5) representative manufacturing firms in Kogi state were selected for this analysis, and their strategic planning and overall business success were analysed. The management strategy of a manufacturing organisation nowadays must include strategic planning. Businesses that want to thrive in today's competitive global economy and fast-paced business environment must meet high standards for efficiency, responsiveness, and flexibility (Mitchelmore & Rowley ,2013). In order to achieve optimal efficacy and efficiency, businesses must strategically modify their organisational structure. The purpose of this research was to examine the link between corporate success in Kogi State and the process of developing and evaluating strategic plans. Only upper-level employees from five Kogi state factories producing different kinds of products were included in the sample. A descriptive cross-sectional survey was used to compile the data. The collected data was examined using a variety of statistical tools, both descriptive and inferential, such as frequency, mean, standard deviation, Pearson Product Moment Correlation, and linear regression. According to the findings, there is a connection between the success of businesses in Kogi state and both the process of formulating and evaluating their strategies. We recommended that manufacturing company management make an effort to incorporate all organisational and employee components into strategy design and implementation. Management should also make an effort to involve all relevant employees in the implementation of the plan so that its full potential can be realised and performance is maximised. The research found that linking strategy formulation and corporate performance in Kogi state was as important as linking strategy review and company performance.*

**Keywords:** Strategic planning, Performance, Business Environment, strategy Implementation and Evaluation

## **Introduction**

The principles and practises of strategic planning have gradually extended across the globe and all sectors of industry due to the widespread belief that doing so increases organisational efficiency (Robert & Peter, 2012). In order to improve their performance, businesses in both the public and private sectors are starting to take strategic planning more seriously. The purpose of business strategy is to give companies an advantage in the marketplace. In its broadest sense, competitive advantage is an organization's capacity to outperform its rivals. The company's competitive advantage allows it to keep performing at a high level for a very long time (Adekunle, Salami, Akah & Idowu-Agidia 2017).

Strategic preparation leads to enhanced corporate performance. This is because strategic planning has the potential to assist businesses of all stripes in better coordinating their present efforts with their long-term objectives (Afolabi & Amusat, 2021). To improve its performance, a company might use strategic planning to gain a deeper understanding of its external environment. The purpose of strategic planning is to provide organisational leaders with a foundation upon which to build long-term decisions. The process of strategic planning affects the strategy that a corporation ultimately adopts. It lays out the organization's future prospects and risks and provides a framework for making decisions. It helps firms improve their plans by using a more methodical, rational, and reasonable approach to making strategic decisions. In order to ensure that the company's most important long-term needs are met, the strategic planning process lays out a set of objectives, prioritises those objectives, allocates resources accordingly, and sets criteria for the operational group to follow (Adekunle, et al 2017). The purpose of strategic planning is to improve decision-making, goal transparency, stakeholder involvement, and awareness of progress in order to achieve the set goals. This is done by organising the work, people, and system to facilitate the achievement of the goals, inspiring through the planning process and the plan, evaluating performance, and monitoring plan progress. Strategic planning is an ongoing process that must be consistently applied to ensure a company's continued success. It is a key skill for managers that affects every aspect of their work (Afolabi & Amusat, 2021).

Because of the inherent unpredictability of the management environment, strategic planning is an essential component of today's management toolkit (Alaka, Tijani & Abass, 2011).The purpose of this



research is to examine the relationship between strategic planning and selected industrial firms in Kogi State. Industrial companies in Nigeria face a dynamic and ever-changing economic climate due to the country's unstable economy and intensely competitive market. As a result, when confronted with significantly increased levels of uncertainty and risk capital, many firms fail to effectively plan for their future through good strategic thinking and planning. However, even when they do, problems arise due to misunderstandings and misaligned expectations. Despite the dishearteningly low firm survival rates (50 percent within the first five years), many organisations believe that strategy planning is either unnecessary or too impossible to accomplish, due to unrealistic expectations in the management structure and fragmented command. Because they do it half-heartedly or lack the resources necessary, some organisations that execute strategic planning may never reap the benefits, including the promise of enhanced performance (Bryson, 2004). Therefore, unless manufacturing businesses actively invest in the strategic planning process, the promised benefits are unlikely to materialise. Therefore, it is safe to infer that restructuring the organisation and assigning new resources are required for successful implementation (Johnson & Scholes, 2013). Melnyk, Stewart and Swink (2014) found a positive correlation between strategic evaluation and organisational performance. Rintari and Morage (2012) studied the effect of monitoring and control strategies on manufacturing business performance. The analysis finds that scan monitoring and management procedures have the greatest effect on company success. The primary focus of the research was on the best practises for monitoring how well a business is doing. Kitonga (2013) posits a positive correlation between monitoring and controlling tactics and manufacturing business performance. Bryson (1989), Stoner (1994), and Viljoen (1995), strategic planning aids in providing direction for members of an organisation so that they may better understand where the organisation is headed and where their efforts are most needed. It provides a structure for outlining the company's operations, its objectives, and the methods it plans to use to achieve those objectives.

The arrangement of this write up is as follows: The relevant literature is discussed in Section 2. Section 3 analyses the methodology used to carry out empirical study on strategic planning and firm performance manufacturing firms. The study's findings are provided in Section 4. Part 5 discusses the study, and section 6 concludes it and ends the investigation with suggestions.

### **Literature Review**

According to Steiner (2009), the process of developing an organization's core goals, objectives, policies, and strategies is known as strategic planning. It comprises the formulation of elaborate schemes for carrying out policies and strategies for the sake of achieving objectives and serving key business purposes. Strategic planning is the process through which a company determines its overall direction and determines how to use its resources (such as money and people) to achieve that objective (Adeleke et al, 2008). Although these various interpretations complement one another, they might be confusing when it comes to the act of planning. Is strategic planning another name for planning? Our definition of strategic planning will build on our past work defining planning, long-term planning, and, finally, strategic planning. To begin, let us agree on a definition of strategic planning: a process aimed at pursuing well-defined organisational goals via credible alternate approaches to ensuring those goals are accomplished.

Differentiating features of strategic planning from more conventional planning include the following:

- i. Strategic planning, as contrast to operational planning, is made with the end goal in mind of gaining and maintaining a competitive edge.
- ii. Strategic planning, as contrast to operational planning, is developed with the intention of producing long-term benefits for the business.
- iii. Strategic planning, often associated with the military and highly sensitive topics, involves the creation of both primary and secondary courses of action (designed to accommodate anticipated future changes) that move an organisation closer to its goal.
- iv. All strategies need to have a long-term plan, but not all long-term plans are strategic. Some plans for the future lack thorough consideration.
- v. Strategic planning, on the other hand, considers environmental factors, while a plan or long-term plan does not. The ability to respond quickly and effectively to changes in the business climate is essential for successful strategic planning.
- vi. Strategic plans can be easily modified to address emerging issues, as they are inherently malleable and adaptive. A plan is rigid in that it cannot be changed or altered in any way. To what extent strategic planning affects corporate performance and how it affects strategic decision-making are the two focuses of empirical research on strategic planning systems, as pointed out by Grant (2003). The latter area of study analysed the processes by which businesses conceived their plans.

A company's performance is the result of its plans and capabilities coming together and being applied to the completion of predetermined goals. A company's strategy, capabilities, and outcomes are all evaluated in the context of the industry in which it operates. Organizational performance is often evaluated based on monetary and non-monetary outcomes connected to discrete facets of quality and operations (Lee

et al., 2015). Imaga (1996) defines productivity as the amount of output achieved per unit of a production element. Evans (1996) argues that a company's performance is a good indicator of how competitive it is and how well its strategic goals are being realised. The manager through a thorough analysis of the business's performance can glean the state of the company. Common indicators of success include financial output and the ability to turn a profit. Separating "firm performance" into "efficiency" and "effectiveness" is possible, as Xu (2007) argues. While Drucker's (1966) definition of efficiency as "doing things well" and effectiveness as "doing the right things" is excellent, I think it's fair to say that I prefer my own definition of "doing the right things." While it is true that you shouldn't put either effectiveness or efficiency last, that doesn't mean they're on par. Although it is preferable for a business to improve both efficiency and effectiveness simultaneously, if this is not achievable, the company should focus first on improving effectiveness. Lee et al. (2013) argue that a company's performance can be used as an indicator of its level of competitiveness and a measurement of its progress toward its strategic goals. Companies are typically evaluated based on their income, productivity, and profitability. Consequently, its manager through a thorough evaluation of the company's performance can ascertain the state of a company.

Findings also showed that different outcomes and methods were used to evaluate the formulation strategy and organisational performance, lending credence to the claim that caution should be exercised when selecting the best method to evaluate the causal link between the implementation strategy and organisational performance. Consistent with prior studies' findings, this demonstrates the connection between strategy development, strategy execution, and economic success (Dennison, 2000; Daft 2012; Franklin 2011; Aldehayyat and Twaisisi, 2011; Owolabi and Makinde, 2012).

According to research conducted by Melnyk, Stewart, and Swink(2014), there is a positive correlation between strategic review and business performance. In order to quantify the impact of metric standards on productivity, they surveyed 210 businesses across the United States. The poll found that 82% of companies with clear goals fared better than those without any set targets. The research also highlighted the need of aligning goals with expected outcomes as a part of the goal-setting process. If not, the methods used to assess performance may yield inaccurate results or focus on factors irrelevant to the success of the business. In a similar vein, Ferreira and Otley's research from 2009 discovered a significant correlation between well-defined business goals and success. Sixty-two percent of the 128 companies they studied showed improved performance because of more specific performance targets. According to Chenhall (2005), setting goals improves a company's ability to influence employee behaviour by laying the groundwork for performance control, communication, and firm learning. In addition, with the help of objectives, assessors can see if the business is on pace to achieve its performance targets (Choi, Hecht & Tayler, 2013). Performance reviews play a crucial role in setting goals and benchmarks for employees inside a company (Chenhall, 2005).

Cruz, Scapens, and Major's (2010) research on 54 companies reveals a strong correlation between performance reviews and profits. Seventy-four percent of the organisations surveyed in this study agreed that performance evaluation was important because it provided resources for rethinking and reshaping projects to better achieve organisational objectives. However, Choi et al. (2013) argue that performance evaluation provides both employees and employers with valuable insight into where both can and must make improvements. When it comes to building high-performance cultures within an organisation, such information is crucial.

Findings also showed that different outcomes and methods were used to evaluate the formulation strategy and organisational performance, lending credence to the claim that caution should be exercised when selecting the best method to evaluate the causal link between the implementation strategy and organisational performance. Consistent with prior studies' findings, this demonstrates the connection between strategy development, strategy execution, and economic success(Dennison, 2000; Daft 2012; Franklin 2011; Aldehayyat and Twaisisi, 2011; Owolabi and Makinde, 2012).

In Kenya, Rintari and Moronge (2012) conducted a study to determine the effect of monitoring and control procedures on business output. The poll found that the most important factor in a company's success was the presence of environmental scanning monitoring and control systems.

According to research conducted by Kitonga (2013), there is a positive relationship between monitoring and controlling strategies and the success of businesses. Kitonga's study focuses on the monitoring and control of a single approach, whereas the current study emphasises doing so across multiple levels of the organisation.

Tesot (2009) investigated the impact of strategic management on Kenyan performance. According to her findings, the Fund's monitoring and control methods were not optimal, which led to subpar performance on the part of the aforementioned organisations. The vast majority of respondents claimed that monitoring and control were often ignored because of how little people were involved in them.

This study is anchored on Resource advantage theory of Hunt of 1995. In order to achieve long-term, superior financial performance, a company must be able to use its comparative advantage in resources in the face of intense competition, as proposed by Hunt (1995). Companies are rewarded when they deliver more

value to customers. Superior performance and a stable market position are heavily dependent on the company's resources. Management theorists in the manufacturing sector stress the importance of carefully plotting the transformation of raw materials into the specialised expertise that forms the bedrock of a company's ability to compete successfully in a narrow market segment. Managers in such organisations need to realise that exceptional performance is based on a pool of resources that is difficult to replicate or replace. These strengths are the foundation of any manufacturing company. Managers should keep in mind that keeping the competencies behind the advantage a secret is the best defence against copying. A durable advantage/improved performance can be attained by manufacturing firms if they maintain their focus on investing in and amassing resources that provide them an edge over rivals. (Hunt, 1995)

Amurle, Gakure, and Waititu(2013)analyse how strategic planning affects small and medium-sized enterprises (SMEs) in the ICT industry in Kenya. Strategic planning was found to have a positive and substantial effect on the performance of ICT SMEs in Kenya.

Glaister, Dincer, Tatoglu, and Demirbag(2009)showed a robust positive correlation between the performance of Turkish manufacturing firms and the use of a formal planning procedure. Elbanna (2008) found a similar connection between strategic planning practise and strategic planning performance in private Egyptian companies.

The link between business performance and strategic planning was also investigated by Arasa and K'Obonyo (2012). According to the results of the correlation research, there is a significant relationship between strategic planning and corporate success. Small enterprises in Austria perform better after formalising their strategy, according to research by Kraus, Harms, and Schwarz (2006).

Owolabi and Makinde (2012) used Babcock University in Nigeria as a case study to investigate the impact of strategic planning on organisational output. The made-up data suggests a large positive correlation between strategic planning and company success.

Ridwan and Marti (2012) investigated the Indonesian regional government's strategic planning methods and their impact on the performance of all banks. Strategic planning success was found to be affected by factors such as organisational culture and decision-making styles.

According to research by Falshaw, Glaister, and Tatoglu (2006), formal planning methods in British organisations do not improve financial outcomes.

The main objective is to examine the relationship between strategic planning and firm performance of selected manufacturing firms. Specific objectives are to: examine the relationship between strategy design, appraisal on performance of enterprises. However, research question and research hypothesis was formulated in line with the objective formulated.

H<sub>1</sub>: There is no correlation between strategy design and corporate performance in manufacturing firms.

H<sub>2</sub>: There is no correlation between the appraisal of strategy and the performance in manufacturing firms.

## Research Methodology

**Sub Data: Below are the list of companies selected from Kogi State , Nigeria**

**TABLE 1: Proportion Sample Size from Each Bank**

SN	Banks	Population Head office	Apportionment (Head Office and Lagos)
1	A.C. Drugs Ltd	70	$(70/995) \times 285 = 20$
2	B.B.I Paints Ltd	50	$(40/995) \times 285 = 11$
3	Innercolor Paints Ltd	150	$(150/995) \times 285 = 43$
4	Star Aluminum Ltd	60	$(60/995) \times 285 = 17$
5	KWADECOS Pharmaceutical Ltd	40	$(40/995) \times 285 = 11$
	<b>Total</b>	<b>995</b>	<b>285</b>

**Source: HR of the various manufacturing firms (2023)**

## Significance of the study

After completion, the results of this study are projected to have the following positive effects for policymakers, entrepreneurs, and academics. After completion, the results of this study are projected to have the following positive effects for policymakers, entrepreneurs, and academics.

1. Managers of commercial enterprises will profit if they learn to think strategically.
2. Important for educational planning and development, it will provide trustworthy and valid data.
3. It will also help the government with policymaking in the end, particularly for manufacturing companies.

Only Kogi, a subnational entity inside Nigeria, was considered for this study. The factories were picked because they provided data for the study and offered a wide range of products in various sizes. These companies were selected from the database of the Kogi chapter of the Manufacturers' Association of Nigeria

(MAN) using a random sample method with no replacement. Because it would be impossible to study all of the manufacturing enterprises in Kogi State, we were forced to pick a manageable sample size from the population due to these constraints. A.C. Drugs Ltd., B.B.I Paints, Innercolor Paints, Star Aluminum, and KWADDECOS Pharmaceutical are the five (5) lucky manufacturers selected.

The study employed a descriptive research strategy. Descriptive research, as defined by Mugenda and Mugenda (2003), is a method of empirical investigation in which the researcher does not have direct influence over the independent variables due to their already-observed presence or their inherent intractable nature. Given that the study's overarching objective is to characterise the ties that bind strategic planning and the success of businesses, its relevance is enhanced. Using a stratified random sample technique, we selected five different manufacturers in Kogi State. 165 participants were selected using systematic random sampling. A panel of experts validated the study's research instrument. Therefore, their suggestions, advice, and wisdom were thoroughly assessed to ensure the reliability of the tool. The collected data was examined using a variety of statistical tools, both descriptive and inferential, such as frequency, mean, standard deviation, Pearson Product Moment Correlation, and linear regression.

**Model Specification**

Firm Performance (FP) is the dependent variable, whereas Strategic Planning is the independent variable. To determine if strategic planning has a positive or negative impact on firm performance, the following regression model was used.

$$FP = F(SF, SE) \text{-----(i)}$$

This can be re-specified in regression as follows;

$$EP = \beta_0 + \beta_1 SF + \beta_2 SE + \varepsilon \text{-----(ii)}$$

FP = Entrepreneurship Performance (The proxy used in measuring firm performance is Return of Assets (ROA)...

B<sub>0</sub> = Intercept coefficient,

SF = Strategy Formulation Audit,

SE = Strategy Evaluation,

ε = Error term

β<sub>1</sub>, β<sub>2</sub>, , are the coefficients of the Independent Variables

**Results**

**Table 2: Descriptive Statistics**

	ROA	SF	SE
Mean	56278.44	165.8906	12.39500
Median	49448.91	149.5891	11.70000
Maximum	127762.6	306.0802	23.80000
Minimum	8134.140	111.9433	6.600000
Std. Dev.	37896.18	60.49252	4.280911
Skewness	0.370847	1.526787	1.049792
Kurtosis	1.879816	3.977802	3.898065

**Source: (Authors' computation using SPSS 24.0)**

Table 2's descriptive data shows that ROA has the highest mean value, at 56278.44, while SE has the lowest, at 12.39500. ROA median is 49448.91, SF median is 149.5891, SE median is 11.7000, and SE median is 16.9200. The smallest SE value is 6.60000, while the maximum ROA value is 127762.6. With a standard deviation of only 2.529777, ROA has the lowest standard deviation of all the factors considered in this analysis. ROA, on the other hand, has a standard deviation of 37896.18, making it the most volatile of all the variables considered here. The right tails of ROA, SF, and SE are long, as can be seen in the preceding table due to their positive skewness.

**Table 3: Result of Pearson Correlation**

Variables	ROA	SF	SE
ROA	1.0000		
SF	0.03535	1.0000	
SE	0.35502	0.27310	1.0000

Source: (Computed by the authors using SPSS, 24.0)

The table 3 demonstrates a favourable relationship between ROA and SF. So, a boost in ROA will result in a little higher SF. SE and ROA have a positive correlation of 0.35502. As a result, if SE goes up, ROA will go up by 3%. The link is weak at best. As the results show a correlation between the predictors of less than 0.70, serial0-multicollinearity is not an issue. (2013) Emmanuel Adzor

### Test of Hypothesis One

H1: There is no correlation between strategy design and corporate performance in Kogi state.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 <sup>a</sup>	.276	.238	1.209

a. Predictors: (Constant), SF

b. Dependent variable, ROA

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.306	1	.306	.210	.000 <sup>b</sup>
	Residual	150.456	10	1.461		
	Total	150.762	11			

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4580.233	161.147		2.741	.016
	SF	5.317	1.931	0.593	2.753	.016

a. Predictors: (Constant), SF

b. Dependent variable: ROA

**The regression model:**  $ROA = 4580.233 + 5.317SF$

Table 4's model summary includes R and R<sup>2</sup>, two pieces of info that are crucial to understanding the model. The strength of the association between two dependent variables is quantified by the correlation coefficient, R. R = 0.525 in this instance. With an R<sup>2</sup> of 27.6%, this indicates a moderate-to-strong association. If the model meets statistical significance, the ANOVA table will show it. Using the F- ratio from the ANOVA Table 2, which estimates the deviation of a random result from a straight line, we can determine that the total equation is statistically significant. Finally yet importantly, in the aforementioned coefficient of variation table, we focus on its relationship to: Standardized Beta, the level of significance (Sig.) as when P<0.05 for the t-test statistic. The findings are statistically significant, in our opinion. P = .016 is statistically significant, T = 2.753 is a positive number, and = 5.317 is positive (Which is less than 0.05). Strategy formulation has a statistically significant, positively impacting return on asset

### Hypothesis Two

H<sub>2</sub>: There is no correlation between the appraisal of strategy and the performance of enterprises in the state of Kogi.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 <sup>a</sup>	.406	.909	1.209

- a. Predictors: (Constant), SE  
 b. Dependent variable, ROA

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.681	1	10.861	.013	.000 <sup>b</sup>
	Residual	7943.156	10	794.316		
	Total	7953.837	11			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	36.985	14.549		2.542	.029
	SE	.039	.337	.637	.116	.010

- a. Predictors: (Constant), SE  
 b. Dependent variable: ROA

**The regression model:**  $ROA = 36.985 + 0.039SE$

Strategic evaluation's potential impact on ROA was investigated by means of a regression analysis.  $P = .010$ ,  $T = .116$  (smaller than the expected 2.00), and  $= 0.039$  (positive) are statistically significant values (less than 0.05). According to the findings, strategic evaluation significantly improves ROI. This verifies the R value of 63.7%, which indicates that Strategic Evaluation can account for 64% of the variation in ROA. Therefore, we conclude that there is a positive correlation between strategic evaluation and ROI. When controlling for other factors, the intercept's value of 36.985 indicates that the firm's performance will improve by 39%.

### Discussion of Findings

Key findings from this study, based on the testing of hypotheses and the answers to research questions, are as follows:

Business success and strategy development go hand in hand in Kogi state. This fits with the findings of prior studies that established a connection between strategy development, strategy implementation, and financial outcomes for businesses (Dennison, 2000; Daft 2012; Franklin 2011; Aldehayyat and Twaisisi, 2011; Owolabi and Makinde, 2012).

Strategy review and business results are linked in Kogi state. Melnyk, Stewart, and Swink's (2014) conclusion that strategic evaluation is linked to better business outcomes is supported by these findings.

### Conclusion

It is concluded that strategic planning had a significant relationship with firm performance in selected manufacturing firm in Kogi State, Nigeria. This research analysed the connection between strategic planning and the success of businesses in Kogi State. According to the results of the research, everything is interconnected.

- i. There is relationship between strategy formulation and firm performance in Kogi state.
- ii. There is relationship between strategy evaluation and firm performance in Kogi State.

### Recommendations

In light of the study's findings, the following suggestions have been offered to aid in establishing suitable strategic planning. The study's goal informed the recommendations, which are tailored to industrial firms.

The leadership of manufacturing companies should work to ensure that all relevant factors are taken into account while developing strategy in order to boost productivity.

Management should make every effort to include all employees in the planning process if they want to see performance improvements.

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**A CAUSAL EXAMINATION OF TRADE UNIONISM AND WORKER'S PRODUCTIVITY**  
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**Abstract**

*The struggle for a better wage gain by the worker may not be convenient for the employer of labour but it at last yields in growth and productivity to the organization through increase in worker's output. Setting up the needed objectives by management is not enough if the productivity of the worker is in a state of quandary. Therefore, it is not a thing of narcissism for workers to congregates an umbrella body to fight for a better service and pay, because its implementation will bring satisfaction which will foment the needed positive zeal from the worker at getting organizational goals achieved. It is for this reason that the paper is aimed at showing the relationship between trade unionism and workers productivity in an organization. The paper adopted the position of management by objective (MBO), to show the nature of relationship that exist between the employer and the employee on the one hand and goal attainment or productivity on the other hand. The paper unravels the place of unionism on workers productivity such as promoting team work, open communication and reduction in job quit among others, and it concluded that because unionism is double edged for both the worker and the organization, it should be allowed to thrive.*

**Key Words:** *Unionism, Productivity, Causality, Workplace.*

**Introduction**

Productivity as a goal has usually underlie the fundamental objectives of all human enterprise at any level of human pursuit. However, productivity as a concept can be briefly explained as when profit outweighs expenditure in an enterprise or business. This is the reason why several leadership styles and organizational structure adopts the unitary, centralized and decentralized approach to management. In many cases, the style adopted might be pleasant or unpleasant to the work force so long as results are achieved (Panagiotakopoulos, 2013). But in any case, productivity still depends on what workers are able to churn out on a daily basis which places the worker as a core currency value in the organization. To this end, the Institution of trade unionism which was created for the purpose of worker's welfare becomes a double edged sword that has dual value for both the organization and the worker, if introspection is properly carried out.

This is the reason why the emphasis of this paper is aimed at sifting out the gains of unionism to the employer as well as against the popular assumption that trade unionism is anti-management. It is true that much can be achieved when things are designed to make all parties involved to be happy since it creates the sense of inclusion and positive stakes by all parties whose interest are meant to be achieved at the end of the day (Eluwa, 2019).

**Conceptual Review**

**Productivity as a concept**

The term productivity can be explained to mean the act of yielding profit or making a turnover out of what is invested. However, according to the International Labour Organization (ILO, 2005), productivity is defined as a relationship between outputs and inputs which rises when an increase in output occurs with a less than proportionate increase in input or when the same output is produced with fewer inputs. In simple terms, we can refer to productivity as a measure of production efficiency which relates to how efficient and effective the resources (input) are used to produce output; that is goods and services (Mohammed, 2023).

Productivity can also be considered in monetary terms as if the price received for an output rises with no increase in the cost of inputs, it is seen as increase in productivity (David, 2023). It can further be defined as the relationship between output generated by a production process or service system and the input provided to create this output. According to Bolman and Deal (2013), technically; it is expressed as the ratio of output to input. While mathematically, it can be expressed as input: such as factors of labour, capital, raw materials and information used in the output creation process while the output itself relates to the end product of the production process which comes in the form of either goods or services for consumption (Prescott, 2014).

The above output-input ratio indicates that higher productivity simply means achieving more in terms of output with the same amount of resources (inputs) or achieving the same level of output in terms of quantity and quality with a reduced amount of input.

**The Essence of Productivity**

The true essence of productivity has suffered and continues to suffer several misconceptions. It has too often been confused with several related but distinct concepts which are:

**Productivity and Profitability**

High productivity does not always imply high profit. If what is produced is not in demand profit may not be realized. The reversed is true that rising profit might be made through price increase even when productivity is on the decline (Dugbo, 2013).

### **Productivity and Output**

An increase in output might not necessarily mean improvement in productivity. If the rising output is at the expense of excessive inputs, that is if input cost have risen disproportionately the ratio will either remain unchanged or might even decline (Dugbo, 2013).

#### **(a) Productivity and efficiency**

Productivity and efficiency are sometimes used interchangeably but technically they are different concepts. Whereas efficiency, stresses the importance of time productivity stresses the need for good service (Eze, 2015).

#### **(b) Productivity and Production**

Productivity and production are viewed as interwoven but they remain a separate concept and entity. Productivity as a matter of fact is not accomplished by working harder but by working intelligently (Bogban, 2017).

Productivity is not only about production but as a concept it is measured in all kinds of organization or systems including services. For this reason, some have also defined productivity as a state of mind and attitude that seeks for the continuous improvement of what exists (Aino, 2022). It is a conviction that for any particular task like playing of game, one can perform better today than yesterday and that tomorrow one can play the same game better than today.

For the individual work productivity can be understood as the relationship between the volume of specific work accomplished and the potential capacity of the worker (Grace, 2015). While for the enterprise it is the relation between the value added and the cost of inputs consumed. At the national level, productivity is the ratio of national income to national expenditure (Stone, 2014). At the national and enterprise level, policy making productivity is the point of emphasis. However, the national income and welfare is directly related to improvement in productivity (Ogara, 2019).

As resources dwindle rapidly, standard of living can be achieved through increase productivity. Difference in productivity explains the reason why some countries with few resources enjoy higher growth rates and improved living conditions while countries endowed with abundant resources are poorer (Jack, 2019).

### **Productivity Measurement**

Productivity measurement enables management to objectively and concretely assess their company performance. Objectivity is achieved as assessment is based on real figures which involves actual sales made and true measures of resources used by the company in a particular time (Amin, 2016). For both individual company and inter firm comparison projects, the data required for the overall analysis of productivity performance are obtained mostly from the financial statements of the company.

According to Amaimin (2018), the use of balance sheet, detailed profits and loss accounts, detailed manufacturing or trading account and number of employees are used when determining the level of productivity in an organization. Objectively, productivity becomes comprehensible when considered within these maxims

#### **(a) Value Added**

It is a measure of wealth created by organizations through its activities. For example, a manufacturing company buy raw materials from its supplier and through the production process, the company transform the raw material to finish produce which are finally sold at a higher rate. In this way, wealth has been created alternatively and value has been added (World employment report, 2017). According to Eesuola (2017), the wealth or value added by these parties are in turn distributed as wages and salaries for employees, interest for providers of capital, taxes for government and profit ploughed back into the company for future expansion.

#### **(b) Workers Output**

Workers output is generally understood as the ability of an employee to take input (instructions, or directions, work tools, requirement) and turn them into output or results. Effectively, it is the measure of how employee produces input and turn it into output in a given period of time (Ago, 2023). According to him people work better when they know what they need to do, how to do it and why it matters. In the work of Jalwa (2023), the steps needed to achieve workers output are discussed as follow;

- (i) Help them understand why their work matters and give them a sense of purpose
- (ii) Give them autonomy such as providing a flexible working environment, or let them set goals meaningfully for themselves in alignment with company's objectives (Area, 2018).
- (iii) Stop micromanaging employee and start to trust them

(iv) Create a positive work environment that gives them opportunity to grow through taking up new task, learning new skills and working toward promotion (Eluwa, 2019).

(v) Let employees become better at what they do by developing mastery of their task through access to training.

(vi) Challenge employees appropriately by increasing accountability and responsibility. This should be with good reason and at the right time (Owen, 2015).

(vii) Encourage self-care and employee well being. Sometimes having a duvet day is far more important and beneficial than sitting at a desk (Persomio, 2022).

Acknowledge their effort, say thank you and appreciate them.

Offer appropriate incentives so employees will put in a bit more effort into the job

Communicate clearly, frequently and meaningfully with employees

Provide constructive feedback and support when they are not performing as needed.

(viii) Use modern and appropriate technology, ideally one that simplifies workload rather than complicating them to help employees do more of what they enjoy.

Arguing further Aino (2022), came up with certain steps to assist workers to improve on their productivity, which are further expanded as follows:

**(i) Positive Work Environment**

A positive work environment is one of the key factors that can improve employee productivity. Employees who feel comfortable and happy about there are more likely to be productive than those who do not (Agbele, 2019). Creating a positive work environment is the mother board of all productive activities in an organization. Conditions of reward, peaceful and human relationship between boss and workers, promotion, prompt payment and a better remuneration with good incentives are factors that make for a positive work environment (Ababi, 2018).

**(ii) Employee Recognition**

Global thought leaders like Jeremy Scrivens (2023), recommended thriving cultures of recognition as a responsibility to celebrate small and large success as well as learning from failure. When employees feel appreciated for their hard work they are more likely to be motivated to continue working that extra mile. That is how they differ from silent quitters who only do what is expected of them.

**(iii) Training and Development**

When employees feel like they are constantly learning and growing on their job, they are more likely to be engaged in their work and less likely to become bored (overqualified) or frustrated (Unable). Additionally, offering training and development opportunities can help to attract and retain top talent (Aino, 2022).

**(iv) Clarity and Purpose**

When employees have a clear understanding of the company purpose and goals, they are more likely to be productive in their work. This is because they will know what is expected of them and will be able to work towards specific goals (Assass, 2021). Companies must communicate their purpose clearly to all employees so that everyone are properly aligned.

**(v) Regular Feedback**

When employees receive feedback on their performance on a regular basis, they will know what areas they need to improve on and will be able to make changes accordingly. Additionally, regular feedback can help to build trust between managers and employees (Abeba, 2015).

**(vi) Provision of Adequate Resources and Mandate**

Another key element of a productive work environment is to provide employees with adequate resources. Make sure they have the tools and materials they need to do their jobs and access to the information they need (Agba, 2015).

**(vii) Collaborative Communication**

Encouraging the employees to share ideas and concerns and making sure they feel comfortable doing so. An environment of open communication enables employees to feel more engage in their work (Ogbaivo, 2015).

**Promoting Teamwork**

According to Aino (2022), promoting team work is another key element of a productive work environment. Encouraging employees to work towards a common goals and providing opportunities for them to collaborate on projects enables productivity. Team work enables employees to feel more connected to each other.

**Why Trade Unions Are Interested In Productivity**

The main objective of trade unionism is to improve the standard of living of workers, however, this can only be done or achieved only if jobs of high quality (decent) are created and wealth is generated. It has been established beyond doubt that high productivity lead to higher standard of living via

wealth creation. Therefore, if productivity increase, the living standard of workers will also increase (Aino, 2022). It is on this note that Mohammed & David (2022), expounded much on it as follows:

**(i) Productivity and Income**

There is a strong macro-economic and statistical evidence that the more effective or productive the national economy is, the higher the personal income of workers. At the enterprise level, when productivity is higher the employer will have the capacity to pay higher income and the union will achieve improved wages and salaries for their members and of course the dues that members will pay will also increase (Economic Policy Institute, 2023).

**(ii) Productivity and Poverty Reduction**

When a country is productive, it means more national income for social distribution for the young, old and handicapped. Higher productivity also lead to higher profits for investment and ultimately for economic growth. Therefore, higher productivity packaged with good distribution and development policy such as education, health and social protection is best available means of poverty reduction (Clolin& Lin, 2021).

**Productivity and Promotion of Employment**

The more productive an economy, the competitive that economy is in the global markets and the lower the unemployment rate in that country. At the micro level, the more productive a company, the more competitive it is in the economy and the more profit it can generate if favorable conditions are created for investment and the company plough back part of its profits in new investments, new jobs will be created and unemployment will reduce. The social benefits of full employment are obvious (Uchechukwu, Millicent & Abubakar, 2023).

**(iii) Productivity and Labour Standards**

The observance of the principles underlying international labour standards contributes to long term productivity and competitiveness. A sure way of promoting labour standard is to practically promote them in package with measures of productivity improvement (Jack, 2019). Productivity growth can also provide a strong financial base for introducing more labour standards without undermining competitiveness. Therefore, if productivity movement is properly introduced into companies and national strategies, it has the potential of promoting decent working conditions and improvement in the general quality of life in the country (Ichniowski& Shaw, 2013).

**Theoretical Framework**

The paper adopted Management by Objective (MBO) theory to scientifically interrogate the ecology of the working relationship between the employee and management and the process of achieving productivity in a well-defined thought-out order. Management by objective also known as management by, results (MBR) is a theory of management developed by Peter. F. Drucker in his book. The practice of management (1954). In this book, Drucker used MBO as a management system in which the employee work together to develop areas of responsibilities for the workers. It is a control system where jointly developed business objectives are made to align with company goals developed by managers and employees and the set standard are used as metrics to determine an employee performance. MBO was developed based on the belief that employees perform better when they understand what is expected of them. It allows employees to associate their individual efforts to the objectives of the organization (Jason, 2023).

Furthermore, allowing employees to have a say in the goal setting process and planning functions encourages participation, dedication and loyalty among employees while aligning objectives across the organization. In the work of Drucker (1954), management by objective are achieved through:

**(i) Establishing Objectives**

Objectives are the specific things to be achieved in furtherance of the company's goals within a given time frame, primarily developed by managers and employees working together (Emma, 1998).

**(ii) Develop Action Plans**

It allows subordinates to achieve the specifically identified objectives through coordinated efforts. These action plans are developed by managers and employees (Jason, 2023).

**(iii) Result Appraisal**

Managers measure and appraise the specific performance of individuals. The appraisal is a based upon efforts and progress towards the completion of the objectives stated. Basically, it compares what is accomplished against what is expected. There is daily feedback and the focus is on reward rather than punishment. Personal growth and development are emphasized here while the manager provides continuous support and commitment to the employee (Gordon, 2020).

**(iv) Collective Action**

Managers used the appraisal result to make corrective actions. This may include additional efforts to motivate employees, modify objectives, plans or goals accordingly (Drucker, 1954).

**(v) Evaluate and Reward Employee**

This involves honest feedback on what was achieved and not achieved by each employee and provide a reward system for the hardworking employee in the organization (Oleya, 2019). With a clear idea of management by objectives (MBO), employees are aware of what is expected of them because goals are assigned duly to them through effective communication (Odun, 2023).

**The Role of Trade Unionism on Workers Productivity**

According to Freeman and Medoff (1984), the following are considered as the gains of trade unionism to workers productivity in an organization:

**(i) Open communication**

By providing workers with a means of expressing discontent at the workplace, unionism can reduce the extent to which workers quit their jobs since issues are amicably settled from time to time. In this process grievances are better handled (Agbaka, 2014).

**(ii) Innovation**

Unions can induce managers to alter methods of production and adopt more efficient personnel policies. Its activities may improve workers morale and motivation to produce more than what is expected in the organization. When the potentiality of arbitrary lay off or sack is highly reduce, consequently the employee is more likely to see his or her employer as been fair (Christos & Patrice, 2021).

**(iii) Identifies Preferences of Workers**

Unions collect information about workers preferences, thereby, permitting the firm to choose a better or more efficient mix of wage and policies (Melowe, 2019).

**(iv) Improved Decision Making**

The open channel of communication between the workers and the managers has always led to better decision and ways of handling issues to bring about a better work environment and increase in productivity of the worker in the system (Benared, 2016).

**(v) Improved Morale and Cooperation**

The ability to pull together to achieved a common course thus improve cooperation and a positive morale in doing their task as workers in the organization. Once voice and one decision (Agbaka, 2014).

**Conclusion and Recommendations**

The enterprise of trade unionism in the business environment is core to managerial and organizational productivity. Though the employer of labour seems to have a wider advantage since he is an employer, but there must exist better harmony and truce between the employer and the worker because the workers are humans with life, goals and aspirations, sadness, sickness and good health alike unlike the machines or any other working tools used to achieve task.

And it is safe to mention that even with the natural weakness of the worker the employer cannot do without them because nature makes it so that that everyone needs everyone to succeed at any level of human productivity that is why there must always be a way out created to enable free flow of successful task in achieving goals. It is of this essence that trade unionism is sacrosanct in any business environment.

But it is sad to state that with the natural status quo of things trade unionism has at most times been demonized or outlawed even in a democratic setting because of the narrow conceptualization given to it especially by the employer, due to the fact that they believe that unionism is designed or formed to hinder their progress. Forgetting that the universal declaration of human rights in 1948; clearly abrogate slavery whether in a business environment or anywhere in the world and thus the worker have the right for better conditions of service and it is not the case of the piper dictating the tune. But rather a trade by barter, were the employer has the facility while labour has the skill.

Apart from the above notations, it will be a missing link not to mention that the activity of trade unionism is a double coin, in which the other side favours the organization. After all, it enhances the needed productivity expected. To this end the organization of trade unionism and its activities should be allowed to thrive because all that the worker wants at the end of the day is a fair and better conditions of service.

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