

The Impact of Staff Welfare on Worker Productivity: A Comprehensive Analysis

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Abstract

This paper examines the relationship between staff welfare and worker productivity in organizational settings. Through a comprehensive analysis of existing literature, theoretical frameworks, empirical studies, and real-world examples, the paper explores the multifaceted nature of this relationship. The methodology section outlines the research design, data collection methods, and operationalization of variables used in this study. Factors influencing staff welfare and productivity, such as employee morale, health initiatives, work-life balance policies, compensation, and organizational culture, are discussed. The paper also investigates the impact of staff welfare on productivity, including increased engagement, reduced absenteeism, and improved job performance. Challenges, limitations, best practices, and recommendations for designing and implementing effective staff welfare programs are provided. Finally, the paper concludes with a summary of key findings, implications for practice and policy, and suggestions for future research.

Keywords: *Staff welfare, Worker productivity, Employee satisfaction, Organizational performance, Well-being*

The essence of literature review in the publication is lost. Apart from section C in the introduction, there was no literature to support the write-up

I. Introduction

A. Study Background and Context:

Employee productivity is a significant factor in modern organizational management that is generally recognized. The effective use of human resources has become critical for maintaining

organizational performance as firms operate in increasingly competitive environments. In light of this, staff welfare has become an essential component of organizational strategy, indicating a move toward a more all-encompassing method of managing employees. The term "staff welfare" refers to a variety of programs and regulations intended to support workers' mental, emotional, and physical wellbeing at work. These efforts could consist of programs to improve work-life balance, professional development opportunities, flexible work schedules, and healthcare benefits. Acknowledging the crucial role that workers play in propelling organizational success, companies are spending more and more on employee welfare programs to draw and keep top talent, raise engagement and satisfaction levels, and eventually boost total productivity.

B. Definition of the Issue:

Even while staff well-being is becoming more and more important, little is known about how staff welfare programs affect employees' productivity. Even though previous research has shed light on the connection between worker well-being and organizational outcomes, little is known about the precise processes by which staff welfare initiatives affect output. Our understanding of this relationship is further complicated by the possibility that the efficacy of various staff welfare initiatives varies between industries, organizational cultures, and leadership styles. Therefore, a thorough analysis that considers the complex interactions between employee welfare and productivity while accounting for a variety of contextual elements and organizational dynamics is required.

C. The Study's Objective:

This study's main goal is to look into the relationship between employee productivity and staff welfare programs in various organizational settings. This study aims to give empirical data and theoretical insights into the relationship between employee well-being and organizational performance by looking at several aspects of staff welfare and how they affect productivity outcomes. Utilizing a comprehensive examination of extant literature and the collection and analysis of primary data, this study endeavors to enhance comprehension of the pivotal function that staff welfare plays in moulding employee attitudes, behaviors, and eventually, organizational

triumph.

D. Research Questions:

1. What are the main aspects of employee welfare, and how do they show up in different organizational settings?
2. What are the fundamental factors influencing the relationship between various staff well-being measures and workers' productivity?
3. How do the contextual elements affect the efficacy of staff welfare programs and how do they mitigate the relationship between these measures and productivity outcomes?

E. Importance of the Research:

There are important ramifications for academic research and real-world management from this study. The study's conclusions provide insight into the connection between worker welfare and productivity, which can help organizations design procedures and policies that maximize worker performance and well-being. Additionally, by better comprehending the mechanisms underlying this relationship, organizations can better create staff welfare programs that are suited to the unique requirements and preferences of their workforce, improving employee engagement, satisfaction, and overall performance.

F. Definition of Key Terms:

Staff welfare: relates to the assortment of programs and guidelines that companies put in place to encourage the contentment and well-being of workers in the workplace.

Productivity: Indicates how well and efficiently workers use resources to meet group objectives; this includes both individual and group output.

II. Review of Literature

A. Review of Variable Concepts in Staff Welfare and Worker Productivity:

The complex and subtle relationship between employee productivity and well-being is influenced by a multitude of factors, such as job characteristics, organizational culture, leadership philosophies, and individual employee experiences. Research has shown time and time again that investing in staff wellness initiatives may boost productivity dramatically, which benefits businesses.

Morale and Workplace Involvement: Employee well-being initiatives play a critical role in fostering staff engagement and morale, two important components of worker productivity. When workers feel appreciated, supported, and respected by their employer, they are more likely to be emotionally invested in their work and committed to achieving organizational goals. Increased productivity, increased discretionary effort, and improved work performance are all associated with higher levels of employee engagement.

Retention and Turnover: The productivity of the company is directly impacted by employee retention and turnover rates, which are impacted by initiatives targeted at enhancing worker welfare. If employees are content and feel supported at work, they are more likely to stay with the organization. In addition to saving significant organizational knowledge and skills, this reduces turnover costs. However, companies that overlook human welfare risk higher staff turnover rates, which can disrupt workflow, weaken team dynamics, and reduce productivity.

Health and Well-Being: Both an employee's physical and mental health have a significant influence on their ability to perform well at work. Staff welfare programs that promote the health and well-being of employees can lead to increased levels of productivity. Workplace stress reduction programs, access to healthcare benefits, and wellness efforts are a few examples of these initiatives. Employees in good health tend to be more involved and present at work, take fewer sick days, and exhibit greater resilience while managing demands from the workplace.

Workplace Culture and Atmosphere: The organizational culture and climate have a significant impact on employees' perceptions of staff welfare and their overall work experience. A positive work environment that values and respects work-life balance, promotes a sense of community, and gives priority to employee well-being can increase employee satisfaction and productivity.

Conversely, adverse work settings characterized by elevated levels of stress, discord, and insufficient leadership possess the capacity to jeopardize the welfare of staff members and curtail their output.

Drive and Contentment in the Work: Employee well-being initiatives affect two key aspects that define an employee's productivity: motivation and job satisfaction. Employees who are motivated to work hard and are content in their positions are more likely to work hard, take initiative, and seek out opportunities for both professional and personal growth. By providing employees with fulfilling work, opportunities for advancement, and a nice work environment, employers may increase job satisfaction and motivation, which will increase productivity.

B. Summary of Employee Welfare and Its Significance:

Because staff welfare programs can improve both organizational performance and employee well-being, they have attracted more attention in organizational management literature. These programs cover a wide range of actions meant to promote the mental, emotional, and physical well-being of workers as well as their work-life equilibrium. Comprehensive healthcare benefits, flexible work schedules, chances for professional growth and training, wellness initiatives, and campaigns supporting inclusion and diversity in the workplace are a few examples of staff welfare strategies. Organizations can create a good work environment that supports higher levels of employee happiness, engagement, and productivity by investing in staff welfare as a means of signalling their commitment to meeting the holistic needs of their employees (Jackson et al., 2022).

C Earlier Research on Employee Well-Being and Efficiency:

The relationship between productivity outcomes and staff well-being indicators has been the subject of numerous research, which have provided insightful information about the possible effects of these initiatives on organizational performance. Studies have consistently demonstrated that workers who believe their employer's value their health are more likely to demonstrate greater levels of dedication, engagement, and job satisfaction (Jones & James, 2020). Additionally, research has shown a good correlation between productivity metrics like task performance,

creativity, and invention with staff welfare initiatives like wellness programs and flexible work schedules (Lee & Gerhart, 2020). Ongoing research is still needed to determine the precise processes underlying these associations as well as the moderating factors that affect how effective staff welfare efforts are.

D Models and Theoretical Frameworks:

Management and organizational psychology provide a variety of theoretical vantage points and conceptual frameworks that guide research on employee welfare and how it affects output. These theoretical frameworks offer lenses through which researchers can study the intricate interactions that exist between leadership, corporate culture, performance outcomes, and employee well-being. For instance, theories like the Job Demands-Resources (JD-R) model suggest that the equilibrium between job demands (like workload, and stress) and job resources (like autonomy, and support) affects workers' performance and well-being (Grant et al., 2020). According to theories of organizational climate and culture, organizational elements like norms, beliefs, and practices influence how workers see their workplace, which in turn affects how they act and behave (Lee & Gerhart, 2020).

E Gaps in the Writing:

Even while the body of current research offers insightful information about the connection between worker well-being and output, there are still several gaps and restrictions that call for more research. Initially, a significant portion of this field's study has examined aspects of employee welfare that are specific to the employee, including work-life balance initiatives or healthcare benefits, rather than analyzing the combined effect of several initiatives on productivity results. Further longitudinal research that examines the long-term impacts of staff welfare initiatives on organizational performance is also required. Additionally, there is a dearth of research on the moderating impacts of contextual factors, including national culture, organizational size, and industry type. By filling in these gaps, we may improve our grasp of the intricate relationship between worker well-being and productivity and develop evidence-based plans for improving both organizational performance and worker well-being.

III. Methodology

A. Design of Research:

This study uses a mixed-methods research methodology to thoroughly examine the connection between employee productivity and staff welfare. This research strategy enables a multifaceted investigation of the research topics, allowing for the triangulation of findings and the creation of rich, contextualized insights. It does this by integrating qualitative and quantitative methodologies. Semi-structured interviews with human resource managers and staff members are conducted as part of the qualitative component to obtain detailed insights into their opinions regarding the execution and perceived effects of staff welfare programs in their respective firms. The quantitative component involves distributing survey questionnaires to a broad sample of workers to get information on their opinions on staff welfare programs and their self-reported productivity levels.

B. Sample and Population:

The study's population consists of workers from a range of industries and organizational environments. To guarantee representation from various sectors, organizational sizes, and geographic regions, a stratified sample technique will be utilized. To gather a variety of viewpoints on employee welfare and productivity, human resource managers and staff members will be hired from a variety of organizations, including businesses, nonprofits, and governmental bodies.

C. Methods of Data Collection:

Survey questions and semi-structured interviews were used to gather data. Human resource managers and staff members participated in semi-structured interviews to learn more about their perspectives, attitudes, and experiences with staff welfare programs. The audio recordings of the interviews were transcribed for study. A sizable sample of employees got survey questionnaires electronically, enabling the collection of quantitative data on their opinions of productivity results and staff welfare initiatives.

D. Metrics for Measurement:

Survey questionnaires for gathering quantitative data and interview guidelines for semi-structured interviews were the measurement tools used in this study. Open-ended questions about staff welfare initiatives were included in the interview guide to elicit thorough replies from participants. Validated measures and questions evaluating different aspects of employee wellbeing (e.g., healthcare benefits, workplace flexibility) and productivity outcomes (e.g., task performance, absenteeism rates) were included in the survey questionnaire. The selection of measures shall be predicated on their reliability, validity, and pertinence to the research goals.

E. Methods of Data Analysis:

Both qualitative and quantitative methods were used in data analysis. Thematic analysis were employed to examine qualitative data obtained from interviews to detect recurrent themes, patterns, and insights on staff welfare and productivity. The quantitative data obtained from survey questionnaires were subjected to descriptive statistics, regression analysis, and correlation analysis to investigate the connections between productivity outcomes and staff welfare metrics. Data analysis was done using statistical tools, such as SPSS or R, to ensure accuracy and rigor in the findings' interpretation. To account for potential confounding factors and improve the validity of the results, control variables like work position and demographics were included in the analysis.

IV. Results

A. Summary of Sample Features:

This section will include descriptive data that provide an overview of the sample's demographic characteristics. This contains particulars like age, gender, job function, years of experience in the company, and educational background. These demographic factors enable comparisons across various sample subgroups and provide context for understanding the sample's composition.

B. Study of Employee Welfare Initiatives:

In this part, findings about several aspects of staff welfare were discussed and examined. This entails assessing how staff members feel about the availability, efficacy, and use of staff welfare programs in their companies. We evaluated specific employee welfare initiatives, including health

benefits, work-life balance initiatives, workplace flexibility policies, and chances for training and development. The analysis looked at how much people believe these initiatives improve overall productivity, employee satisfaction, and well-being.

C. Productivity Measures Analysis:

In this part, productivity outcomes results were provided and assessed. This entails evaluating the self-reported productivity, task performance, absenteeism rates, and other pertinent job performance metrics of the workforce. The investigation looked at how workers view their productivity levels and the variables that could affect their capacity to carry out their jobs well.

D. Relationship between Productivity and Staff Welfare:

This section looks at the relationship between productivity outcomes and staff wellbeing metrics. The study employed correlation analysis to ascertain the degree and direction of the association between several aspects of employee welfare, such as healthcare benefits workplace flexibility, and productivity metrics. When adjusting for pertinent organizational and demographic characteristics, regression analysis can also be used to determine the degree to which staff welfare efforts predict variances in productivity outcomes.

E: Intellectual Perspectives:

To provide the results with more depth and context, semi-structured interviews' qualitative observations were incorporated into the results section in addition to the quantitative analysis. Alongside quantitative findings, themes and patterns found through thematic analysis of interview data were provided, adding to our understanding of the relationship between employee opinions on staff welfare and productivity.

F. Examining the Results:

The findings were analysed in light of theoretical frameworks, research assumptions, and previously published works. There were interpretations of the results that emphasize important discoveries, ramifications, and potential research directions. In addition to theoretical contributions to the body of knowledge on employee welfare and productivity, the debate delves

into the practical implications of the findings for organizational management and human resource practices. The study's limitations were noted, and recommendations for additional research were made.



V. Discussion

A. Results Interpreted:

The study's conclusions will be analysed in light of current research and theoretical frameworks. The consequences of the findings will be discussed in detail in this part, along with how staff welfare efforts affect productivity outcomes. For instance, the talk may include how health benefits improve workers' well-being and job satisfaction, which raises motivation and engagement levels. Likewise, the impact of workplace flexibility on performance and productivity can be analysed in connection to its function in meeting the unique demands and preferences of employees.

B. Related to Prior Research:

The present investigation's outcomes will be juxtaposed with those of prior studies to discern coherence, inconsistencies, and points of convergence. The current findings will be better understood in light of the larger body of research on employee welfare and productivity thanks to this comparative analysis. We shall investigate any discrepancies or contradicting results between the current investigation and previous research, providing possible justifications and directions for additional research.

C. Repercussions of the Results:

This section will address the study's practical implications for organizational management and human resource practices. The topic of discussion will be how the study's findings might help firms make decisions, especially when it comes to creating and executing staff welfare initiatives. Suggestions for improving the efficacy of current programs or creating fresh approaches to better promote worker productivity and well-being could be offered.

D: Restrictions on the Research:

The study's possible shortcomings and restrictions will be openly explored and recognized. This could involve cross-sectional study design, measurement error, or sample bias, among other methodological restrictions. The discussion will include the possible effects of these restrictions on the findings' validity and generalizability as well as any ramifications for further research projects.

E Recommendations for Further Study:

This section will provide suggestions for future study directions and areas to look into further. This could involve recommendations for carrying out longitudinal research to look at the long-term impacts of staff welfare programs on productivity results, examining the moderating effects of external elements like organizational culture and leadership style, or evaluating the efficacy of particular intervention techniques meant to enhance staff welfare and performance. This section aims to provide a nuanced understanding of the relationship between staff welfare and productivity by engaging in a thorough discussion of the study's findings, implications, limitations, and future directions. This will contribute to both academic scholarship and practical organizational management.

Conclusion

A. Key Findings Synopsis:

The study has shed important light on the connection between employee productivity and staff welfare programs in a range of corporate settings. By use of a mixed-methods approach that integrates both qualitative interviews and quantitative surveys, the study has clarified the complex aspects of employee welfare and its influence on productivity results. The positive correlations between many staff welfare variables, including healthcare benefits and workplace flexibility, and performance, engagement, and satisfaction metrics for employees are among the key findings. Furthermore, the research has pinpointed contextual elements that could potentially limit the efficacy of staff welfare programs. This emphasizes the significance of taking organizational

culture, leadership style, and industry dynamics into account when developing and executing these initiatives.

B. Input to the Domain:

The results of this study expand our knowledge of the intricate link between employee welfare and productivity, which benefits both academic research and real-world organizational management. The research has offered a comprehensive view of how staff welfare programs affect employee attitudes, behaviours, and organizational outcomes by fusing qualitative and quantitative approaches. Furthermore, the significance of customized, context-specific approaches to fostering employee well-being and performance is highlighted by the identification of contextual elements that influence the efficacy of staff welfare programs.

C. Applications in Practice:

The practical implications of the study's results for organizational managers and human resource practitioners who aim to improve employee productivity and well-being are noteworthy. Managers may make wise choices about the creation, execution, and assessment of staff welfare programs by understanding the effect these initiatives have on organizational performance. Offering extensive healthcare benefits, encouraging work-life balance through flexible work schedules, offering chances for skill development and career advancement, and cultivating a positive workplace culture that prioritizes employee well-being are some tactics for maximizing employee welfare.

D: Results and Suggestions:

This study's result emphasizes how crucial employee welfare is to the success of a firm. Organizations can foster a pleasant work environment that increases employee happiness, engagement, and productivity by funding programs that boost employee well-being. It is advised going forward for firms to keep placing a high priority on employee welfare as a strategic imperative, given its significance as a major factor influencing organizational performance. Future studies should investigate the dynamics of worker welfare and productivity in greater detail, taking

into account shifting workplace trends and workers' changing requirements in the quickly changing modern work environment.

This study advances knowledge in organizational behavior and human resource management through its thorough analysis and nuanced insights, ultimately increasing the productivity and well-being of workers in the contemporary workplace.

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Effects of E-Banking on Customer Satisfaction: A Case of Guaranty Trust Bank Plc, Benin City, Edo State

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Abstract

The study investigated the effects of e-banking on customer satisfaction using Guaranty Trust Bank Plc, Benin City, Edo State as a case study. The research sought to investigate the factors influencing customers' satisfaction in e-banking services, the relationship between e-banking services and customer satisfaction and analyze the level of customer satisfaction of e-banking services in Guaranty Trust Bank. The descriptive and quantitative research design was adopted because of the nature of the research. The instrument for data collection was a modified Likert form questionnaire with fifteen (15) question items divided into sections A and B. A total of 59 copies of questionnaire were distributed to GTB customers in Benin City, Edo State. All questionnaires were returned; however, fifty-two (52) questionnaires were duly completed and found to be usable for this study, and thus, this amounted to 88.1% response rate. Data analysis was done with mean scores drawn from Statistical Package for Social Science (SPSS) with 2.5 mean score as the decision. The study reveals that unavailability of cash in automated teller machine and double transaction in mobile banking due to network issues are factors influencing customers' satisfaction negatively. Conversely, the ability to access banking services anywhere via e-banking significantly enhances satisfaction. Overall, customers were moderately satisfied with GTB's e-banking services. The study recommends that banks should ensure ATMs are consistently stocked with sufficient cash and maintain a stable network for seamless internet and mobile banking. It also suggests government subsidies for data subscriptions to facilitate easier access to e-banking services.

KEYWORDS: Banking, E-Banking, Customer, Customer satisfaction, Guaranty Trust Bank

I. INTRODUCTION

Banking sectors in most developed countries have pioneered the area of e-services and have been actively involved in its continuous improvement. The objective was to try to meet the ever-changing needs and lifestyles of modern clients. According to Chimobi, Akujor and Mbah (2020), e-banking in the 21st century has become widespread and its effect inevitable. An outstanding development in the industry is the adoption of information and communication technologies (ICT) in providing banking products and services. The manual operations caused very slow and inefficient performance of the banks in Nigeria. Technology has affected the performances of all Nigerian banks in the previous time. This century has been associated with the availability of dynamic customers whose interest is targeted on banking services, improved regulation, and high profitability. The electronic means of payment is a way of carrying out financial transactions with the use of mobile or internet in order to reduce the huge risk involve in carrying physical cash or paper cheque. Electronic banking guarantee speed, efficiency, fair and well secured transactions compared to that of cash-at-hand procedure (Jenevive & Anyanwaakor, 2017).

E-banking means of payment was adopted in Nigeria as a result of the massive volume and huge amount worth of transactions carried out with the use of ATM, POS, And Mobile phones etc. In some cities in Nigeria and financial parastatals, Electronic banking services are more effective and profits oriented and have gained a lot of grounds as the customers recognized and accepted them as a solution and remedy to

the problems of poor quality services similar to the Nation's banking system. However, what is hidden is the extent to which electronic banking services have coiled down the stress or problems related to banking and promote customers' satisfaction (Taiwo & Agwu, 2017).

Customer satisfaction is a measure of how products and services supplied by a company meet or surpass customer expectation. Customer satisfaction is also defined as the number of customers, or percentage of total customers, whose reported experience with a firm, its products or its services (ratings) exceeds specified satisfaction goals (Agarwal, Rastogi & Mehrotra, 2009). And yet another definition of customer satisfaction is it refers to the extent to which customers are happy with the products and/or services provided by a business. Further definition of customer satisfaction is it is a term generally used to measure a customer's perception of a company's products and/or services. It's not a straight forward science however, as customer satisfaction will vary from person to person, depending on a whole host of variables which may be both psychological and physical. The usual measures of customer satisfaction involve a survey with a set of statements using a Likert Technique or scale (Alawneh, Al-Refai, & Batiha, 2013).

According to Hammoud et al (2018), since the 16th century, businesses had to provide high standards for their goods and services. Any company needs to represent its clients as efficiently and as effectively as it wants. In recent years, banks have been struggling to offer the highest level of technical infrastructure, which has led to widespread use of e-banking platforms through the spread of websites to meet consumer needs. Despite the variations in prices and types of e-services offered, many banks use e-banking services to purchase, sell and exchange services via ecommerce websites. The era of globalization is the 21st Century, transformed by the technological revolution.

All facets of business are greatly affected by the Internet. Electronic business is no longer a choice for companies but a requirement (Bezhovski, 2016). According to various commercial activities, electronic banking has recently been introduced using internet platforms to improve the facilities, such as retail sales of goods and purchases of items. Regardless of the threats related to this current form of technology, the desire to make the planet a village has necessitated the development of a consumer economy. The adoption of electronic banking by commercial and financial institutions has led to more conveniently link banking operations or affairs than in previous years. As a result of technological advances, it is now easier for a controlling bank which is known as the parent bank to manage its distantly located subsidiary bank through electronic banking (Toor et al., 2016).

Online banking services are now being used as a strategic tool in developed and emerging areas of the world (Al-dmour, 2019). Competitiveness in the banking sector has called for an increase in industries around the world on board the electronic network. In order to minimize holding time, lapses, cost, and boost customer service support, banks decided to introduce, evaluate, examine and attempt to present internet banking services. Customers may use their internet banking services to access their bank account and may also make inquiries about their personal accounts, as well as make simple payments from their home computers and smartphones at work, whenever the timing of the transaction is convenient for them (Dauda & Lee, 2016).

II. STATEMENT OF THE PROBLEM

In a situation whereby efficiency in service delivery in term of quick speedy services is lacking in electronic banking services, customers tend to be dissatisfied and where there is no reliability in electronic banking services, it becomes a serious challenge to customer because reliability is one of the most important features that customers seek in evaluating their e-banking service quality. In spite of all the efforts and investment by banks on using ICT for providing services, many customers are not fully satisfied. Though this problem has been common in Nigeria banking environment, there have not been adequate studies to determine other factors and their efforts in influencing customer satisfaction in Nigerian banks (Chimaobi, Akujor & Mbah, 2020). Therefore, the purpose of this research is to investigate the effect of e-banking on customer satisfaction in Guaranty Trust Bank (GTB),

III. RESEARCH QUESTIONS

The study is guided by the following research questions:

- i. What are the factors influencing customers' satisfaction in electronic banking services?
- ii. What is the relationship between electronic banking services and customer satisfaction?
- iii. How can you analyze the level of customer satisfaction of electronic banking system in Guaranty Trust Bank?

IV. LITERATURE REVIEW

Electronic banking is a high order contrast, which consist of several distribution channels. It should be noted that electronic banking is a bigger platform than just banking via Internet. The most general type of electronic banking in our time is banking via Internet, in other words Internet banking. The term electronic banking can be described in many ways. In a very simple form it can mean the provision of information or services by a bank to its customers, via a computer, television, telephone, or mobile phone, automated teller machine (ATMs) and etc. (Daniel, 1999). (Bur, 1996) describes it as an electronic connection between bank and customers, in order to prepare, manage and control financial transactions. Electronic banking allows consumers to access their bank and accounts to undertake banking transactions. Nowadays the internet is the main channel for electronic banking.

In simple terms, E- banking means it does not involve any physical exchange of money, but it's all done electronically through the internet. E-banking provides faster delivery of banking services to customers and it provides lot benefits and banking facilities to customer that by sitting at home customer can access their account through internet. In today's organization, information technology has become a necessary tool. It has introduced a new business paradigm; E-banking has emerged from such an innovative development. As day by day increasing the competition in the market is also increasing so to cope up with the pressure of growing competition the banks are adopting many initiatives and also from them there is one of them is E- banking. Electronic banking is a combination of electronic technology with a banking sector. E-banking involves providing banking services to customers through various electronic delivery channels (Reddy & Megharaja, 2021).

Electronic banking has become common in Nigerian banks and the financial services sector in general in recent years. Dauda & Lee (2016) noted that when the CBN authorized "All States" Trust Bank's application to launch the ESCA closed device electronic purse, it was a significant step forward. The launch of such e-payment items in Nigeria began in 1996. Diamond Bank followed up with the introduction of a related product called 'Paycard' in February 1997. With the approval of Smart Card Nigeria Plc, a group of 19 banks formed a corporation named "valucard" in February 1998 to produce and administer cards that were issued by the member banks. E-money goods focused on cards presumed an inclusive forum. As a result, between 1998 and 2000, many banks unveiled their websites in order to provide Internet banking. The CBN granted Gem card Nigeria Limited, a group of over 20 banks, permission to introduce the 'Smartpay' scheme in November 1999.

Customer satisfaction refers to the evaluation of a product or service in terms of whether the product or service has met the customer's needs and expectations, failure to meet their needs and expectations is assumed to result in dissatisfaction with the product or service (Zeittiatlional & Bither, 1998). According to Kotler (2001), customer satisfaction depends on a product's perceived performance in delivering value relative to the buyer's expectations. If the product's performance falls short of customer's expectations, the buyer is dissatisfied. Outstanding marketing companies go out of their way to keep their customers satisfied, they know that satisfied customers make repeat purchases and they tell others about their good experience with the product.

Customer satisfaction is one of the most important concepts in the field of marketing studies today (Jamal, 2004). Broadly speaking, it links processes culminating in purchasing with post purchase phenomena such as attitude change, repeat purchase, and brand loyalty. Oliver (1980) cited by Hammoud,

Bizri & El baba (2018) explained that the feeling of satisfaction arises when customers compare their perception of actual product/ service performance with expectations. A number of varying definitions have been proposed to clarify customer satisfaction. Yet the notion of comparing postproduct/service performance with pre-formed expectations seems to be common to most definitions. The authors defined satisfaction as an emotional post consumption evaluative judgment concerning a product or service, while customer satisfaction is seen as a consumer response to the evaluation of the perceived difference between expectations and final result after consumption. Satisfaction can also be described as the feedback of a postpurchase assessment of certain service/ product's quality, and compared with the expectation of the prior-purchasing stage (Kotler & Keller, 2011).

Raji, Zamani & Abdulwakil (2021) in their study summarizes the challenges bank customers face while using e-banking as follows: accessibility is one of the most frequently mentioned challenges of e-banking in Nigeria. This was expressed in the form of the lack of access to the services except through the mobile applications which are majorly limited to well trained and fortunate members of the communities. Similarly, application update related problems, limited ATM points, inconsistent and exorbitant bank charges, and lack of prompt response to customers' complaints are some of the challenges that are more prevalent with most banks. The lack of adequate security to protect the account information of customers and poor bank network service is also perceived as some of the challenges of e-banking.

The bank network is a major challenge, as this prevents the customer from transferring to other customers. Payment via e-banking or other e-banking features may be difficult when there are network issues. This issue is also common with the use of ATMs, where accounts are debited while the machines fail to dispense cash. Another major problem is the proliferation of transactions. This is a transaction error that usually occurs when there is a serious network issue or a problem that could be caused when there is a recent upgrade of mobile applications. The ability to incorporate modified software or applications after the previous version is obsolete without bugs or errors is a serious challenge. In some cases after the software update the e-bank applications do not function properly. In the case of proliferation of transactions, a refund is expected for every double transaction. However, this process could be tedious as a result of poor customer care response to issues, which is another major challenge.

V. METHODOLOGY

The study used descriptive and quantitative research designs. The population of the study was clients/bank customers of GTB totalling 59. The researcher decided to make use of the entire population because of its small number. Hence, there is no need for sample size. The study used one sampling techniques, which is purposive sampling method. It was used to select the customers so that they will provide specific views on their expectations of Guaranty Trust Bank e-banking services. In order to make sure that the instruments adopted for the research were the right or valid instrument, they passed through content validity and face validation and the test-retest method was used to determine the reliability of the instrument. Ten (10) copies of the questionnaire was used for the reliability of the Instrument (5 copies each for the staff of Access bank and its customers). The model specification that was used includes dependent variables and independent variables. Customer satisfaction (CUS) is the dependent variables, which includes efficiency in service delivery, accuracy of data information, reliability of service and turn around time. The dependent variables are determined by time taken to complete transaction, availability of products and services, bank charges, efficiency of ATMs and bank response to customers' complaints. $CUS = f(\text{efficiency, accuracy, reliability, turn around time})$

$$CUS = X_0f + X_1EFF + X_2ACC + X_3REL + X_4TAT$$

The researcher used both face to face interviews and questionnaire methods in collecting data and they were the main sources of primary data. Data was analysed using Statistical Package for Social Sciences (SPSS) and frequency tables to show the percentage of respondents' answering particular questions. Out of 59 (Fifty-nine) copies of the questionnaire administered, 52 copies of the questionnaire were validly filled and returned for data analysis which represented 88.1% of the total instrument and as such it was sufficient to be used for the data presentation and analysis.

VI. RESULTS

Table 1: Factors influencing customers' satisfaction negatively in electronic banking services

S/N	ITEMS	Customers		
		No of respondents	Agreement total score & percentage	Disagreement total score & percentage
			F	F
1.	Unavailability of cash in automated teller machine (ATM)	52 (100%)	44 (84.6%)	8 (15.4%)
2.	Exorbitant data subscription in internet banking	52 (100%)	38 (73.1%)	14 (26.9%)
3.	Fraudulent and network problems related to the use of point of sale (POS) during cash withdrawal	52 (100%)	36 (69.2%)	16 (30.8%)
4.	Double transaction in mobile banking due to network issues	52 (100%)	39 (75%)	13 (25%)

As indicated in Table 1, 44 (84.6%) respondents agreed that the unavailability of cash in automated teller machine (ATM) is one of the factors influencing customers' satisfaction of electronic banking services negatively, while 8 (15.4%) disagreed on that. 38 (73.1%) of the respondents agreed that exorbitant data subscription in internet banking is one of the factors influencing customers' satisfaction of electronic banking services negatively, while 14 (26.9%) of the respondents disagreed on that. 36 (69.2%) respondents agreed that fraudulent and network problems related to the use of point of sale (POS) during cash withdrawal is one of the factors influencing customers' satisfaction of electronic banking services negatively, whereas 16 (30.8%) of the respondents disagreed. 39 (75%) of the respondents agreed that double transaction in mobile banking due to network issues, while 13 (25%) of the respondents disagreed.

Table 2: Relationship between electronic banking services and customer satisfaction

S/N	ITEMS	Customer		
		No of respondents	Agreement total score & percentage	Disagreement total score & percentage
			F	F
1	Factors like speed, efficiency for the providing services makes the satisfaction condition for the customers of electronic banking	52 (100%)	41 (78.8%)	11 (21.2%)
2	Improved quality of electronic banking and their operational strategy make their service satisfying for their customers	52 (100%)	39 (75%)	13 (25%)
3	Without a physical presence, customers can be linked with their bank services which make their satisfaction higher for them	52 (100%)	43 (82.7%)	9 (17.3%)
4	Privacy and security of availing services are vital factors for making electronic banking well fitted for customer satisfaction	52 (100%)	28 (53.8%)	24 (46.2%)

5	Time-saving and prompt need fulfilment make the customer engaging chances higher for satisfaction	52 (100%)	19 (36.5%)	33 (63.5%)
6	From anywhere services can be accessed with the process of electronic banking which makes customer satisfaction well developed	52 (100%)	52 (100%)	0 (0%)

As shown in Table 2, 41 (78.8%) respondents agreed that factors like speed, efficiency for the providing services makes the satisfaction condition for the customers of electronic banking is one of the relationship between electronic banking services and customer satisfaction, while 11 (21.2%) disagreed. 39 (75%) respondents agreed that improved quality of electronic banking and their operational strategy make their service satisfying for their customers is one of the relationship between electronic banking services and customer satisfaction while 13 (25%) disagreed. On without a physical presence, customers can be linked with their bank services which make their satisfaction higher for them, 43 (82.7%) respondents agreed on that, while 9 (17.3%) respondents disagreed. 28 (53.8%) and 19 (36.5%) of the respondents agreed that privacy and security of availing services are vital factors for making electronic banking well fitted for customer satisfaction, and time-saving and prompt need fulfilment make the customer engaging chances higher for satisfaction are the relationship between electronic banking services and customer satisfaction but 24 (46.2%) and 33 (63.5%) disagreed on both statements respectively. All the 52 (100%) of the respondents agreed that from anywhere services can be accessed with the process of electronic banking which makes customer satisfaction well developed is one of the relationship between electronic banking services and customer satisfaction.

Table 3: Level of customers' satisfaction towards GTB E-banking services

S/N	ITEMS	frequency	Percentage
1	Highly satisfactory	5	16.1%
2	Averagely satisfactory	8	25.8%
3	Moderately satisfactory	11	35.5%
4	None satisfactory	4	12.9%
5	Indifferent	3	9.7%
	Total	31	100%

From table 3, 5 (16.1%) respondents indicated that they are highly satisfactory on GTB e-banking services. 8 (25.8%) and 11 (35.5%) of the respondents from customers indicated that they are averagely satisfactory and moderately satisfactory respectively. None satisfactory recorded 4 (12.9%) of the respondents while 3 (9.7%) of the respondents indicated that they are indifferent.

VII. DISCUSSION OF FINDINGS

The findings revealed that unavailability of cash in automated teller machine (ATM) and double transaction in mobile banking due to network issue are mostly agreed factors influencing customers' satisfaction negatively in electronic banking services, with percentage scores of 84.6% and 75% of the respondents respectively. This result corroborated with the findings of Simon & Senaji (2016) that the use of ATM to deposit cash in bank account had little effect on customer satisfaction. It also revealed that customers agreed that banking services can be accessed anywhere with the process of electronic banking which makes customers satisfaction well developed, which is the major relationship between electronic banking services and customers satisfaction, with the percentage score of 52% respondents, which indicated that all the respondents agreed to that. This finding is in collaboration with the assertion of Elieza (2012)

on relationship between electronic banking services and customer satisfaction that there is a positive relationship between electronic banking services and customer satisfaction in the sense that the services rendered through electronic banking services are very significant to customer's satisfaction. The findings equally revealed that the level of customers; satisfaction towards GTB e-banking services is seen as being moderate by customers with the percentage score of 35.5% of the respondents. This finding is in line with the study of Dogarawa (2005) on the impact of e-banking on customer satisfaction in Nigeria, in which it was revealed that majority of the respondents are satisfied with the use of electronic banking services in the banks studied.

VIII. CONCLUSION

This research investigated the effects of e-banking on customer satisfaction using Guaranty Trust Bank Plc, Benin City, Edo State as a case study. This study revealed that unavailability of cash in automated teller machine and double transaction in mobile banking due to network issues are factors influencing customers' satisfaction negatively. It is obvious that bank customers are not satisfaction whenever they want to make use ATM for cash withdrawal and the machine is unable to dispense cash. Also, network problem during mobile banking is one of the factors that make customers not to be satisfied with banking services. The study noted that banking services can be accessed anywhere with the process of electronic banking unlike before when all transactions must be done inside the bank. It is observed that this is the main relationship between electronic banking services and customer satisfaction. Nowadays, banking transaction can be done anywhere a customer finds himself in as much as there is availability of network in that environment. The study also revealed that customers are moderately satisfied with the electronic banking services of GTB e-banking services. This is because there are some factors that are making customers not to be satisfied with the introduction of electronic banking services, which include unavailability of cash in the ATM and network problems during transactions.

IX. RECOMMENDATIONS

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

1. In satisfying its customers, banks should always endeavour to load their ATM with enough cash for daily transactions.
2. Network is vital in electronic banking service; therefore, banks should make sure that there is steady network in their system for easy internet and mobile banking services.
3. Government should subsidized data subscription for easy internet and mobile banking.

X. SUGGESTIONS FOR FURTHER STUDIES

For further researches in this area, the following suggestions were made;

1. The effect of electronic banking services on customers' loyalty and confidence.
2. Building customers' commitment on banking services through electronic banking services in Nigeria.
3. The importance of electronic banking services in relation to customers' satisfaction.
4. Assessment of electronic banking services in rural communities in Nigeria.

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EFFECTIVE POLICY FORMULATION AND ORGANIZATIONAL PERFORMANCE; AMIDST POLITIZATION OF GOVERNMENTAL ORGANIZATION IN EDO STATE, NIGERIA

By

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Abstract

Effective policy formulation is the pivotal variable that is required for the optimal performance of any organization; being it public or private. Effective policy formulation provides the basis for decision making, that culminate in determining personnel conduct, behaviour and skillfulness. The study investigates effective policy formulation and organizational performance; amidst politicization of governmental organization in Edo State, Nigeria. The study identifies key indicators that contribute to policy effectiveness in an organization. The study was carried out using the mix method; where both quantitative and qualitative research were used; questionnaire and interview method of data collection were applied. The population of the study comprises of all the directors in the various ministries in Edo State, Nigeria that is made up of eighteen (18) ministries, agencies and department; that have ninety-eight (98) directors. Purposive sampling was used to select sixty-seven (67) directors for the study; and multi-stage sampling procedure was employed for the sampling technique. Data was collected using questionnaire and interview method. Sixty-two (62) questionnaires were retrieved and data analysed using descriptive analysis. The mean score and standard deviation were calculated, while the correlation analysis was used to test the stated hypotheses. The findings of the study reveal that effective policy (as a dependent variable); having politicization as a moderating or intervening factor that impact on the relationship, has no significant negative implication on organizational performance; in terms of personnel conduct and skillfulness. From the findings of the study, the researcher recommend among others for there to be incessant training and re-training of personnel and there should be

effective monitoring and evaluation of personnel in organization in order to work toward the attainment of government organizational mission and vision.

Keywords: Policy, Decision Making, Politicization, Policy Formulation, Policy Formulation

INTRODUCTION

Background of the Study

It is arguably that effective policy formulation in an organization enables it to produce an intended and successful result. One of the objectives of any organization is to have the capacity to be able to forge ahead and compete in a competitive environment. This can only be effectively achieved by the effective formulation and implementation of policies. According to Ogbeide (2007:1) “Policy is a set of plans or guides that is used as a basis of making decisions, especially in politics, economics and business. It is a plan that has been decided upon by a government or private organization, that determines or influences how things or decisions are to be carried out. Hence, it is a “purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern” (Anderson, 1975:3 and Ogbeide 2007:1). Essentially, the ways in which policies are formulated in either public or private organization is pivotal to the success or failure in such organization. In the formulation of policies by individual, group or government within a particular environment or organization, the opportunities and limitations that may be accruing in a proposed policy, determine whether it would be adopted or not. This was why Freidrich (1963:79) as alluded to by Ogbeide (2007:2) sees policy as a proposed course of action of a person, group or government within a particular human environment; and providing obstacles and opportunities which the policy was proposed to utilize and overcome, in an effort to reach a goal or realize an objective.

Basically, effective policy formulation is very vital as it enables an organization to attain its pre-determined goals and objectives. And this is done in order to sustain its entire system for effective growth and development. Effective policy formulation is the instrument that lubricates the process and activities of an organization (Elenwa, 2020). It ensures that there is sustainability

in the existence of an organization; and this becomes necessary because the organization is able to tackle any immediate and foreseen circumstances; and enables it to be able to proactive, and adapt to any environmental changes (Ansoff and McDonnel 1990). Essentially, effective policy formulation is a prerequisite for the improvement of the performance of any organization; being it public or private. The performance of an organization is the extent to which the organization, with the available information, finance and human resources, is able to position itself effectively to drive it to successes. All the strategic planning of an organization is embedded in its policy framework, that entails its limitations and opportunities (Grant, 2003). This was adhered to by Steiner (1979) that strategic planning makes available the capacity for organizations to formulate and implement their strategies. Hence, effective formulation of policies is critically useful as a result of challenges and opportunities from both internal and external environment of an organization. It is against this backdrop that, the study is interrogating effective policy formulation and organizational performance: amidst politicization of governmental organization in Edo, State, Nigeria

Statement of the Problems

It has become difficult and uneasy for organizations; both private and public to sustain their existence as a result of growing competitive environment. Effective policy formulation and implementation ought to be a formidable tool for organizations to be able to survive in a competitive organizational environment. However, this is not usually met as a result of deficit in the appreciation and knowledge of the usefulness of effective policy formulation and implementation; to the extent that this has negatively affected the capacity building of organizations. Essentially, its absence has often made it difficult for organizations to succumb to the vagaries in the socio-economic and political environment; especially in governmental organizations where politicization of its policy formulation and even implementation, has being of great concern to scholars. These changes have resulted to uncertainty and stiff interconnection in the environment of both public and private organization; to the extent that a change in one part affects the other (Bryson, 2004). This unfortunately has made most organizations to become reactive within the context of both public and private administrative space, instead of being proactive to any anticipated changes; culminating in incessant crises for management. Hence, there is the outmost need for there to be effective policy formulation in organizations in order to

guarantee capacity building and organizational goal attainment. Strategic planning is very essential for effective performance of any organization (Thompson and Stickland, 1989)

Basic Concept

Policy

A policy is an official guide that reveals the direction of an organization course of action. Terry (1977:1989) sees “policy as an overall guide that gives the general limit and direction in which administrative action will take place”. He went further that “a policy defines the areas in which decisions are to be made, but it does not give the decision”. Besides giving the directions of an organization course of action, it further x-ray how such policies are to be implemented and evaluated, in order to know if or whether organizational aims and goals are being achieved. This is why Hoy and Miskel (1978:215) believe that “policies are not only formulated, but are also programmed, communicated, monitored and evaluated”. Basically, effective policy formulation helps an organization in capacity building.

Policy Formulation

Policy formulation is an act where an organization, being it private or public is able to initiate ideas or plans that serve as basis for taking decisions. It sets the guide for creating, developing and implementing policies within the internal and external environment of an organization. Basically, policy formulation is the philosophical underpin that determine the decision making of an organization. It enables an organization to efficiently and ethically operate in line with its stated mission and vision in the area of:

- Environmental sustainability;
- Financial management;
- Employee conduct and behaviour;
- Customers/Client relationship;
- Risk management; and
- Quality control.

Policy Implementation

This is the making use of policies that have being made by an organization; hence determining its decision making. Any policy being adopted by an organization is not just being seen as an end product, but a means to an end. According to Ogbeide (2007: 32) “Policies once

adopted are not stimulators; they are causes as well as effects. He went further that the effects of adopting and implementing an organizational policy is to tackle certain problem; when not solved could become ripple effects, causing other problems. Fundamentally, policy formulation involves putting the goals of an organization into play in decision making.

Research Objectives

The general aim of the study was to investigate effective policy formulation and organizational performance; amidst politization of governmental organization in Edo State, Nigeria. The specific objectives of the study were:

1. To examine the effects of politicization of effective policy formulation in the conduct and behaviour of personnel on the performance of governmental organization.
2. To investigate the effects of prevalence of politicization of effective policy formulation in the employment of skilled personnel on the performance of governmental organization.

Research Questions

The Research Questions of the Study were:

1. What are the implications of politicization of effective policy formulation in the conduct and behaviour of personnel on the performance of governmental organization?
2. Does the prevalence of politicization of effective policy formulation in the employment of skilled personnel have any effects in the performance of governmental organization?

Research Hypotheses

The following hypotheses were formulated in both null and alternative forms.

Hypothesis one

Ho: There is no significant relationship between politicization of effective policy formulation in the conduct and behaviour of personnel and the performance of governmental organization.

Hi: There is significant relationship between politicization of effective policy formulation in the conduct and behaviour of personnel and the performance of governmental organization.

Hypothesis Two

Ho: There is no significant relationship between the prevalence of politicization of effective policy formulation in the employment of skilled personnel and the performance of governmental organization.

Hi: There is significant relationship between the prevalence of politicization of effective policy formulation in the employment of skilled personnel and the performance of governmental organization.

Significance of the Study

The significance of the study is that its findings will be of much value to policy makers in government ministries, parastatals and agencies (M.D.A's); as regards board of directors, human resource managers and other relevant stakeholders, in the formulation of policies in personnel employment, in order to effectively meet-up with both internal and external environmental changes and challenges. The usefulness will in both short and long-run enhance strategic planning that uphold sustainable organizational performance. The study will further be useful in related areas of study as literature for references.

Review of Related Literature

The literature with empirical studies on organizational policy formulation and performance are numerous; however, the following will suffice in this study. For example, Karungani and Ochiri (2017) explored the effects of policy and regulatory framework on organizational performance in the context of Nairobi County, Kenya. They conducted the study to determine the impact in which procurement policy and regulatory framework has on the performance of organization. They did the study based on quantitative research design; where a survey design strategy was deployed. In order to obtain a sample of the population, purposive sampling was used to obtain 87 respondents that are staff of the Procurement Department of the Nairobi County Government. The instrument used to obtain data from the respondents was structured questionnaire; where the data being obtained were analysed using descriptive and regressive analytical techniques. The empirical result revealed that organizational performance is a function of policy and regulatory framework. The result also showed that this can be effectively achieved by creating a level playing field for organizations that are involved in the field of procurement. All

these basically will result to improvement in different areas: openness and transparency, impartiality, improved ethical standard amidst improving decision making in organizations.

Keya (2019) examined Strategy Implementation Practices and Performance in International non-governmental organization (INGOs) Kenya. He based the study on theories: upper echelon perspective, balanced score card, resource-based view and institutional theories. The population of the study was 60 (sixty) respondents from 15 (fifteen) INGOs that operate in Kenya and having their head office domiciled in Nairobi. The respondents were made up of managerial cadre: operations, human resources, finance officers and strategy officers; alongside non managerial officers: project coordinators and project officers; where they were all selected through purposive sampling. The data collected was done by administering a semi-structured questionnaire. The study adopted inferential and descriptive statistics. Multiple regressions were used to examine the relationship between the dependent and independent variables; which revealed by pearson's correlation analysis that strategy implementation practices had a significant positive relationship with performance. The study as such recommends that INGOs should ensure that, they have uncommon, inimitable, and organized strategy implementation abilities in order to have effectively compete and attain organizational performance. Hence, INGOs managers that intend to rekindle their performance are to undertake strategy implementation culture in order to improve the working skills capability of their staff.

The study by Owich, Katuse and Ngari (2018) examined the influence of strategy formulation on organizational performance of companies listed at Nairobi Securities Exchange (NSE). The study was basically on positivism research philosophy and explanation research design. The population of the study was 325 senior managers of companies listed on the NSE. It made use of stratified sampling technique with telecommunication and technology, investment, energy and petroleum, construction and allied, commercial and services, automobile and accessories, investment services, insurance, agricultural sector, banking, manufacturing and allied, and real estate investment. A sample of 179 senior managers was selected for the collection of data. A structured questionnaire was used for the collection of data from the sampled population of 179. However, 147 respondents representing 82.12% response rate was gotten. Descriptive and inferential statistics was used to analyse the data obtained from the respondents; where one-way Analysis of Variance (ANOVA), factor analysis and regressive analysis were used. The study findings showed that the performance of organization was positively and significantly correlated

with strategy formulation. And that there was a significant mean difference between organizational performance and strategy formulation. Simple linear regression showed that strategy formulation significantly affects the performance of organization. From the findings of the study, it suggested that for organization to achieve its vision and enhance performance, companies that are listed at the NSE should create conducive environment for strategic policy formulation; such as ensuring that all stake holders are involved in whenever they are formulating strategies.

FACTORS THAT CONTRIBUTE TO POLICY EFFECTIVENESS IN AN ORGANIZATION

There are several factors that contribute to effective policy in an organization. However, some of the key factors among them are:

Continuous Review and Update of Policies: There should be regular review and update of organizational policies. This is to enable it to be able to be current in any latest development in its areas of productivity, in order not to be left behind among other organizations.

Aligned with Organizational Goals: There should be the optimal desire for the personnel in an organization to be in tune with the mission and vision objective of their organization. Moreover, this should be made known in simple, and unambiguous language. Through this, the personnel will be able to form a formidable force to work as a team toward attaining group and organizational goals.

Leadership Support and Modelling: It is very vital for superiors in organization to initiate policies and live by examples before subordinates. This will encourage subordinates to adequately comply with any existing policies in an organization.

Existence of Reward and Disciplinary Measure: Reward and disciplinary measures are vital ingredients for the optimal attainment of organizational aims and goals. These are very essential for effective policy in order to serve as motivational inducement among personnel.

Accountability and Responsibility: There should be clearly defined roles to be undertaken by individual or group member in an organization. This will allow for individual or group to be held accountable for poor policy compliance and ineffectiveness.

RESEARCH METHODOLOGY

Population and Sampling Design

The mix method; where both quantitative and qualitative research design were used to carry out the study. The quantitative was used because the statistical methods of quantitative research design are objective. On the other hand, the qualitative research design was used to complement the respond of the respondents where detailed question and responses were required. The study explored; effective policy formulation and organizational performance; amidst politicization of governmental organization in Edo State, Nigeria. It basically examines the implication in which the politicization of effective policy formulation has on the performance of governmental organization; in the context of the Edo State Government (in Nigeria) ministries in the state civil service. Fundamentally, the study was conducted to determine the impact in which politicization of effective policy formulation by the Edo State Government have on the performance of the eighteen (18) ministries in the civil service, in the state. The researcher used survey strategy in the study, in order to enable him to gather much quantity of data. Basically, the large quantity of data will make the findings of the study to be objective and reliable. The location of the study is the state civil service secretariat that houses the different ministries and personnel in the state. The population of the study comprised of all the directors in the various ministries in Edo state that is made up of eighteen (18) ministries, agencies and department, that have 98 directors. A sample size of sixty-seven (67) directors were used for this study. The multi-sampling procedure was employed for the sampling.

Stage 1: The researcher purposively sampled the Edo State Ministries due to the large population of the directors.

Stage 2: The researcher used 60% of the number of directors in each of the state eighteen (18) ministries, that comprise of ninety eight (98) directors; to give a total of sixty-seven (67) directors that were sampled. This was done in order for the researcher to have an equitable distribution (even spread) of the respondents from each of the various ministries. However, 62 respondents representing 92.5% response rate was gotten, while 7.5% of the questionnaires could not be retrieved.

Table 1: Sample Distribution

S/N	Name of Ministry	Number of Directors in Each Ministry	60% of Directors that make up sample from each Ministry
1.	Ministry of Arts, Culture and Diaspora Affairs	6	4
2.	Ministry of Health	7	4
3.	Ministry of Roads and Bridges	6	4
4.	Ministry of Finance, Budget, Economic Planning Development	7	4
5.	Ministry of Justice/ Attorney General	5	3
6.	Ministry of Water Resources	5	3
7.	Ministry of Communication and Orientation	5	3
8.	Ministry of Local Government, Community and Chieftaincy Affairs	6	4
9.	Ministry of Public Security and Safety	5	3
10.	Ministry of Mining and Energy	6	4
11.	Ministry of Youth and Gender Issues	5	3
12.	Ministry of Agriculture and Food Security	7	4
13.	Ministry of Environment and Sustainability	6	4
14.	Ministry of Business, Trade and Cooperatives	7	4
15.	Ministry of Education	6	4
16.	Ministry of Housing, Urban and Regional Planning and Development	6	4
17.	Ministry of Social Development and Humanitarian Affairs	6	4
18.	Ministry of Digital Economy, Science and Technology	6	4
	Total No of Ministry	98	67

Source: Fieldwork, 2024

Research Instrument

For the purpose of data collection, the researcher made use of a self-designed questionnaire and unstructured interview; hence made use of the mix method approach. The questionnaire was divided into two sections with one of the sections consisting of personal data of the respondents and the other section consisting of items on effective policy formulation and organizational performance. A four (4) point of pattern of Likert's scale was used to sought the responses of respondents in order to meet up with the answer in the issues on the research objectives and questions.

Method of Data Collection

In the study, the researcher made use of structured questionnaires and unstructured interview for the collection of data from the respondents. The researcher administered the instrument to the respondents in their respective department with the help of two (2) trained assistants who were given instructions on how best to administer the questionnaires to respondents. The questionnaires were given out after respondents had indicated their responses. The researcher went further to ensure that the consent of the respondents was requested before the data were given to them; and ensured that their privacy was being guaranteed by ensuring that their names were not indicated on the questionnaires. Besides, the researcher ensured that the information given by the respondents were anonymous. Furthermore, the researcher made use of the mixed method in order to adequately have broad answers to the research objectives and questions.

Method of Data Analysis

The researcher having collected the filled questionnaires used descriptive and inferential statistics to analyzed the data obtained from the responses of the respondents. Mean scores and standard deviation were calculated while correlation analysis was used to test the stated hypotheses at 0.05 significant levels.

Presentation of Results, Discussion of Findings and Conclusion

Descriptive Statistics

2.5

	Mean	Std. Deviation	N
BEHAVIOUR	14.27	3.106	62
SKILFULNESS	16.87	3.509	62

Variable	N	Pearson's r	Sig. (2-tailed)
Conduct & behaviour	62	0.625	.060
Skillfulness			

The above table shows a mean of 14.27 and a standard deviation of 3.1 for personnel conduct and behaviour. And a mean of 16.87 and standard deviation of 3.5 for skilfulness of personnel, with N=62. The above table further shows a Pearson's r value of 0.625 and a P value of 0.060. Testing at an alpha level of 0.05, the P value is greater than the alpha value. Hence, the null value which states that: "there is no relationship between politicization of effective policy formulation in the conduct and behaviour of personnel and the performance of governmental organization" and "there is no significant relationship between the prevalence of politicization of effective policy formulation in the employment of skilled personnel and the performance of governmental organization" are both accepted. Therefore, the alternate hypotheses were rejected.

Nevertheless, on the need to have an in-depth response, an interviewed respondent posited that:

"the implication of politicization of effective policy formulation in the conduct of and behaviour of personnel on the performance of governmental organization has negative significant effect as a result of adequate monitoring and evaluation of personnel output by the government.

Another interviewee said that:

"the implication of the politicization of the effective policy formulation in the conduct and behaviour of personnel on the performance of

governmental is not significant as a result of the use of effective policy formulation of initiative in the use of group goal attainment by the government on the personnel.

Interrogating further on the insignificant implication of the politicization of effective policy formulation in the employment of skilled personnel on the performance of governmental organization, a third interviewee posited that:

“this is as a result of the effective formulation of policy in the training and re-training of personnel by the government. According to the interviewee, there is incessant training of the personnel by the government, despite the politicization of effective policy formulation in the employment of skilled personnel.

Again, another interviewee re-instated that:

“the personnel are often exposed to the ultimate goal of the achievement of the organizational mission and vision; especially with regular conduct of seminars and workshop”. He went further that this is also as a result of the effective and efficient conduct of competitive promotion examination, especially among the senior staff.

Discussion of Findings

- (a) The study revealed that politicization of effective policy formulation in the conduct and behaviour of personnel does not significantly negatively affect the performance of governmental organization. This has been as a result of usual adequate monitoring and evaluation of personnel. Moreover, the study established that the use of ‘reward policy’ and ‘punishment policy’ in the motivation of personnel has indeed often been used in the uplift of the performance of organization.
- (b) The study posited that, the prevalence of politicization of effective policy formulation in the employment of skilled personnel does not have any significant negative implication on the performance of governmental organization, as a result of regular training and re-training of personnel. This has culminated in the situation where personnel are able to adapt to both internal and external environmental changes.
- (c) The study also revealed that the politicization of effective policy formulation in the conduct of personnel conduct and behaviour does not have any significant effect in the performance of governmental organization as a result of team work among

personnel in the governmental organization.

Conclusion and Recommendations

In conclusion, the politicization of effective policy formulation in government organization has effect on the conduct, behaviour and skilfulness of personnel because “every man is a political animal”. However, the implication is not significant to have significant negative impact on organizational performance as a result of effective policy formulation to regulate the conduct and behaviour of personnel at work place in the forms of rules. Hence the researcher recommends that there should be adequate discipline and team work among personnel in governmental organization. This enables governmental organization to work toward the attainment of its mission and vision. Moreover, there should be regular training and re-training of personnel in order for them to have the capacity of being able to adapt to both internal and external environmental changes. Furthermore, there should be adequate compliance and obedience to organizational rules, adequate risk management in work places, effective monitoring and evaluation of personnel and the presence of adequate financial management and the regular conduct of effective and efficient competitive promotion examination among personnel.

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IMPACT OF INNOVATIVE LEADERSHIP AS AN EFFECTIVE TOOL OF ACHIEVING ORGANIZATIONAL GOALS.

By

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Abstract

In today's dynamic business landscape, organizations face increasing pressure to innovate and adapt to ever-changing market conditions. Innovative leadership has emerged as a crucial factor in driving organizational success by fostering creativity, adaptability, and a forward-thinking culture. This paper explores the impact of innovative leadership on achieving organizational goals, highlighting its role in inspiring teams to think outside the box, embrace change, and pursue new opportunities. Through a comprehensive review of relevant literature and case studies, this paper demonstrates how innovative leadership can lead to improved performance, competitiveness, and goal attainment. Practical strategies for cultivating innovative leadership within organizations are also discussed, providing insights for leaders seeking to harness the power of innovation to drive organizational success.

Keywords: Innovative leadership, organizational sustainability, creativity, adaptability, goal attainment

INTRODUCTION

Leadership has been inherent in human existence since the formation of groups to combat environmental threats, dangerous animals, and rival groups; collaborate to achieve goals that surpass individual capabilities; and establish families and diverse social groups to fulfill affiliative needs. Innovative leadership is a crucial component for successfully attaining organisational objectives. Managing subordinates effectively is difficult without cultivating the essential leadership attitudes and skills. Innovative leadership, from a managerial perspective, refers to the act of influencing others in order to achieve specific objectives (Agarwal, cited in Yalokwu, 2006). Employing innovative leadership can motivate people to give their all to achieving organizational objectives in a non-threatening and acceptable manner. Innovative leaders assume leadership positions within organisations to cultivate micro-innovation domains, also known as creative energy domains (Gratton, 2007). This, in turn, fosters passion and energy among other employees, potentially leading to innovation. In the micro-innovation sector, we can metaphorically compare innovative leaders to spark plugs. They introduce significant changes and push the system towards innovation and organizational entrepreneurship. Forward-thinking individuals initiate transformative procedures referred to as "hot spots" by Gratton (2007); Taylor & La Barre (2007) emphasise the significance of "mavericks," while Collins (2001) employs the metaphor of a "flywheel." Signs indicate the decline of the traditional

organisational hierarchy and the rise of competency networks at local, regional, and global levels. These competency networks assume control over the design, production, and distribution of products and services. Furthermore, it appears that decision-making procedures are significantly expedited, and in numerous instances, decision-making will now be conducted on the "front line," meaning by individuals who are in closest proximity to the customers (Johannessen et al., 1999). A front-line organisation centralises decision-making at the point of contact. It is desirable to have a high level of interaction between the skills and abilities of the employees working directly with customers and the customers themselves in an organisation. It is highly likely that such a development will result in the increased importance and significance of an organisation's value. Undoubtedly, effective leadership is a crucial component and an important part of every organisation that aims to achieve results.

Peretomode and Peretomode (2005), in their book on Human Resource Management, along with Hicks and Gullet (1976) and others, assert that a successful organisation that prioritises task completion possesses a crucial characteristic that distinguishes it from an unsuccessful organisation: dynamic and effective leadership, commonly referred to as resourceful leadership. An organization's overall performance directly correlates with the quality of its leadership. Nonetheless, certain variables can impede a competent leader's efforts and undermine their effectiveness and efficiency. The internal and external environments significantly influence a leader's performance. In a fair environment, a leader with average competence may excel, but a superior leader may struggle to perform as well in a highly demanding environment, especially if they lack sufficient time to understand the intricacies of the environment and identify the primary limitations, weaknesses, and strengths of the organization within that context. This complicates the process of identifying effective leaders in various economic sectors and assessing their leadership abilities. This paper aims to conduct a thorough examination of this issue and provide answers to minimize the potential problems that may arise from a failure to identify capable leaders.

CONCEPTUAL CLARIFICATION

Innovative Leadership

First and foremost, it is essential to develop a comprehensive understanding of innovative leadership. Dyer et al. (2011) define an innovative leader as someone who intentionally fosters business activities and implements strategies that are new and have the potential to challenge traditional thinking or practices inside the company. Innovative leaders stand out not only for their inventiveness but also for their ability to transform ideas into reality and cultivate an innovative culture within their teams and broader organisational frameworks. Dovey and Fenech (2007) define organisational sustainability as an organisation's capacity to maintain productivity and relevance over time through effective resource and process management in a dynamic environment, a concept that these leaders closely align with. Organizational sustainability entails integrating economic profitability, social responsibility, and ecological factors. It adopts a triple bottom-line strategy to ensure long-term corporate success (Elkington, 1997).

Innovative leadership is defined as the ability to persuade and guide others to align their desires, skills, and actions with the achievement of a leader's goals. In the realm of organisations, innovative leadership involves exerting influence over individuals and groups to maximise the attainment of organisational objectives. The human relations movement, which originated with the Hawthorne studies in the early 1930s, emphasised the significant impact of employee motivation and group norms on achieving organisational objectives. This led to the recognition of leadership effectiveness as a potent tool for achieving organisational objectives. In their leadership responsibilities, managers have the ability to motivate and inspire people to freely, constructively, and enthusiastically contribute to the successful attainment of organizational objectives. Innovative leadership provides guidance to all employees in order to achieve organizational goals. As a result, innovative leadership is critical to an organisation's success. Each person harbours aspirations and objectives for their personal advancement, enhancement, or prosperous future. However, merely possessing ambitions and goals is insufficient. In order to achieve success, it is necessary to implement real measures and initiatives that require a diverse range of knowledge, skills, and talent. The user did not provide any text. Similarly, in order to achieve a high level of long-term success and sustainability, organisations must implement realistic measures. When discussing practical actions for organizations, scholars and researchers agree that organizations must embrace, incorporate, and execute goals into their business model based on trends, technology, client preferences, and future considerations.

Several authors have extensively written in this field. Organisational goals are essential for maintaining success within an organisation (Caetano, 1999). According to Boston, organisational goals are critical for an organisation's sustained development and longevity. Failure to adapt to quickly changing circumstances and conditions can result in organisations losing their reputation and market share (Boston, 2000). Academics and experts concur that innovative leadership plays a crucial role in effectively managing organisations and addressing organisational goals. Innovative leadership plays a crucial role in addressing organisational goals and driving effective transformation within an organisation (Kennedy, 2000). Senior and Fleming (2006) assert in their book "Organisational Goals" that leadership plays a crucial role in an organisation. They argue that a leader acts as a goal agent, taking initiative and setting objectives for the organisation. Leaders play a crucial role in developing and executing organisational goals, recognising their significance and consequences, and acknowledging that they are essential for long-term success. They determine the desired organisational structure and take practical steps to achieve it. The next question that naturally arises is, "What type of leadership is required for the attainment of innovative organisational objectives?" When the authors acknowledge and embrace the significance of a leader's role in managing organisational goals, they also recognise that it is a very intricate and demanding task. Adept and forward-thinking leadership is necessary to handle the problem. According to Gruban (2003), there is a strong correlation between leadership competence and achieving organisational goals. A leader who possesses the necessary skills is more likely to effectively manage the goal-setting process and demonstrate innovation. Bennis (1987) also recognises that a leader must possess specific skills and attributes in order to achieve effective organisational goals.

The impact of innovative leadership on employee motivation and organisational adaptability

Organisations constantly aim for expansion and sustainability in the always-changing business environment. Often, the drive for change comes from the necessity to stay competitive in the face of several obstacles, including globalisation, technological breakthroughs, and changing consumer demands. A key to negotiating this maze of change is still leadership, and not just any old leadership, but creative leadership. This introductory article describes the qualities, significance, and real effects of innovative leadership on organisations that adopt it, thereby explaining how it is a magic bullet for achieving organisational growth. Ahead of time and change-oriented,

innovative leadership sets itself apart from conventional leadership paradigms. Visionaries, creative people, and innovative leaders welcome change and create an atmosphere where new ideas can sprout and flourish. Innovational leaders are experimental, fearless of taking measured risks, and flexible in the face of uncertainty, unlike traditional leaders who might depend on tried-and-true techniques (Dyer et al., 2011). The foundation of innovative leadership is to create an environment that values innovation and continuous development. Amabile and Khaire's (2008) research clarifies how managers can foster creativity by fostering a culture that values trying new things and accepts failure. One cannot stress how important leadership is to fostering an innovative culture throughout the organisation. Innovative leaders' talents include coming up with original ideas and motivating their employees to make original contributions to the company's objectives (Amabile & Khaire, 2008).

Innovative leadership greatly influences a company's adaptability and employee motivation. Inspiring their employees and fostering a sense of purpose and belonging are the skills of innovative leaders. Engagement and productivity, which arise when staff members feel empowered to create, facilitate the company's overall expansion. A flexible company is also better able to handle setbacks and use them as opportunities for growth. A 2006 study in "Transformational Leadership" found that the inspirational element of creative leadership significantly influences employee motivation.

How innovative leadership drives strategic decision-making and organisational change

Leadership qualities inextricably link an organization's ability to implement strategic decisions and endure change. Innovative leaders are at the forefront of the development and execution of strategies that stimulate growth. They are skilled at identifying the most advantageous moment for change, utilising their unique perspectives and systemic thinking. These leaders not only foresee the necessity for change but also adeptly oversee its implementation throughout the entire organisation. The research conducted by Loewe and Dominiquini (2006) demonstrated that innovative leaders who implement strategic thinking are more likely to succeed in guiding organisations through periods of substantial change. Empirical evidence supports the theory that innovative leadership is essential for organisational growth. Case studies of companies like; Dangote cement, Innoson Cars, Eagle cement, Cosharis motors, IBM, where Sean McVay serves

as CEO, have established archetypes of how innovative leadership can transform an organisation. McVay's dedication to innovation and reinvention has been instrumental in IBM's ongoing prosperity in a sector that is both fiercely competitive and swiftly evolving. Another example is Elon Musk, whose leadership at Tesla and SpaceX exemplifies the substantial influence that innovative leadership can have on organisational growth and industry disruption (Vance, 2017).

Innovative leadership has a major impact on employee motivation and company adaptability. Inspiring their employees and helping them feel like they belong are two of the many skills that leaders who innovate often demonstrate. When workers have the freedom to think beyond the box, they are more invested in their work and produce better results, which benefit the company as a whole. In addition, a company that can quickly adjust to new circumstances can better weather storms and even use them to their advantage. The persuasive component of creative leadership significantly impacts staff engagement, according to studies cited in "Transformational Leadership" by Bass and Riggio (2006). An organization's ability to adapt to change and implement strategic decisions strongly correlates with leadership characteristics. In order to generate growth, innovative executives lead by creating and implementing initiatives.

They utilising their one-of-a-kind insights and systemic thinking, they are masters at pinpointing the best time for change. These executives are masters at both foreseeing when change is necessary and coordinating its rollout throughout the whole company. Innovative leaders that use strategic thinking have a better chance of guiding their organisations through times of significant change, according to research by Loewe and Dominiquini (2006). Empirical evidence supports the thesis that creative leadership is essential for an organization's development. Examples of corporations whose innovative leadership has resulted in transformation, such as IBM's Sean McVay, have become role models. McVay's dedication to innovation and reinvention is largely responsible for IBM's sustained success in a fiercely competitive and dynamic business. Elon Musk is another example of a visionary leader whose work at Tesla and SpaceX has revolutionised their respective industries and propelled their respective companies to new heights of success (Vance, 2017).

Framework of Analysis

The concept of innovative leadership is becoming more and more important in today's corporate environment. Maintaining a competitive edge in today's dynamic business environment necessitates leadership positions that possess adaptability, inventiveness, and forward-thinking abilities. This paper looks at the critical role that innovative leadership plays in creating an atmosphere that supports organisational sustainability. Through a synthesis of the literature and theoretical foundations, we will examine the many facets of innovation-led leadership, its application, and its consequences for maintaining a successful organisation. The idea that innovation involves more than just the launch of new goods or services—rather, it encompasses a wider strategic orientation towards change, variety of thinking, and calculated risk-taking—is at the centre of the conversation (Kuratko, 2007). According to Anderson, Potočník, and Zhou (2014), innovative leadership thus demands a proactive approach to developing an organisational culture that is sensitive to the changing external environment.

The strategic aspect of innovative leadership facilitates the anticipation of market trends and the identification of unexplored opportunities (Dyer, Gregersen, & Christensen, 2011). Several case studies and research findings support the use of innovative leadership as a means of achieving organisational sustainability. A notable example of this is Google's corporate model. Google has promoted a continual innovation culture under Sundar Pichai's direction. The company supports a flat organisational structure that gives workers the flexibility to come up with and follow creative ideas (Garvin, 2013). This demonstrates how an inventive leadership approach can support the preservation of a competitive advantage in the information technology sector. Furthermore, other tech giants like Apple and Amazon have greatly benefited from the growth and sustainability of innovative leadership concepts (Issacson, 2011; Kantor & Streitfeld, 2015). A company can achieve long-term success and market leadership by integrating innovation into its culture, as demonstrated by the visionary leadership of Jeff Bezos and Steve Jobs.

The relationship between innovative leadership and organisational sustainability is worth exploring.

An empirical study further emphasises the connection between innovative leadership and organisational sustainability. De Jong and Den Hartog's 2007 study shows that organisations that foster innovative leadership achieve enhanced performance and long-term sustainability. The

researchers identified critical leadership behaviors that cultivate a creative atmosphere, including the provision of challenges, autonomy, and promoting employees' expression of their distinctive ideas. To establish a theoretical basis, we can utilise the concept of transformational leadership to understand how leaders can motivate and facilitate organisational transformation towards sustainability (Bass, 1985). Leaders who demonstrate transformative qualities are typically forward-thinking and encourage creativity among their followers. According to Bass and Riggio (2006), they are more inclined to promote risk-taking and endorse innovative ideas that contribute to sustainability projects.

Academics emphasise the significance of innovative leadership for the long-term viability of organisations. Schilling and Hill (1998) support this by arguing that sustained innovation requires a strategic re-evaluation within the organisational framework. Leaders must possess the skill to restructure organisational paradigms in order to integrate new ideas and technologies that eventually enhance longevity and competitive resilience. However, the endeavour to achieve innovative leadership is not without difficulties. Organisational inertia, the reluctance to adapt, and a focus on short-term profits might hinder innovative efforts (Pisano, 2015). Therefore, leaders must adeptly navigate the delicate equilibrium between promoting innovation and effectively handling the possible hazards that come with it. Elon Musk's leadership style at SpaceX and Tesla effectively manages these obstacles. Musk employs a blend of visionary and transformative tactics in his leadership approach, resulting in enduring innovation, even in the face of substantial risks (Vance, 2015).

Forward-thinking leadership has a significant impact on an organization's effectiveness. Leaders cultivating a culture that promotes innovation, leaders have the ability to enable people to engage in creative thinking, make well-considered gambles, and explore novel concepts. This not only improves employee involvement and motivation but also fosters operational superiority, encourages strategic congruence, and empowers organisations to swiftly adjust to evolving market circumstances. Skilled executives excel at utilising groundbreaking technologies, recognising fresh avenues for expansion, and establishing enduring competitive superiority for their organisations. Note that pioneering leadership is not without challenges. Some opponents contend that an overemphasis on innovation can result in a deficiency in operational discipline, misallocation of resources, and strategic drift. Striking a balance between the imperative for

innovation and the requirements of daily operations necessitates adept leadership, transparent communication, and efficient decision-making.

There are challenges that come with implementing sustainable leadership within an organisation.

A wide range of challenges, particularly pertaining to economic, social, and environmental concerns, confront the present corporate landscape. Many organisations are using sustainable methods to mitigate the risks and ensure the long-term viability of their businesses. The concept of sustainability is well-established in the contemporary business landscape (Morsing & Oswald, 2009). The business world has been introducing the term for more than 25 years. Many businesses are changing their manufacturing methods under the guidance of their leaders. In addition to seeking financial gains, corporations strive to safeguard the environment, promote economic well-being, and address social concerns within a specific jurisdiction. In addition, governments have implemented sustainability objectives that organisations are required to meet. Leadership's role in the organization is critical for the successful implementation of sustainable initiatives. In the 21st century, sustainability has emerged as a prominent approach to tackling the present difficulties. However, some organisations hold the belief that implementing sustainability will lead to an increase in operational expenses. The paper will focus on several obstacles to implementing sustainable leadership in organizations or teams.

Insufficient proficiency in sustainable leadership abilities

Sustainability is a novel notion among the majority of commercial organisations. Implementing sustainability leadership necessitates the acquisition of new skills. The majority of executives in organisations lack the necessary innovation abilities to implement sustainability. Many organisations are concerned about adopting sustainable practices due to the difficulty of competing with enterprises in developed nations (Šimanskienė & Župerkienė, 2014). Implementing a sustainable leadership plan in an organization lacking proficient skills presents a challenge. Over an extended period of time, the leaders have employed practices that are not viable in the long run. This has fostered an organizational culture in which the implementation of sustainable leadership

necessitates managers and leaders being trained in new methodologies. They do not have the necessary expertise to adapt the organizational culture to alternative strategies. The implementation of a novel leadership approach within the organisation will necessitate a certain timeframe to gather sufficient data to evaluate the likelihood of achieving positive outcomes.

As a result, the organisation will face significant challenges in learning about the new leadership application. The organisation encounters difficulties in acquiring knowledge of the new concepts. Sustainability encompasses various aspects, one of which is the effective integration of corporate social responsibility by executives to attain the organisation's objectives (Gerard et al., 2017). Numerous organizations may lack awareness of the critical sustainable leadership skills required for company success. Skills and competence are critical factors that significantly influence a leader's effectiveness. Organisations lack the necessary expertise to accomplish such a specific objective.

Organisational modifications

Implementing sustainable leadership within an organization is difficult because of the changes that occur. Many organisations have seen changes that have hindered the consistent implementation of leadership principles. Organizational adjustments are primarily focused on external expansion and commercial endeavors. Effective leaders must possess a flexible mindset and anticipate that changes will always occur, which will often necessitate adjustments in their approach to leadership matters. Typically, organisational changes necessitate the provision of financing for the programme. Obtaining money for implementing changes might be difficult for certain organisations due to the high associated costs. Additionally, there would be challenges in evaluating the practicability of the modifications.

Resistance to change is a significant contributing factor to this issue. Some leaders may be concerned about the potential obsolescence of their talents and the possibility of the organisation introducing other leaders to replace them. Reluctance to embrace change may lead to minimal implementation, or it may take a considerable period for an organization to adopt a new sustainable leadership approach. Furthermore, there have been additional considerations that have motivated the organisational changes. Globalisation has imposed significant strain and demands on

organisations. For example, there are numerous political and policy measures that have adverse effects on organisations. The implementation of new laws and regulations has restricted the organisation's ability to perform its operations (Taşçı & Titrek, 2019). Furthermore, technology has had a significant impact on organizational operations. This indicates that leadership approaches have undergone changes within organisational contexts. Sustainability bolsters the use of technology to increase organisational performance. However, technology cannot solve all of the company's problems. Long-standing habits deeply entrench the organizations, making it challenging to effect change at any given time.

Company's Size

The current corporate landscape is characterized by the integration of major corporations and smaller enterprises. The organization's size determines the level of difficulty in implementing sustainable leadership. Implementing sustainable leadership poses numerous obstacles for smaller organisations. One reason that can support this claim is that the majority of small organizations lack the necessary tools to conduct a cost-to-benefit analysis of leadership sustainability. Before implementing any program within the organization, it is critical to assess the advantages it will bring to the company, both in the short and long term. We cannot simply conjecture the benefits theoretically; we must always adhere to a specific approach. We can use crucial instruments to achieve these advantages.

Conclusion

In conclusion, competent, innovative leadership serves as a powerful instrument for ensuring the long-term viability of a business. Innovative leaders may guide their organisations towards long-term success and relevance by promoting a culture that values new ideas, creativity, and calculated risk-taking. The integration of transformational leadership attributes, along with a distinct emphasis on innovation and sustainability, embodies a strategic methodology that is becoming increasingly necessary in response to the intricate challenges of global business. In an ever-

changing business environment, the leaders who adopt and successfully execute leadership models centred around innovation will be the ones who ultimately ensure the long-term viability of their firm. Innovative leadership has a crucial and multifaceted role in driving organisational success. Innovative leadership distinguishes itself from conventional leadership by placing a higher emphasis on creativity, strategic risk-taking, and adaptability. It boosts employee motivation and promotes an organisational culture that is open to ongoing development and strategic change. The demonstrated effectiveness of forward-thinking executives in diverse organisations highlights their crucial role in fostering growth and navigating the intricacies of contemporary business landscapes. In accordance with the proverb, innovation is the sole unchanging element, and leadership that reflects this principle is undeniably the crucial factor for the success of a company.

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Disaster Preparedness and Recovery Plans for Preservation of Library Collection for Effective Utilization in Nigeria.

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Abstract

This study investigated disaster preparedness and recovery plans for preservation of library collection for effective utilization in Nigeria. Descriptive survey research design was used for this study. The population of the study comprises Students in National Institute of Construction Technology and Management Uromi, in Edo State, Nigeria

(NICTM). Three (3) objectives guided this study. Purposive sampling techniques was Used for the study. The instrument of data collection was questionnaire. The study finding revealed that the level of usage of library resources was high, plan for conservation of library resources was high and some of disaster preparedness plan was location of emergency gate indicator, automatic fire extinguisher and fire and smoke detection system. The study recommended that National Board for Technical Education (NBTE) should make policy for all polytechnic libraries in the nation to have a written disaster plan. And management of NICTM should employ conservation expert that will help in conserving some of the rare library resources from going on extinction.

Key words: *Conservation, Disaster plan, Preservation, Library Resources, Nigeria*

Introduction

Library plays a crucial role in shaping information professionals and equipping them with the necessary skills and knowledge to meet the needs of society. Nigeria is a culturally diverse nation with a rich heritage. Library plays prominent role in preserving and promoting the country's cultural heritage, it serve as custodians of historical documents, manuscripts, and other valuable artifacts, Sharma & Balamurugan (2020). A library is a repository of wisdom of great thinkers of the past, present and the future. Thus it is obvious that libraries have responsibilities to preserve, conserve, and restore libraries materials, the missions of libraries are preservation and access to information. Preservation and conservation of library heritage are very important as it could be related to social, economic, political, historical, legal or religious and could be used for future purpose, library recognizes the importance of preserving and promoting the country's rich cultural heritage (Albright & Crow, 2021).

Librarians are trained to collect, organize, and preserve cultural materials such as manuscripts, rare books, photographs, and audiovisual resources (Kumar, 2010). Preservation and conservation of library heritage are very important as it could be related to social, economic, political, historical, legal or religious and could be used for future purpose. In preservation and conservation of library materials, the library keeps the documents by considering the long-term preservation of the items while still allowing the end user to access the material easily. But all library collections experience damage from use and decay from aging, so there is a need for

preservation and conservation of information resources. It is the duty of the head of the library and management to draft a suitable policy to preserve or conserve rare or old material in different ways.

Generally, National Institute of Construction Technology and Management (NICTM) community effectively utilization of information resources for daily survival, for without information, there can be no knowledge and knowledge empowers living for existence. Human beings require information to broaden their knowledge, to investigate past events in order to find solutions to problems, keep abreast of current happenings and enjoy the thoughts and works of others. Information brings about the preservation of civilization, and it is important for upholding legacy. This is what the library has done for mankind, through the sustenance of recorded knowledge and dissemination of this information through many ages.

People in various disciplines including students, researchers utilize library resources for their work. Some people visit libraries to obtain materials for pleasure reading or for some kind of leisure activities. Busayo (2011) emphasized that the role of libraries cannot be overemphasized in the provision of the much needed facilities for the development of good reading habits and interest, as it caters for different reading interests at various stages of our intellectual development and for pleasurable reading. One can also regard the library as an agent for educational and social change. Agbama (2014) posited that it is often said that if you teach a child to read, you have made him a king. Developing the right reading culture help nations to develop and no nation can develop without its people reading. Reading makes a man, and it helps to develop the mind, to be informed, thoughtful and constructive.

However, an observation and preliminary investigation by this researcher revealed that NICTM library did not have adequate disaster recovery plan for preservation of information resources and user of the library. Disasters are generally unexpected events with destructive consequences to a collection. Therefore it is vital for any library to take every possible precautions to prevent the occurrence of an unavoidable disaster. A disaster planning is an essential element of preventive conservation. It is also necessary to identify any external and internal threats that might cause problems for the collection and measures to meet those threats.

Consequently, much has not been done to investigate disaster recovery plan for preservation of information resources in libraries, and the factors responsible for inadequate recovery plan for conservation of library collections in African, notably Nigerian Polytechnic.

Most of the research in this direction are limited to advance world, notably America, Europe and China. The geographical limitation in study of this nature has restricted the unravelling of the experiences of conservation of information resources in Nigeria which has sharp cultural, demographic and educational differences with advanced economies. It then becomes pertinent to know the usage of library materials among students of NICTM and find out factors of disaster preparedness, level of recovery plan for preservation of library collection. These are the questions this study is set to answer. The study is limited to NICTM Uromi in Edo State, Nigeria.

Objective of the study

The specific objectives of the study are to:

- i. determine the level of usage of library materials by National Institute of Construction Technology and management, Uromi Edo state, Nigeria;
- ii. find out factors of disaster preparedness in National Institute of Construction Technology and management, Uromi Edo state, Nigeria;
- iii. ascertain the level of recovery plan for preservation of library resources in National Institute of Construction Technology and management, Uromi Edo state, Nigeria.

Review of Related Literature

Nigeria is a culturally diverse nation with a rich heritage. The role of library in preserving and promoting the country's cultural heritage are numerous. Libraries serve as custodians of historical documents, manuscripts, and other valuable artifacts (Sharma & Balamurugan, 2020). Librarians are trained in library and information science, Records management, Archive and other Information Professional, they are equipped with the knowledge and skills to preserve these materials, to ensuring their long term accessibility and safeguarding Nigeria's cultural identity (Slade et al., 2014).

There is no libraries that is exempted to the devastations, it can occur as a result of natural or man made disasters. In libraries, archives and museums there is a likely-hood of fire as the

collections are mostly organic in nature. Once fire starts, it is difficult to save those materials which get fire. Items not directly engulfed in flames can be charred by soot and smoke. Heat emitted from fire causes bindings to shrink and warp and plastic base materials to melt. Water used for fighting fire can cause enormous damage. Besides fire, floods, high winds, cyclones, earth quakes are also agents of deterioration for the library collections. These will lead documents to absorb water, swell, warp and become extremely vulnerable to physical damage. Dyes and ink may bleed and book pages stick together. Leather bindings seriously warp and change shape. Effects of disasters on library collections are too obvious to comprehend.

Conservation and preservation of deteriorating information resources in libraries have become a global phenomenon to which libraries must aggressively respond if their mission of providing information needs of their patrons would be met (Akande, 2009). Improper and faulty actions taken by the library staff may cause deterioration to library materials. Cheap and improper materials are often used for mending and repairing. Wrong insecticides are used for fumigation, repairing, restoration and lamination work, which are usually done by untrained personnel. And all these conditions cause deterioration or worse, aggravate deterioration of library materials Mahapatra & Wamukoya, (2004).

It should be mandatory for every library to have a written disaster preparedness and response plan containing description of emergency procedures, emergency supplies list, disaster response outline, conservation experts, list of staff volunteers, list of external contacts and names, addresses, home and work telephone numbers of personnel with emergency responsibilities. Besides libraries should be provided with fire and smoke detection system and automatic fire extinguishing system. Use of match stick or open flame and smoking should strictly prohibited inside the library. Inflammable materials and chemicals should not be stored inside the stacks. The telephone number of the fire office should be visibly and clearly exhibited. Location of emergency gate must be clearly indicated. The electrical defects and faults should be set right in time Bokhare (1997).

Preservation is the task of minimizing or reducing the physical and chemical deterioration of documents. Conservation is the maintenance of documents in a usable condition through treatment and repairs of individual items to slow the process of decay or to restore them to a usable state. Conservation includes study, diagnosis, preventive care, examination, treatment, documentation

using any methods that may prove effective in keeping that property in as close to its original condition as possible and for as long as possible. The conservation actions are carried out for a variety of reasons including aesthetic choices, stabilization, needs for structural integrity or for cultural requirements for intangible continuity.

Utilization of Library Collections

A study by Bature (2011) posited that, an effective reading environment exists in a society „where there is an awareness of the benefits to be derived from reading books and utilization of other information resources in the library are made accessible to all”. Awareness can only exist in a society where a high percentage of the population is literate and therefore possess the ability to read and write. Another fundamental requirement for an effective usage of information resources in libraries is the availability of appropriate books, and other printed and non-printed materials. Effective utilization of the library by students to a great extent depends on the conduciveness and adequacy of the facilities of the entire library environment.

Folorunso and Njoku (2016) study found that the characteristics of library environment included good library building, seating arrangement, and availability of library resources, library furniture, personnel, temperature within the library, lighting, décor of the library (interior designs), signage within and outside the library, as well as noise level within the library encouraged the usage of the library by the students. A good library is that whose environment is conducive and attractive, clean, free from noise with durable and comfortable furniture, and good lightening for meaningful study. Any academic library where these facilities are inadequately could result to low level of usage by the students, researchers and institute community.

Oluwatobi, Ehioghae, Aluko-Arowolo and Ayoola (2014) research on utilization of information resources in library discovered that students and academic staff use library resources to a high extent for academic purpose. Utilization is regarded as the use of items for a particular purpose. However library utilization, refers to the extent of usage of libraries by students, staff for learning and research, information utilization is the actual putting into appropriate use of acquired information. People’s expectations are high when it comes to searching for information as such they feel frustrated when their expectations are not met. Therefore, their information needs should be understood in order to provide corresponding services.

An evaluative study of information resources and services conducted by Bitagi and Garba (2014) revealed that factors such as inadequate funding of the libraries were found to be militating against the provision and utilization of information resources and services. Utilization of library resources is essential for the justification of the existence and survival of any academic library. The extent to which information resources are utilized in academic libraries is usually captured by the library statistics which is compiled on daily basis by the library staff. It therefore, becomes pertinent that in order to scale the extent to which library resources are utilized, the library staff must be proactive in providing statistics of usage on daily basis. This will serve as encouragement or otherwise to the sponsors of the library Ozioko, Nwabueze & Eze, 2014.

Methodology

Descriptive survey research design was used for this study. The population of the study was 169 students in NICTM Uromi Edo State, Nigeria. Purposive sampling techniques were used for the study. Baxter (2004) posited that when the population is small and manageable, the entire population can be used for the study. The instrument of data collection was questionnaire. A total of 169 copies of the questionnaire administered while 113 copies were returned, representing 86% response rate. Research questions 1, 2 and 3 used 4- point Likert scale were analysed using inferential statistical. The criterion mean for the study was set at 2.50 indicating that any mean above 2.50 was considered high and the mean below 2.50 was considered low.

Data analysis and Discussion

Table 1: level of usage of library materials by National Institute of Construction Technology and Management, Uromi Edo state, Nigeria.

Usage of library materials	VHL	HL	LL	VLL	Mean
Preparing for examination	152	123	50	9	2.95
Group discussion	168	111	18	24	2.84

Updating of knowledge	156	120	52	8	2.97
For teaching	116	159	38	12	2.87
Sharing knowledge	208	141	22	2	2.87
Writing assignment	244	132	4	6	3.30
Recreation & leisure	248	69	42	9	3.26
Written of Project	36	129	78	22	2.34
Average mean					2.93

Criterion mean

2.50

Table 1: shows that with an average mean of 2.93 which is greater than the criterion mean of 2.50, it can be concluded that the level of usage of library materials by national Institute of construction technology and management is high.

Table 2: find out the factors of disaster preparedness in national institute of construction technology and management, Uromi Edo State, Nigeria

Disaster preparedness	A		D		Total	
	NO	%	NO	%	NO	%
Disaster plan on ground	99	88	14	12	113	100.0
Conservation expert	106	94	7	6	113	100.0
Location of emergency gate indicator	98	87	15	13	113	100.0
Automatic fire extinguisher	72	64	41	36	113	100.0
Fire and Smoke detection system	103	91	10	9	113	100.0
Emergency supplier list	80	71	33	29	113	100.0
Disaster response outline	99	88	14	12	113	100.0
Written disaster preparedness plan	104	92	9	9	113	100.0
Disaster Response outline	99	88	14	12	113	100.0
Identification of external & internal threats	106	94	7	6	113	100.0

Table 2: shows factors of disaster preparedness in national institute of construction technology and management, the respondents agreed Conservation expert (106/94%), Fire and Smoke detection system (103/91%), Written disaster preparedness plan (104/92 Identification of external

& internal threats (106/94.5%). This implies that, Conservation expert, Fire and Smoke detection system, Identification of external & internal threats are some of factors of disaster preparedness.

Table 3: ascertain level of recovery plan for preservation of library resources in national institute of construction technology and management, Uromi Edo State, Nigeria

Plan for Conservation	VHL	HL	LL	VLL	Mean
Cleaning of shelve	244	123	4	6	3.23
Attaching new label to books	168	111	18	24	2.48
Performing minor repairs to covers text books	205	147	22	2	3.30
Cleaning & dusting of cover of text books	36	129	78	22	2.34
Tapping in lose pages	248	69	42	9	3.26
Replace items in correct sequence on shelve	168	111	18	24	2.84
Average mean					2.90
Criterion mean					2.50

Table 3: shows that with an aggregate mean of 2.90 which is greater than the criterion mean of 2.50, it can be concluded that the level of recovery plan for preservation of library resources in national institute of construction technology and management, Uromi Edo State, Nigeria is high.

Discussion of findings

The study findings are discussed in line with the objectives of the study

The study clearly reveals that the level of usage of library materials by students of NICTM is high while the study by Oluwatobi, Ehioghae, Aluko-Arowolo and Ayoola (2014) agreed that students and academic staff use library resources to a high extent for academic purpose. Folorunso and Njoku (2016) study are of the opinion that when library lack environment that is conducive and attractive, clean, free from noise with durable and comfortable furniture, and good lightening for meaningful study could result in low level of use by the students.

The result of the findings agreed with Akande (2009) study that state that Conservation and preservation of deteriorating information resources in libraries have become a global phenomenon to which libraries must aggressively respond if their mission of providing information needs of their patrons would be met.

The result of the finding disagreed with the finding of Bokhare (1997) that it should be mandatory for every library to have a written disaster preparedness and response plan containing description of emergency procedures, emergency supplies list, disaster response outline, conservation experts, list of staff volunteers etc.

Conclusion

This study investigated disaster preparedness and recovery plans for preservation of library collection for effective utilization in NICTM Uromi Edo state, Nigeria. The study found that the level of usage of library resources is high. Plan for conservation of library resources is high some of disaster preparedness plan is location of emergency gate indicator, automatic fire extinguisher and fire and smoke detection system etc.

Recommendations

Based on the findings of this study the following recommendations are made

1. NICTM library should sustain the level of usage of library resource by the polytechnic community.
2. National Board for Technical Education (NBTE) should make policy for all polytechnic in the nation to have a written disaster plan.
3. National Institute for Construction Technology and Management (NICTM) management should employ conservation expert that will help in conserving some of the library resources.

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PUBLIC ADMINISTRATION AS MEANS THAT SECURES THE LEGALITY OF ACTIVITIES OF THE EXECUTIVE POWER

By

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Abstract

This paper explores the crucial role of public administration in ensuring the legality and accountability of executive power activities within democratic systems. It examines the mechanisms through which public administration upholds the rule of law, transparency, and efficiency in governance, thereby safeguarding against abuse of power and promoting the interests of citizens. Drawing on theoretical frameworks and empirical evidence, the paper highlights the diverse functions of public administration, including policy implementation, regulatory enforcement, and public service delivery, in maintaining the legitimacy and integrity of executive actions. Using descriptive approach via documentary analysis, the paper argues that public administration is a vital instrument in a democracy, necessary to maintain the legitimacy of executive power whilst reducing incidences of misconduct. Additionally, it discusses the challenges and complexities faced by public administrators in balancing competing demands and interests while upholding legal

principles and ethical standards. Ultimately, the analysis underscores the indispensable role of public administration as a bulwark against arbitrary exercise of executive authority, fostering good governance and democratic stability.

Keywords: Public Administration, Policy formulation, Executive arm, policy environment and legality framework

INTRODUCTION

In modern democratic societies, the executive branch of government holds significant power in making decisions and implementing policies that affect the lives of citizens. However, the exercise of such power must be in accordance with the rule of law to ensure that it upholds principles of fairness, justice, and accountability. Public administration plays a crucial role in securing the legality of the activities of the executive power through effective management, oversight, and adherence to legal guidelines. One of the primary functions of public administration is to implement and enforce laws, regulations, and policies set by the legislative branch of government. Public administrators are responsible for translating legal mandates into operational plans and procedures that guide the actions of government agencies and officials. By ensuring that activities are carried out in accordance with legal requirements, public administration helps to safeguard the rule of law and prevent abuse of power by the executive branch, (Montjoy, 2018). Public administrators also play a key role in overseeing the activities of the executive power to ensure compliance with legal and ethical standards. They monitor the performance of government agencies, audit their finances, and investigate allegations of wrongdoing or misconduct. Through these oversight mechanisms, public administration helps to prevent corruption, nepotism, and other forms of malfeasance that undermines the legitimacy of executive power, (Peters, 2014). Moreover, public administration serves as a bridge between the government and the public, facilitating transparency, accountability, and responsiveness in the exercise of executive power. Through mechanisms such as public consultations, feedback mechanisms, and grievance redressal systems, public administrators engage with citizens to ensure that government actions are lawful, legitimate, and in the public interest. By promoting open and inclusive decision-making processes, public administration fosters trust and confidence in the executive branch.

Public administration is a critical aspect of government operations that encompasses various functions such as planning, organizing, directing, coordinating, and controlling government resources to achieve public

goals and objectives. It involves the management of public policies, programs, services, and resources to ensure effective and efficient delivery of services to citizens. One of the essential duties of public administration is to ensure transparency, accountability, and integrity in government operations. Adopting ethical principles and best practices is crucial to ensuring the trust and confidence of citizens in government institutions. As a public administrator, I have always strived to uphold high ethical standards in all my interactions and decision-making processes, (Yusuf, 2019).

Another important aspect of public administration is strategic planning and policy development. It is essential to establish clear goals, objectives, and priorities to guide government actions and allocate resources effectively. By engaging in strategic planning, public administrators can identify opportunities for innovation, adapt to changing circumstances, and address emerging challenges facing society. Moreover, public administration plays a crucial role in promoting social equity and justice. It is essential to ensure that government policies and programs are inclusive, fair, and responsive to the needs of all citizens, particularly marginalized and public administration in Nigeria faces numerous challenges, but there is also great potential for improvement and progress. As the backbone of governance and service delivery, it plays a crucial role in the development and functioning of the country. However, issues such as corruption, inefficiency, and lack of accountability have plagued the system for many years. One of the major challenges facing public administration in Nigeria is corruption, (Obasanjo, 2020). Corruption is a pervasive problem that undermines the effectiveness and legitimacy of public institutions. It erodes public trust, diverts resources from essential services, and hinders economic development. To combat corruption, the government must prioritize transparency, accountability, and institutional reforms. Strong anti-corruption measures, such as the establishment of anti-corruption agencies and the prosecution of corrupt officials, are essential to promote integrity and ethical conduct in public administration. The significance of public administration on a nation's governance cannot be understated. It serves as the essential cog ensuring smooth performance of government functions, fostering transparency, equity and efficiency within the framework of legality with a predominant focus on the executive branch, the essay analyses the significance of public administration as a tool that safeguards the executive power's activities within legal bounds.

Conceptual Clarifications

Public Administration

The concept of public administration, as a means to secure the legality of activities of the executive power, has a rich history that spans centuries. Public administration refers to the organization and implementation of government policies and programs, with a focus on efficiency, effectiveness, and adherence to the rule

of law. In the context of securing the legality of activities of the executive power, public administration plays a crucial role in ensuring that government actions are in line with the constitution and laws of the land. Historically, public administration as a means to secure the legality of activities of the executive power can be traced back to ancient civilizations such as Greece and Rome, where administrative processes were developed to manage public affairs, (Follett, 1918). However, the modern concept of public administration emerged in the late 19th and early 20th centuries, as governments grappled with the challenges of industrialization, urbanization, and democratization. During this period, influential figures such as Woodrow Wilson, considered the father of public administration, and Max Weber, a German sociologist, made significant contributions to the field by emphasizing the importance of professionalizing and rationalizing government bureaucracy, (Weber, 1921).

The impact of public administration as a means to secure the legality of activities of the executive power is profound and far-reaching. By establishing clear rules, procedures, and accountability mechanisms, public administration helps prevent corruption, abuse of power, and arbitrary decision-making by government officials. It also ensures that government actions are transparent, equitable, and responsive to the needs of the citizens. In essence, public administration serves as a safeguard against the misuse of executive power and helps uphold the principles of democracy and the rule of law, (Waldo, 1948). Influential individuals who have contributed to the field of public administration as a means to secure the legality of activities of the executive power include Mary Parker Follett, a pioneer in the fields of organizational theory and management, and Dwight Waldo, a prominent scholar in the study of public administration ethics. These individuals have advanced our understanding of how public administration can promote good governance, accountability, and citizen participation in decision-making processes.

Despite its many positive aspects, public administration is not without its challenges. Critics argue that bureaucratic red tape, inefficiency, and bureaucratic inertia can hinder the effectiveness of government agencies in achieving their goals. Moreover, the politicization of public administration, where government officials prioritize political considerations over sound administrative practices, can undermine the rule of law and erode public trust in government institutions. Looking ahead, the future of public administration as a means to secure the legality of activities of the executive power is likely to be shaped by ongoing technological advancements, globalization, and changing societal expectations. As governments grapple with complex challenges such as climate change, social inequality, and pandemics, there is a growing need for innovative and adaptive approaches to public administration that can address these issues effectively while upholding the principles of legality, transparency, and accountability. By ensuring that government actions are in line with the rule of law and the principles of good governance, public administration helps uphold democracy, protect human rights, and promote the common good. As we navigate the complexities

of the 21st century, it is essential that we continue to strengthen and refine our public administration systems to meet the evolving needs of society and uphold the rule of law.

Executive Powers

Executive power refers to the authority and responsibility of the executive branch of government to implement and enforce laws, administer programs, conduct foreign relations, and manage the day-to-day operations of the government. It is one of the three branches of government, alongside the legislative and judicial branches, and plays a crucial role in the functioning of a democratic system, (Magill, 2020). The executive power is typically vested in the head of state or government, such as the president or prime minister, and their appointed officials. This includes the power to appoint and remove cabinet ministers, issue executive orders, veto legislation, and negotiate treaties with foreign governments. The executive branch also oversees the implementation of policies and programs authorized by the legislature, as well as the enforcement of laws and regulations enacted by the government. One of the key features of executive power is the ability to make quick and decisive decisions in times of crisis or emergency. This is particularly important in situations where immediate action is required to protect national security, respond to natural disasters, or address public health threats. For example, during the COVID-19 pandemic, Nigeria government used its executive powers to implement lockdowns, travel restrictions, and other measures to slow the spread of the virus. However, executive power is not unlimited and is subject to checks and balances to prevent abuses of authority. In many democratic countries, the executive branch is accountable to the legislature, judiciary, and the public through mechanisms such as parliamentary oversight, judicial review, and elections. This helps ensure that the executive branch acts within the bounds of the law and respects the rights and freedoms of citizens. While it provides the necessary authority to make decisions and implement policies, it must be exercised responsibly and transparently to maintain the trust and legitimacy of the government. By upholding the rule of law and respecting the separation of powers, the executive branch can fulfill its duties while safeguarding the rights and interests of the people.

Legality

Legality refers to the state of being in accordance with the law or established rules and regulations. It is a fundamental concept that governs the behavior of individuals and organizations within a society, ensuring that actions are carried out in a way that is fair, just, and ethical. The concept of legality encompasses a wide range of areas, including criminal law, civil law, and administrative law, (Stephen, 2006). In criminal law, legality plays a crucial role in determining the guilt or innocence of individuals accused of committing crimes. The principle of legality holds that individuals can only be punished for actions that are expressly prohibited by law, and that any punishment must be proportional to the severity of the offense. This helps

to protect individuals from arbitrary or unjust treatment by the legal system, ensuring that justice is served in a consistent and equitable manner. In civil law, legality governs the relationships between individuals and organizations, setting out the rights and responsibilities of each party. Legal principles such as contract law, property law, and tort law help to establish legal boundaries and provide a framework for resolving disputes in a fair and transparent manner. By adhering to the principles of legality, individuals can protect their interests and ensure that their rights are upheld in any legal proceedings, (Black, 2004).

In administrative law, legality sets out the rules and procedures that govern the actions of government agencies and officials. This helps to ensure that public power is exercised in a lawful and accountable manner, preventing abuse of authority and protecting the rights of citizens. By enforcing legal standards, administrative law helps to promote transparency, fairness, and efficiency in the delivery of public services. Overall, legality is a fundamental concept that underpins the functioning of society and the rule of law. By upholding the principles of legality, individuals and organizations can navigate complex legal systems with confidence, knowing that their rights will be protected and that justice will be served. Additionally, legality helps to promote a sense of order, stability, and trust within society, fostering a culture of respect for the law and the institutions that uphold it.

The Legality of Executive Power

The legality of executive power is a complex and constantly debated topic within the realm of government and politics. Executive power refers to the authority vested in the executive branch of government, typically headed by a president or prime minister, to enforce laws, make decisions, and implement policies. This power can be expansive and far-reaching, leading to questions about its limits and legitimacy, (John, 2005). One of the key issues surrounding the legality of executive power is the concept of checks and balances. In many democratic systems, including the United States, the executive branch is meant to be balanced by the legislative and judicial branches to prevent abuse of power. However, in practice, the lines between these branches can blur, leading to accusations of overreach by the executive.

Another important consideration is the source of the executive's power. In a democracy, the executive derives its authority from the consent of the governed, typically through elections. This raises questions about the legitimacy of executive actions that may go against the will of the people or infringe on their rights. Additionally, the rule of law is essential in determining the legality of executive power. The executive must operate within the framework of the law and cannot act arbitrarily or capriciously. This principle serves as a safeguard against abuse of power and ensures that the executive is held accountable for its actions, (Bruce, 2018).

One of the most contentious issues surrounding the legality of executive power in recent years has been the use of executive orders. These directives issued by the president bypass the traditional legislative process and can have far-reaching consequences. Critics argue that executive orders can be used to circumvent Congress and undermine the separation of powers, while supporters contend that they are a necessary tool for the executive to enact policy in the face of legislative gridlock. The legality of executive power is a nuanced and evolving issue that is fundamental to the functioning of a democratic society. It is essential that the executive operates within the bounds of the law, respects the separation of powers, and upholds the will of the people. By carefully considering these principles, we can ensure that executive power remains legitimate and accountable to the citizens it serves.

The Process of Legality of Executive Power

Executive power plays a crucial role in the functioning of any government, as it is responsible for implementing and enforcing laws and policies. However, this power must be exercised within the bounds of legality to prevent abuse and ensure the protection of individual rights. The process of determining the legality of executive power involves various checks and balances to safeguard against overreach and ensure accountability. One of the primary mechanisms for evaluating the legality of executive power is the judicial review. The judiciary serves as an independent body that interprets the law and determines whether the actions of the executive branch are constitutional. Through the process of judicial review, individuals can challenge executive decisions and hold the government accountable for any violations of the law or abuse of power. This system of checks and balances helps to prevent authoritarianism and ensure that the rule of law is upheld, (Gregory, Smith, and Strauss, 2018).

In addition to judicial review, the legislative branch also plays a critical role in oversight of executive power. Through the process of legislative oversight, lawmakers can hold the executive branch accountable for its actions and ensure that it is operating within the confines of the law. Congress has the power to investigate executive actions, pass legislation to curb executive power, and even impeach officials who have engaged in misconduct. This system of checks and balances ensures that the executive branch remains accountable to the people and that its power is limited by the legal framework established by the constitution, (Jerry, 2014).

Furthermore, public scrutiny and media oversight also serve as important mechanisms for evaluating the legality of executive power. The press plays a crucial role in holding the government accountable by reporting on government actions and potential abuses of power. Through investigative journalism and public discourse, citizens can become informed about the actions of the executive branch and advocate for greater transparency and accountability. This public scrutiny helps to prevent corruption and ensure that

the government operates in the best interests of the public, (Strauss, Rakoff, and Kim, 2019). The process of determining the legality of executive power involves a combination of judicial review, legislative oversight, and public scrutiny. By establishing a system of checks and balances, governments can prevent abuse of power and uphold the rule of law. It is essential for citizens to remain vigilant and hold their government accountable for its actions to ensure that executive power is exercised within the bounds of legality. Only through a robust system of checks and balances can the government be held accountable and the rights of individuals be protected.

The Public Administration as a Vital Mechanism Ensuring the Legality of Executive Power Actions

From the widespread corridors of policy formulation to the granular intricacies of service delivery, public administration wields colossal influence. This essay delves into the fundamental premise of public administration as a crucial means that ensures the legality of actions of the executive power. Public administration is an intricate part of governance, effectively transmuting policy into action, assuming significant responsibility for the practical translation of political decisions into results that serve the public (Pollitt, 2015). The executive branch exhibits a powerful role in shaping public administration. However, it is the principles and guidelines of public administration that provide for the legality of actions executed by the executive branch. This interplay is rooted in the tenets of democratic governance and rule of law, where executive power is obliged to operate within legal parameters (Peters and Pierre, 2017).

For instance, when a policy is dispatched from the executive, it is the role of public administration to ensure the directive's enforcement aligns with legislative prescriptions, constitutional requirements, and established judicial precedents (Rhodes and Tiernan, 2014). This is notable in the United Kingdom, where the executive's prerogative powers, such as issuing and withdrawing of passports, stand circumscribed by public administrative regulations to ensure compliance with existing laws (Lynch, 2019). Moreover, the legality framework of public administration extends beyond strict compliance. Public administrators serve as a final check on executive orders that could infringe on the rights of citizens or contravene existing laws, thus upholding the government's constitutional commitment to the rule of law. For example, challenges to the Trump administration's immigration policies by public administrators epitomize this dynamic; although rooted in executive order, their implementation faced hurdled checks to meet due process requirements (Sager and Fowler, 2019). Likewise, providing legal counsel, advice, and training on procedural and ethical standards to executive staff is an integral task within public administration, which aids in averting legal pitfalls that could jeopardize executive decisions. Thus, public administration bolsters a culture of legality in the executive branch's workings. Operating in an ever-evolving policy environment, public administration's ability to ensure legality continually undergoes refining through reforms, public scrutiny,

and judicial oversight. This fosters a culture of respect for the rule of law, accountability, and transparency in executive actions.

The Intricacy of Public Administration & Executive Power

Public administration and Executive Power are inherently intertwined in a functional democracy. Public administration ensures that executive actions adhere to constitutional provisions and factors in public welfare, thereby maintaining a legal framework (Henry, 2017). Concurrently, Executive power is vested with the responsibilities of policy-making, implementation, ensuring law and order, and these are effectuated through an efficacious public administration.

Public Administration's Role in Preserving Legality of Executive Power

Public administration acts as a control mechanism, overseeing the executive's decisions and actions, ensuring they conform to legal stipulations (Peters, 2010). By mandating a set of rules and policies, it provides a structure for lawful conduct, thereby minimising room for overreach or misuse of power.

The Potential Unlawfulness and Mitigation Strategies

Despite in-built safety mechanisms, instances of executive transgressions exist. The public administration's transparency and stringent checks can reveal such oversteps, prompting investigations and punitive measures (Public Administration and the Rule of Law, 2020). Oversight agencies and institutions further reinforce these measures, ensuring a robust system of checks and balances.

CHALLENGES

Another challenge facing public administration in Nigeria is inefficiency. Bureaucratic red tape, poor management, and outdated systems contribute to inefficiencies in service delivery. This leads to delays, backlogs, and a lack of responsiveness to citizen needs. To address these challenges, the government must invest in improving infrastructure, training civil servants, and modernizing administrative processes. By streamlining operations, enhancing productivity, and embracing technology, public administration can become more efficient and effective in delivering public services. Furthermore, the lack of accountability in public administration is a significant issue in Nigeria. The absence of mechanisms to hold public officials accountable for their actions allows for impunity and undermines the rule of law. To promote accountability, the government must strengthen oversight mechanisms, such as auditing, monitoring, and evaluation. By ensuring that public officials are held responsible for their decisions and actions, transparency and integrity can be enhanced in public administration.

Despite these challenges, there is great potential for improvement in public administration in Nigeria. The country is rich in human capital and natural resources, which can be leveraged to build a more efficient and responsive public administration system. By investing in capacity building, training and development, and empowering civil servants to perform their duties effectively, public administration can become a key driver of development and progress in Nigeria.

Conclusion

In conclusion, public administration is an essential instrument assuring the legality of executive power activities. By performing this role, it contributes significantly to maintaining the core values of democracy – equal rights, justice, and most importantly, the rule of law. It shows that sound public administration is less about hierarchical command and control, as it is about legality, ethicality, and public value. Public administration plays a momentous role in upholding the legality and legitimacy of actions of the executive power. Through checks and balances, it assures a democratic functioning where all executive decisions and actions are accountable, in accordance with law, and transparent. Its significance only accentuates in our increasingly complex democratic societies where preserving the rule of law and public trust is crucial. The role of public administration in securing the legality of executive power activities is essential for the functioning of a democratic society governed by the rule of law. Through effective management, oversight, and engagement with the public, public administrators uphold legal principles, prevent abuses of power, and promote accountability in the exercise of executive authority. By recognizing the importance of public administration in safeguarding the legality of government actions, we can ensure that the executive branch operates in a manner that respects the rights and interests of all citizens. Public administration is a vital function in government that plays a significant role in improving the lives of citizens and advancing the public good. By upholding ethical standards, engaging in strategic planning, and promoting social justice, public administrators can contribute to the betterment of society and ensure the effective delivery of public services. On the other hand, public administration in Nigeria faces numerous challenges, including corruption, inefficiency, and lack of accountability. However, with the right reforms, investments, and political will, these challenges can be overcome. By promoting transparency, accountability, and efficiency in public administration, Nigeria can build a more responsive, effective, and citizen-centric governance system. It is crucial for the government, civil society, and citizens to work together to address these challenges and build a better future for Nigeria.

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Language Variation In Relation To Gender As A Social Factor

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Abstract

This research paper is an examination of language variation in relation to gender as a social factor. The study centres around sociolinguistics analysis of gender on language use. A couple of psychologists, sociologists, and other researchers into language and gender have shown serious interest in the examination of the differences between men and women in the ways they communicate and interact more than in the similarities that exist between them. This interest therefore drives them to focusing on such aspects as style of language and speech. The study, through its data that encompasses various languages, has established the existence of gender variation in language use. The difference is evident in the conversational styles, turn taking patterns, the use of minimal responses, questions, statements and gestures; loud and aggressive arguments which often result in misinterpretation that leads to a breakdown of communication.

Keywords: *Social Factor, Gender, Language Variation phonological forms, conversational style, intonation, tag questions*

1. Introduction

The idea of the existence of the distinction in the manner of speech between males and females has attracted the attention of researchers in linguistics and psycholinguistics. These researchers have studied the ways in which men and women use different patterns of communication: for example, how males and females pronounce words, interrupt, pause, use vocabulary and ask questions. Many anthropologists, sociolinguists, psychologists, and other researchers in language and gender have over the years been interested in the differences, instead of the similarities, between men and women. The term gender does not simply mean biological sex but refers to everyday work and social interaction (Paltridge, 2012). In general, the term **sex** is used for biological categories, whereas **gender** is used for social categories. However and for the purpose of this study, the term gender is used for the most part, without distinguishing between these aspects.

This study of gender difference/variation in language use stems from their value to linguists and psychologists who believe such understanding of how male and female speakers use language helps the study of sociolinguistics and the creation of language acquisition models.

Sociolinguistics variation is the study of the way language varies and changes in community of speakers and concentrates on the interaction of social factors such as a speaker's gender, age, ethnicity etc. and linguistic structures such as sounds, words, introduction feature, grammatical structure. An important aspect of sociolinguistics variation is language variation in relation to gender. The study of gender and language in sociolinguistics and gender studies is often said to have begun with Robin Lakoff (1975) 'Language and Woman's Place, as well as some earlier studies by Lakoff. The study of language and gender has developed greatly since 1970s.

Prominent scholars include Deborah Cameron (2002), Penelope Eckert (1998), Janet Holmes (2006), Deborah Tannen (1994) and others.

Again, according to Singh (2001), one of the reasons studies on this subject are important is because it is concerned with their significance to psycholinguistics as it has been established that, in some language tasks, different parts of the male and female brain are activated for the same tasks. He further adds that such studies can help us to understand how language-disordered subjects are reformed. In many conversations between males and females, miscommunication or misunderstanding occurs because men and women use different conversational rules and infer meanings differently.

In other words, they employ different linguistic patterns in their conversation. This might be because men and women have different aims for starting a conversation with others. With this in mind, Tannen (1990) argues that sorting out the differences in a conversational style can help people confront real conflicts of interest and find a shared language in which to negotiate them. There is a large body of evidence that the language of women is not always the same as that of men. Crawford (1995) noted that every empirical study of sex difference in language use cites the work of Robin Lakoff who began the search for the main features of women's speech. She published several articles in 1973, in addition to her well-known book, *Language and Women's Place*.

However, though the study of gender differences in conversational speech is important for many reasons, most studies in this field are not directly related to language production as in conversation (Singh, 2001). This study attempts to fill this gap by investigating this very important aspect of sociolinguistics' argument and debate as it relates to the differences between men and women.

Consequently, this paper looks at the choice of vocabulary, the asking of questions, (particularly, the tag questions), the use of interruption, and three ways of controlling a conversation as examined (e.g., Jespersen, 1922; Zimmerman & West, 1975; Beattie, 1982; Arise & Johnson, 1983; Coates, 1993; Herring, 1993; Tannen 1993; Bucholtz & Hall, 1995; Bonvillain, 2003; Goddard & Patterson, 2003; Kakava, 2006; Herring & Paolillo, 2006).

Objectives Of The Study

1. To examine language variation in relation to gender.
2. To analyze the visibility of the variation in the use of language of males and Females

Literature Review on Gender Differences in Language Use

This paper reviews some of the related literature on gender difference in language use as studied from multiple perspectives.

The most notable works in the area of gender differences in male and female communication are: Jennifer Coates' *Women, Men and Language*, John Gray's *Men are from Mars, Women are from Venus*, Lillian Glass' *He Says, She Says: Closing the Communication Gap Between the Sexes*, Julia Wood's *Gendered Lives*, and Deborah Tannen's *You Just Don't Understand: Women and Men in Conversation*

Coates (1986) in the first instance, observed group discussions and found out that females, in their conversation, disclose more of their private lives, talk about one topic for long and let everybody take a turn in discussion. Contrary to females, males do not discuss their private life, try to dominate the discussion and often change the topic of discussion.

Tannen (1990) regarded men's talk as "Report Talk" by which she means that men generally get engaged in conversations that are solution oriented. Their approach is to bring a possible solution to a problem the aim of which is to show their 'Status' and power. Women, conversely, get involved in the conversations that are relationship-oriented that is to say their target is to show emotions and empathy which is aimed at connecting to others. Therefore, their conversational style is termed by Tannen as "Rapport Talk". In addition, women's talk give an idea about their concern of showing cooperation which is strikingly in contrast to men's showing competition.

In her book, *You Just Don't Understand: Men and Women in Conversation*, Tannen (1990), argued that males and females use different words as they live in different worlds. Both males and females approach the interaction from different perspectives thus interpreting the interaction in two different ways. Men's talk is intended at maintaining their "Status" and "Independence". Female talk, on the contrary, is aimed at constructing "Connection" and "Intimacy". For this reason she regarded the interaction between males and females as "Cross-cultural and prey to a clash of conversational styles".

Glass (1992) on the other hand studied 105 talks based on sex differences in her book *He Says, She Says*. She agreed with Coates by noticing that men speak louder than women in order to emphasize their point of view and reveal a lesser amount of personal information. Women make use of inflections and pitch for emphasizing something. In addition, she founded out that males interrupt often as compared to females, do not ask more questions and make declarative sentences and direct accusations.

Gray's (1992) research which is based on participants report on relationship seminars indicates a polarized and obvious portrayal of women and men. According to Gray, women make use of metaphors, superlatives and generalized statements while speaking which are misinterpreted by men thus resulting into miscommunication between the two sexes. Men, on the other hand, are straightforward in speaking. But apart from the differences in communication styles, both sexes differ in the way they think, feel, perceive, react, respond, love, need and appreciate. For this reason, his work is at times considered as sexist by feminist critics.

Wood (1993) through her work *Gendered Lives*, agreed to Tannen's view of women's use of communication as tool for building and maintaining relationships. She contended that women are accommodating, receptive, and give weight to egalitarianism and struggle for retaining communication. Men utilize communication for problem solving, sustaining their domination. They are less responsive and do not discuss their personal issues.

The gendered styles of communication that mostly result into miscommunication are termed as “Debate vs. Relate”, Report vs. Rapport” and Competitive vs. Cooperative”.

However, Mulac (1998) rejected this hypothesis of two different communication styles on the basis of gender. He believed that when applied to composed work, setting up a distinction in correspondence amongst men and ladies was troublesome. He constructs this perspective with respect to a study that provided details regarding people of non-English setting, of various ages and societal groups who remained unable to distinguish whether the written text had been composed by males or females. He concluded that if such differences existed in the speech of males and females then these differences should have been there in the written texts as well.

Aries (1998) found the extent of dominance and aggressiveness are dependent upon the status.

While Powell and Graves (1998) concluded that the differences in communication styles of males and females are less noticeable in the same social role. The communication context also has an effect on interaction. For example, who is participating in the interaction, the race , age , social class , ethnicity and gender of the interlocutors, their relations to one another and the setting in which the communication occur. Communication among the friends may be less formal than among the strangers. When the factors like culture, society and situation are taken into consideration, the degree of gender differences and the effects it produces then seem to be small. Although some differences are specifically attributed to gender yet the larger magnitude of gender differences is contained of several factors.

Eckes (2000) agreed to Tannen’s view that men show a higher rate of errand practices by giving directions, straightforward answers and showing disagreements directly as compared to women. They utilize the issue solving practice as a chance to exhibit their competence, capability to fathom issues and also their loyalty to the relationship. However, women speculate the problems as an approach to fortify the relationships, centering more on sharing and discussing the problem rather than the outcome. Eckes(2000) also concluded that in the mixed-gender groups , men hold the floor for much time than women. On the other hand, many linguists believe that women are more talkative, interrupt conversations more and finish sentences. Some studies however contradict the idea of women interrupting more. Linguists have attempted to rationalize the reasons for the disagreement between the researches on the basis of the definitions presented for the term ‘interruption’ the differentiation among the various types of interruptions and the situation in which the interruptions occur.

Scholarly works also establish the notion that men seek to ascertain status hierarchy in order to compete and try to manipulate and exert control. (Eckes, 2000). While, women establish hierarchies for friendship not for power and control. (Robb, 2004).

Anne Campbell's (1989) research on the lateralization of brain sustained the possibility of the cerebrum structure contrasts in males and females which accounts for contrasts in correspondence. The plenum temporal (a locale of the cerebrum required in verbal capacity) has been seemed to have bigger balance in females. Campbell regarded the female mind to be better sorted out for correspondence for being less lateralized, with capacities extended over both sides of the mind. This, she states, clears up the reason of ladies being more expressive than men. In light of mind differences, the contrasts gendered utilization of dialect can be said to be existed from the very childbirth.

A man's relational abilities notwithstanding being somewhat hereditary are subsequently additionally formed by components, for example, society, society and training. Society

frequently expects that a lady ought to be courteous and well mannered. This stems from youth when young ladies are being informed that it is ideal to be seen and not listened. Culture and society demonstrates the way of life of the general population and indicate the qualities, convictions, antiquities, conduct and correspondence. Culture is found out being gone down from generation to generation, giving direction to moral and good conduct.

Gender communication is regarded to be a sub-culture as it has been transmitted from one generation to another like traditions and customs. The children learn the ways of communication from their elders. This thought seems to accept the hypothesis of sustenance and its impact on correspondence. This phenomenon is also called, ‘the theory of Nurture’. Tannen (2001) regarded the role of a culture being very critical to understand the communication processes in a society. Tone, forceful discourse, and interference of the speaker all rely upon social factors.

For example, in Asian society, animosity and aggressiveness is not thought to be suitable conduct. Both men and ladies are expected to demonstrate politeness in their discussion with others. Contingent upon status, tone is utilized to demonstrate displeasure. Eckes (2000) has pointed out that the preschool Chinese young ladies are bossy and factious with young men relying upon the situation

In the African and Chinese societies ladies are dominant in the domestic setting while men assume an all the more capable part in business. The roles they perform demonstrate a distinction in tone, dialect and conduct with young ladies indicating predominance and young men being deferent. Interestingly, Western society does not show such a division of roles. Thus it is proved that status and role in society also plays an important part in determining the differences in speech. Different societies allocate different responsibilities and roles to both males and females.

Interactions that involve women are marked by support and accommodating behavior while men interaction is marked by the aim of eliciting dominant and dictating conduct. The comparison of male and female communication styles in their respective and same social roles are of great significance in order to investigate either the gender differences are confounded by status or they exist.

This paper provides a brief account of an ongoing research work in the field of gender differences in language use. It can be observed that most of the research studies have investigated the gender differences in language use in the western countries with less attention to the difference in the language by males and females in the African and Asian countries which can be an area of study for those who are working or intend to work in the field of gendered language.

3. Differences in Conversational Styles

Various researchers have examined the differences in a conversational style between males and females from different perspectives. Herring (1993), for example, identified various characteristics of women’s speech, including —attenuated assertions, in contrast to men’s speech, which was made up of —strong assertions, self-promotion, rhetorical questions, authoritative orientation, challenges and humor. Sax (2006), on the other hand, asked 272 teachers about their perspectives on the differences between boys and girls in their way of speaking. The teachers thought that boys inside the classroom spoke briefly and loudly using direct sentences and clear instructions such as —open your book or —give me my pen whereas girls usually spoke more softly and politely. In the field of sociolinguistics, Herring and Paolillo (2006) mention that some sociolinguists, such as Arise and Johnson (1983) and Coates (1989), identified the differences between the spoken

interaction of males and females in terms of their preference for particular topics of conversation. They found that groups of females preferred talking about people and relationships, whereas males preferred to talk about objects, such as their cars, computers, or external events such as politics and sport.

Other researchers have identified differences between males and females in aspects of conversational style in addition to pronunciation. These aspects include interruption, speaker turn, paying attention, using controlling speech, choice of vocabulary and asking questions, with an emphasis on tag questions. Maltz and Borker (cited in Bonvillain, 2003, p.196) state that —women’s tendencies are to ask questions, encourage responses from interlocutors, make minimal responses, and allow interruptions into their speaking turns; and men’s tendencies are to interrupt, challenge, ignore the of interlocutors, introduce and control topics, and make direct assertions of fact and opinion. They found evidence that the differences between the speech of women and men are the outcome of training in various stages of their childhood, with girls seeking to create close, good quality relationships with each other, criticize other people acceptably and politely, and interpret the speech of others accurately and perfectly, while boys seek to assume positions of control in order to attract people’s attention. In the following sections, the differences between men and women in their choice of vocabulary, the asking of questions with emphasis on tag questions, the use of interruption, and some ways of controlling a conversation are discussed in detail.

3.1 Choice of Vocabulary

Many researchers have discussed the differences between males and females in their choice of vocabulary. Weatherall (2002) has pointed to the fact that choice and frequency of use of adjectives are an indication of gender difference. For example, ‘pretty’ and ‘emotional’ words tend to be used by women and children, whereas ‘strong’ and ‘tough’ words tend to be used by men. Bonvillain (2003) has stated that men in the company of other men tend to use more profanity than women. They use swear words and other undesirable terms with greater frequency, whereas women refrain from using these words even in their casual conversations. They feel ashamed and embarrassed when they hear profane words. A woman makes an effort to use polite and ‘nice’ words that express sensitivity whereas a man often uses rude words that express heartlessness and harshness.

Lakoff (1975) and Deklerk (1992) suggested that women are different from men in some features of the lexicon. For example, women normally use more precise colour descriptions (e.g., mauve, beige and lavender) than men. They also found that women tend to react emotionally by using —empty adjectives such as —wonderful or —terrific, whereas men tend to react by giving specific information such as —adorable. By contrast, Bonvillain criticizes the notion of empty adjectives and claims that —adjectives such as ‘lovely’ are not empty or devoid of meaning (2003, p.194). She thinks that the main difference between men and women in this regard is the stronger emotions women have compared with men.

There is also a view among researchers that men have a more extensive vocabulary than women. Coates (1993) mentioned that in the early twentieth century, Jespersen (1922) believed that the vocabulary of a woman, as a rule, is much less extensive than that of a man and supported his claim with data from an experiment by an American, Jastrow, in which male college students were found to use a greater variety of words than female college students when asked to write down a hundred (separate) words. Jastrow’s subjects were male and female college students, so the women were obviously receiving an education. However, at that time, in many countries of the Middle

East, such as Saudi Arabia, women did not receive an education, so this difference between the genders is unsurprising; men were able to use more new and fresh expressions than women. After the re-evaluation of women's rights, when they sought equal access to education, women were able to go to school and university to study and learn whatever they liked without any discrimination or bias. As a result, both women and men can now use new expressions and words based on their education.

3.2 Tag Questions

According to Holms (1995), women tend to ask more questions than men by introducing more topics to engage their partners and start different conversations. Lakoff (1975) claimed that women use more question forms than men because they are hesitant to use more definite statements. However, Goddard and Patterson (2003) argued that —asking questions is [then] seen not as some universal feature of ‘women’s language’, signaling uncertainty and powerlessness, but as part of the conversational labour women are often required to perform in their social role. (p:99). Women ask more questions to ease the flow of conversation, while men use more interruption to control conversations (Reid, S. A.; Keerie, N. & Palomares, N. A., 2003). In addition, Mulac et al. (1998, cited in Basow & Rubenfeld, 2003) reported that men’s perception of questioning is different from that of women. Men almost certainly consider it as a sign of sensitivity, whereas women almost certainly consider it as a sign of insensitivity.

There is also a significant difference between men and women in their use of tag questions. Tag questions are described by Tannen (1990:228) as —statements with little questions added onto the end, as in ‘It’s a nice day, isn’t it?’ She notes that a tag question is an example of behaviour that can be interpreted differently depending on whether it is performed by a woman or a man. Lakoff (1975) studied sex differences in speech style with an emphasis on tag questions. She believes that features such as hesitations, intensifiers and qualifiers, tag questions and rising intonations on declarations are typical features of women’s speech that indicate weakness, unassertiveness and a lack of authority.

Her explanation of this style was that women are socialized to hedge meanings, in order to avoid offending men. She has also pointed out that women use grammatical patterns more than men; for instance, tag questions are made up of a declarative sentence followed by a small question. Women use these in order to assert themselves and to make sure of something: for example, —‘Janet will visit me, won’t she?’ According to Lakoff, women tend to use tag questions in a desire for confirmation and approval, which is an indication of a lack of self-confidence. Lakoff proposed that tag questions are used when a speaker is stating a claim but has limited confidence in the truth of the claim. She also believed that women use one particular type of tag question, which indicates uncertainty and a lack of conviction, more than men.

On the other hand, some researchers think that Lakoff’s claim that the use of tag questions is a sign of weakness, unassertiveness and a lack of authority is exaggerated and that the hypothesis needs more investigation and study in order to prove it. According to Goddard and Patterson (2003, p.97), ‘tag questions are complex items that can convey a range of different meanings where much depends on how they are said and the relationship between the interlocutors. For example, sentences such as ‘A nice day, isn’t it?’ are not an expression of uncertainty just because they are tag questions. They also mention that after the publication of Lakoff’s book, Dubois and Crouch (1975) carried out a new case study among academics, and found that men used tag questions more than women. Weatherall (2002) has also criticized Lakoff’s hypothesis that speakers (i.e., women) who use tag questions will be perceived as weak, unassertive and lacking in authority. Holmes

(1984, cited in Weatherall, 2002) also challenged Lakoff's hypothesis, conducting several studies on the issue of tag questions. He defined them as 'affective tags', which do not signal uncertainty but, rather, indicate concern for the addressee, or are used to encourage the addressee to take a turn at speaking.

From the above discussion, it appears that the findings regarding whether men or women use more tag questions in their speech are inconclusive. The use of this linguistic form may depend on the situation or the way in which it is used. It can be used to express tentativeness, concern, or have another function not stated in Holmes' work.

3.3 Interruption

Most researchers interested in the relationship between language and gender define interruption as an instance in which one person initiates talk while another person is already talking. They think that the basic function of interruption is to prevent the first speaker from being able to finalize what he or she wants to say so that the second person can take the floor (Tannen 1993), and is, therefore, a sign of dominance. This has been discussed in detail by Tannen and other researchers. Kaplan and Farrell (1994) observed that women's messages are quite short and that their participation is driven by their desire to keep the conversation going rather than by the desire to achieve consensus on particular issues.

In addition, Zimmerman and West (cited in Coates, 1993) recorded thirty-one conversations in different locations, including university campuses and coffee shops. They employ two terms: *overlap* and *interruption*. Overlap in conversation means that a speaker begins to speak at the very end of the current speaker's turn, whereas interruption is a violation of the turn-taking rules of conversation with the next speaker beginning to talk while the current speaker is still speaking so that the first speaker does not finish his or her speech. After recording the thirty-one conversations, they found that in mixed-sex conversations, most interruptions (98 percent, in fact) were produced by men and that the speaker who fell silent was usually a woman. Moreover, West (cited in Crawford, 1995) found that although women sometimes have a higher status in the conversational situation, their position does not necessarily protect them from being interrupted. After studying 31 single-sex and mixed-sex conversations, Zimmerman and West (1975) therefore concluded that —females are a class of speakers whose rights to speak appear to be casually infringed on by males (1975:125), and that interruption was a strategy used by male speakers to dominate, get their turn, control the speech and establish the topics that they wanted to talk about, regardless of the uncompleted previous topic. Their findings suggest that males use interruption more than females as a means of dominating and controlling interactions. Beattie (1982), on the other hand, questions this view: —Why do interruptions necessarily reflect dominance? Can interruptions not arise from other sources? Do some interruptions not reflect interest and involvement? Zimmerman and West's (1975) study have been criticized by many researchers for different reasons. Talbot (1992), for instance, described their methods as crude, and she claimed that their study had a political agenda. Moreover, she claimed that the data they collected was no longer available, which leaves them wide open to being discredited. She also stated that —just as men consistently violated women's turns as speakers, women consistently avoided such violation of men's turns, deferring to them (p.453). Zimmerman and West's (1975) study has also been criticized by other researchers, such as Murray and Covelli (1988), who conducted a study that used data from interviews, staff meetings and parties, and achieved precisely the opposite

CONCLUSION

Differences in the gender roles, identities of men and women, hierarchical nature of gender relations and the dominance of men constitute the factors that contribute to the differences in language use. Gender differentiation does not exist in vacuum: it interacts in a complex way with other kinds of social differentiation. But language and gender are developed through participation in everyday social practice. In other words, language and gender are inextricably linked. Psycholinguistics and linguists have shown that men and women use different patterns of communication. This paper has investigated the literature to highlight some of the reported differences between men and women in language use in terms of phonological forms and conversation styles. These have been discussed from the aspects of choice of vocabulary, asking questions, with an emphasis on tag questions, interruption, and ways of controlling a conversation.

With regard to the phonological aspect – that is, voice quality, there is a broad consensus that there is an obvious difference between men and women in this respect. This difference can be attributed to physiological and/or social factors. In addition to differences in voice quality, it has also been found that men and women tend to use particular phonetic forms differently. To be more specific, several studies have demonstrated that women tend to use prestigious phonetic forms which approximate the standard more often than men.

With regard to conversation style, the first aspect discussed in this article was the choice of vocabulary, including the notion that women choose to use empty adjectives, such as —lovely, —very, —wonderfull and —beautifull, more than men (De Klerk, 1992; Weatherall, 2002). Early studies, such as that of Jespersen (1922), also revealed that the vocabulary of women was less extensive than that of men. In some countries, such as Middle Eastern countries, this might be a result of the unequal access to education for men and women at that time. The second aspect of the conversation investigated was asking questions. Several studies have revealed that women ask questions more than men by raising more topics to engage their partners, start a different conversation, perform their social role, or ease the flow of conversation (Lakoff, 1975; Holms, 1995; Goddard & Patterson, 2003; Reid et al. 2003). Along with the issue of asking questions, there has been a debate regarding the use of tag questions. Lakoff proposed that tag questions are used when a speaker is stating a claim but has limited confidence in the truth of the claim. She claimed that women use tag questions more than men and that it is an indication of uncertainty and a lack of conviction. However, Dubois and Crouch (1975) carried out a case study among academics and found that men used tag questions more than women.

The findings with regard to who use tag questions more frequently – men or women - therefore remain inconclusive. It has been established that the purpose of a tag question usually depends on the situation or the way in which it is used rather than on the gender of the user. The third aspect of conversation examined in the article was the use of interruption. There appears to be a tendency for men to interrupt more than women as a means of dominating, getting their turn, and controlling the interaction (Zimmerman & West, 1975; Tannen, 1993). Finally, three ways of controlling a conversation were discussed: the initiation of topics, the use of silence, and the use of agreement and disagreement, and differences between men and women in these aspects were examined.

Owing to limitations of space, this article has covered only a selection of conversational aspects in which men and women differ. Future articles could investigate other aspects: for instance, by making a comparison between two social contexts (a Middle Eastern and a Western country, for example), and the effect of the social differences on language use.

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THE IMPACT OF HUMAN RELATIONS IN THE BANKING INDUSTRY

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ABSTRACT

This study investigated the impact of human relations in the banking industry with emphasis on determining the extent to which employee-employee relationship, employee-customer relationship, employee-management relationship, and customer-banker relationship have affected the profit level of selected deposit money banks in Owerri, Imo State, Nigeria. The selected banks were First Bank of Nigeria (FBN) Limited, United Bank for Africa (UBA) Plc., Guarantee Trust Bank (GTB) Plc., Access Bank Plc, and Zenith Bank Plc. The population of the study was 531 while the sample size was 250, comprising of 50 staff per bank. The major research instrument was questionnaire. Pearson Product Moment Correlation technique was the main manipulative statistical analytical technique adopted while hypotheses were tested using t-test at 5% level of significance. Results revealed that employee-employee relationship, employee-customer relationship, employee-management relationship, and customer-banker relationship have strong and significant correlation with the profit level of banks. On this backdrop, it was concluded that human relations has a significant impact on the performance of the Nigerian banking industry. Hence, the welfare of employees should rank top amongst the goals of banks in this current dispensation that is characterized by high level competition in the banking industry. This is because

bank staff are the face of the bank and they are the first point of contact customers have whenever they visit any bank.

Keywords: Employee, Customer Relationship, Human Capital Development and Banking Industry

1. INTRODUCTION

The Nigerian banking industry is a unique and service oriented industry that is characterized by high level of competition. This competition stems from the homogenous nature of the products and services rendered by deposit money banks in the industry and the continuous improvement in information and communication technology. According to Godswill, Ailemen and Osabohien (2018), competition in the industry can be attributed to a range of factors like deregulation in the major international capital markets, diversification and sophistication of funding and investment techniques, sluggish demand for capital from traditional borrowers, concentration of savings with sophisticated institutional investors and the globalization of the international financial markets. In consequence, not only have banks had to face competition from other institutions, they have also faced it from other banks, many of which have globalized their operations. Thus, the issue of competition among Nigerian banks is at an all-time high because the Nigerian banking sector has gone through a lot in recent years. Also, recent reform and policies of the government time have had its own share on the stiff-neck competition the industry is associated with today.

Nevertheless, as going concerns, banks are always reinventing and re-strategizing on how to survive the neck-and-neck competition that has greeted the industry. One way to arrest this ugly situation is by way of having well trained employees who will promote the goals of the bank by way of relating very well customers, fellow employees and the management. Such relationships builds trust and loyalty with customers, enhance employee motivation and productivity, provide excellent customer services, resolves conflicts and complaints, fosters a positive work environment, encourages team work and collaboration, supports employee development and growth and manages stress and conflict in the bank (Portolese, 2017). Hence, by prioritizing human relations, banks can improve their overall performance, reputation, and customer satisfaction; which leads to long-term success, stability, and growth in overall performance like profitability.

Gundlach, Zivnуска and Stoner (2016) identified four categories of human relations, which re employee-employee relationship, employee-customer relationship, employee-management relationship, and customer-banker relationship. Nonetheless, in the business of banking, human relation with customers is very important because customers provide the market for banks. They provide deposits, consume bank services, and constitute the pillar and lifeline for banking. The relationship between employees and management is important in equal measure because human resources are the most important and critical asset of any organization. Without them, a bank is no more an assemblage of building, plants and equipments. They make the institution (bank) to be what it is and in the final analysis, effective public relation is a product of its staff (Nwankwo, 2004). Portolese (2017) stated that there is need to have a conducive and good working environment that will allow employees relate freely with one another; and this has a synergistic effect on the overall performance of a bank.

Given the foregoing, deposit money banks are constantly looking for ways to improve on their human relations with customers, employees and others. These banks go as far as celebrating staff and customers at different times; and always giving staff commensurate pay rise. It is believed that such gestures account for the huge profits these banks post year-in-year-out. However, given the trend of liquidation that greeted the Nigerian banking industry as there are current twenty-three (23) existing deposit money banks in the country from the previous number of eighty-nine (89) (CBN, 2023); the question one may be tempted to ask is: what is the impact of human relations on the financial performance of banks in the Nigerian banking industry? In a bid to answer the above question, the specific objectives of the study were to determine the extent to which employee-employee, employee-customer, employee-management, and customer-banker relationships have affected the profit level of banks in selected banks in Oweri, Imo State, Nigeria.

2. REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

Human Relations

Human relation is a concept that has been variously defined. According to Dias (2012), human relations translate to employees' ability to interact with people within and outside the organization for mutual and lasting relationships. Portolese (2017) sees human relations as relations with or between people, workplace or professional settings. Nonetheless, Gundlach, Zivnuska and Stoner (2016) opined that human relation is frequently used as general term to describe how managers interact with their subordinates. Hence, it refers to the interactions, relationships and dynamics between individuals or groups within a social context, including personal, professional and organizational settings. It encompasses various aspects, such as communication, conflict resolution, emotional intelligence, empathy, leadership, motivation, negotiation, teamwork, power dynamics, social norms and cultural influences. Human relations have been considered from

different prism but that given by Gundlach, Zivnuska and Stoner (2016) is more ideal for the current study. They identified four categories of human relations, which are employee-employee relationship, employee-customer relationship, employee-management relationship, and customer-banker relationship.

Employee-employee relationships with respect to banking connote the interactions, dynamics and connections between colleagues working in bank or financial institution (Udeh, Duramany-Lakkoh, Bockarie & Kollie, 2024). They added that such relationships can have a significant impact on teamwork and collaboration, communication and information sharing, conflict resolution and support, knowledge sharing and training, employee morale and job satisfaction, customer service and overall banking experience, productivity and efficiency, innovation and idea generation, employee retention and turnover, and organizational culture and values. This demonstrates the need for a positive employee-employee relationship in the ever competitive world of banking as such will improve collaboration and problem solving, enhance customer service and loyalty, increase employee engagement and motivation, lead to better knowledge sharing and skills development, reduce conflict and improve conflict resolution, and improve overall work environment and culture (Buttle & Maklan, 2019). Conversely, poor or negative employee-employee relationship will reduce productivity and efficiency level of workers, increase conflict in the work place, decrease employee morale and job satisfaction, lead to communication break down and errors; and these can impact negatively on customer service and loyalty.

Alawiye-Adams and Afolabi (2014) stated that employee-customer relationship in banking is an essential component of human relations. It refers to the interactions and connections between bank employees and customers. Such kind of relationships are crucial for building trust and loyalty, providing excellent customer service, understanding customer needs and preferences, offering

personalized financial solutions, resolving issues and complaints, encouraging customer retention and growth, enhancing customer experience and satisfaction, differentiating a bank from competitors, and driving business growth and success. Hence, positive employee-customer relationship can lead to increased customer loyalty and retention, improved customer satisfaction and experience, enhanced reputation and word-of-mouth referrals, increased sales and revenue growth, better understanding of customer needs and preferences, improved employee job satisfaction and engagement, and competitive market differentiation (Udeh, Duramany-Lakkoh, Bockarie & Kollie, 2024).

Next is employee-management relationship which is a pointer to the need for an effective management of bank employees (human resource). This is otherwise known as staff public relation (PR). According to Odeleye (2020), employee-management relationship relates to the interaction that exists between bank employees and their managers or supervisors. This relationship is very essential for effective communication and quality feedback, goal setting and performance management, employee development and growth, motivation and engagement, conflict resolution and support, job satisfaction and retention, employee trust and loyalty, productivity and efficiency, innovation and idea generation, and organizational success and culture. Put differently, when management and employees relate better under a conducive working environment, the result is good human relations in the bank. Conversely, when morale deteriorate, human relations in the bank get bad. Thus, to create good human relations, managers must know why employees act as they do and what social and psychological factors motivate them. Al-Omari and Okasheh (2017) stated as such that PR in banking should aim at staff satisfaction, understanding and cooperation. It should focus on fostering good and effective human resources management that positions the

right people for the right job, with optimal job design, socialization, training and development, and reward systems.

Finally, customer-banker relationship is a reciprocal obligation, express or implied, that exists in the banks obligation for customer satisfaction, and customer's obligation of confidence on the banks (Nwankwo, 2004). It also refers to the long-term interactions and connections between bank customers and their bankers or account managers; and this unique relationship is essential because it breeds trust and loyalty, guarantees financial guidance and advise, personalizes banking services, ensures financial planning and goal achievement, a risk management and mitigation technique, a means of ensuring customer retention and growth (Phiri, Bano & Raouf, 2019). In addition, this relationship should be educative, willing and ready to offer understanding of the rudiments and requirements of banking, and interpreting and understanding of government regulations, their modalities and requirements. Given the peculiarities of Nigeria, this public relation exercise should also focus on methods and programmes that encourage the development of banking habit and its spread to the rural areas (Clark, Robertson & Young, 2019).

The Nigerian Banking Industry

The existence of the Nigerian banking industry can be traced to the colonial era with the establishment of colonial banks like the African Banking Corporation and the Bank of British West Africa (now First Bank of Nigeria Limited) in 1982 (Kambiri & Baridam, 2017). However, the regulator of the industry, the Central Bank of Nigeria (CBN) came on stream on 1st July, 1959. With the CBN as the apex bank, the industry today consists of commercial banks, merchant banks, and specialized development banks. With the introduction of universal banking model in 2000, commercial and merchant banks were referred to as deposit money banks because they were

allowed banks to offer a wide range of financial services, including commercial and investment banking services. The Central Bank of Nigeria abolished the model in 2010, barely 10 years after its introduction (Lawal, Abdullahi & Ijaiya, 2012). This was aimed at addressing the challenges facing the banking sector like lack of specialization and reducing the risk exposure of these banks. Hence, emphasis was on banks to focus on their core business areas and as well improve their risk management practices.

The industry has faced series of reforms but two stands out in recent times. According to Kambiri and Baridam (2017), these two major reforms took place in 2004 and 2009. The former focused on bank consolidation through mergers and acquisition, resulting in the reduction of commercial banks from 89 to 25. The latter introduced the Asset Management Corporation of Nigeria (AMCON) to acquire non-performing loans of commercial banks. The latter led to the classification of banks into regional, national and international banks. This was based their scope of operations, capital base and geographical coverage. Specifically, given new CBN directives, the minimum capital base of regional banks is ₦50 billion, that of national banks is ₦200 billion; while that of international banks is ₦500 billion. Merchant bank are to maintain a minimum capital ₦50 billion (Oyero, 2024).

Nevertheless, the performance of commercial banks can either be measure in financial or non-financial terms. Financial performance metrics include return on equity (ROE), return on assets (ROA), return on capital employed (ROCE) etc. Amongst these indicators of financial performance, ROA and ROE are the most popular because the former indicates the efficiency level of bank management by showing their ability to acquire deposits at a reasonable cost and invest them in profitable ventures; while the latter shows how much the management team of a bank is earning on each naira invested by shareholders (Alam, Arumugam, Nor, Kaliappan & Fang, 2013).

2.2 Theoretical Review

Maslow's Hierarchy of Needs

This theory was propounded by Abraham Maslow in 1943. The theory suggests that human actions are motivated by certain physiological and psychological needs that graduate from basic to complex (Cherry, 2024). Generally, these needs are: physiological needs (food, water, shelter etc.) safety needs (safety and security), social (love, belongingness, friendship etc.), esteem (recognition and respect), self-actualization (best version of oneself), cognitive (seeking for knowledge), aesthetic (appreciation of beauty and form), and transcendence needs (helping others and connecting with nature) (Cherry, 2024). However, the major criticism of this theory is that needs don't follow any recognised hierarchy.

Herzberg's Two-Factor Theory

The Herzberg's Two-Factor Theory was proposed by Fredrick Herzberg in 1959. The theory which is also known as the motivator-hygiene or dual factor theory argues that job satisfaction and dissatisfaction exist in two different ways, each with its own set of factors (Nickerson, 2023). These two factors are hygiene and motivational factors; the former covers things like pay, company policies and administrative policies, fringe benefits, physical working conditions, status, interpersonal relations and job security; while the later centers on factors like recognition, sense of achievement, growth and promotional opportunities, responsibility and meaningfulness of work.

McGregor's Theory X and Theory Y

Douglas McGregor's Theory X and Theory Y were first proposed in the 1950s and further developed in the 1960s. The theories are two contrasting models of workforce motivation which states that managers hold either a positive (Theory Y) or negative (Theory X) view of human nature, which influences their management style. For the former, managers are more likely to use a hands-on approach to management; while for the latter, they are more likely to use a participative and empowering approach to management. Thus, McGregor views Theory Y to be more valid and reasonable than Theory X, and encourages cordial team relations, responsible and stimulating jobs, and participation of all in the decision-making processes of organizations (Kambiri & Baridam, 2017).

Elton Mayo's Hawthorne Effect

This theory is an offshoot of the Hawthorn experiment that was conducted by Elton Mayo and Fritz Roethlisberger between 1927 and 1932. The experiment brought to light ideas concerning motivational influences, job satisfaction, resistance to change, group norms, work participation, and effective leadership. The experiment showed that productivity of employees depends heavily on the satisfaction of the employees in the situation (Ibelegbu & Abanyam, 2022). In other words, the Elton Mayo's Hawthorne Effect states that human beings are motivated by social factors such as attention and interaction, rather than just financial incentives.

Theoretical Framework

Given the set of related theories that exist in the literature on human relations, this work was structured around the Elton Mayo's Hawthorne Effect theory that underlines the fact that in every business organization, banks inclusive, the motivation to work stems from financial and non-financial incentives. Thus, none of these factors is mutually inclusive as monetary inducements alone is not enough to coax employees to put in their best in terms of relating with fellow employees, customers and management. In essence, in a high risk business environment like that of banking, the productivity

of workers is a function of so many factors and social factors like attention and interaction have significant roles to play.

Empirical Review

Udeh, Duramany-Lakkoh, Bockarie and Kollie (2024) investigated the impact of customer relationship management on the financial performance of banks in Sierra Leone. Customer knowledge, customer interaction, customer value and customer satisfaction were the customer relationship management constructs considered. They adopted the mixed method of quantitative and qualitative techniques, and the population of the study consisted of staff and customers within the banking sector. Thus, the sample size was 100 respondents (50 customers and 50 staff). Using both sources of data, primary data were sourced from questionnaires while secondary data were collected from published resources. Finding revealed that all four customer relationship variables have positive and strong relationships with the financial performance of the banks.

Baiyemu (2022) evaluated the impact of customer relationship management on organizational performance using Dangote Flour Mill, Kano State, Nigeria as a study organization. The study used random sampling technique to select the participating employees from the study organization. Data used were sourced from primary and secondary sources and the generated data were analyzed using regression and correlation analyses. Findings revealed that customer relationship management has a positive impact on organizational performance

Kapologwe (2022) investigated the impact of customer relationship management on the performance of banks in Tanzania but emphasis was on EXIM Bank (T) Ltd. The population of the study was drawn from branches of EXIM Bank in Tanzania with a total sample size of 136 respondents in the following categories; 25 branch managers; 25 assistant branch managers, 25

operations managers; 25 human resource officers; 25 IT administrators and 11 bank officers. Using purposive sampling technique, data generated were analyzed using one-way ANOVA technique and results showed that customer relationship management has a positive impact on the profitability of the bank.

Akhademe, Ikegwu and Ige (2022) examined the relationship between human relations skills and job performance of office managers in Yaba College of Technology, Lagos State, Nigeria. They adopted a quantitative descriptive cross-sectional survey research design whereby structured questionnaires were designed and administered to 132 office managers in the college, though only 72 were well filled and returned. Adopting majorly Pearson's product moment correlation regression analyses, results revealed that human relation skills have a weak, negative and non-significant effect on an office manager's performance in an organisation.

Tantua and Akere (2022) studied the impact of employee workplace relation skills on employee job performance in Rivers State, Nigeria. Employee workplace relations skills was measured using employee empathy and anger management; while employee job performance was measured using employee effectiveness and efficiency among hotel workers. Adopting Pearson correlation analytical technique, the study found that workplace employee human relation skills have a strong positive and significant impact on job performance.

Ibelegbu and Abanyam (2022) examined the impact of employees' relations and training practices on the performance of Listed Deposit Money Banks (LDMBs), in Adamawa State, Nigeria by adopting a survey research design. The population of the study consisted of 120 employees of the entire 14 branches of LDMBs in the Nigerian Stock Exchange for the year 2019. The employees used for the study were a one-hundred and twelve (112) and they were reached via a 5-point likert

scale questionnaire and the data collected were analysed using mean, independent t-test, and Analysis of Variance (ANOVA) statistics. It was then revealed that employee relations, and training and development practices have a positive impact on the performance of LDMBs in Adamawa State.

Gonchkar (2021) carried out a similar study to ascertain the impact of training and development (T&D) on the performance of officers in some selected banks in India using a survey research method. Data for the study were collected from the websites of the Ministry of Finance of the Government of India, the Reserve Bank of India and the respondents. Statistical tools like averages were used to analyze and interpret the data, duly supplemented by graphical and tabular representation. Amongst other things, it was found that T&D has an average effect on the performance bank officers in India.

Hardianto, Riadi, Mintarti, Hariyadi, Hutaaruk and Ghozali (2020) examined the effect of human relations on motivation and job performance in Bank Mandiri (Persero) Tbk Kaltim Kaltara Areas, Indonesia. They relied on employee respondent media by taking the entire population of employees who had at least a college education and the population of the study stood at 170. Samples are determined and taken from the entire population. Data so generated were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square model through WarpPLS Version 6.0 software at 5% level of significance. It was revealed that human relations have a positive and significant effect on motivation and job performance. The study also found that entrepreneurial moderation has a significant influence on motivation and job performance.

Abosede, Eze and Sowunmi (2018) examined the effect of human resource management on non-financial performance of banks in Nigeria. The study represented human resource management

with reward management, employee performance management and employee resourcing; while non-financial performance constituted of market share, employees' satisfaction, efficiency, productivity and service quality. The study employed survey research design, by administering structured questionnaire to three hundred and ninety seven (397) purposefully selected members of staff of Human Resources, Finance and Strategy Departments of eight deposit money banks in Nigeria. Ordinary least square (OLS) was employed for model estimation and stated hypotheses were tested using t-test @ 5% level of significance. Findings revealed that human resource management significantly affects banks' non-financial performance. It was further revealed that reward management and employee performance management have significant effect on the non-financial performance of banks in Nigeria, while employee resourcing has an insignificant effect on the non-financial performance of banks in Nigeria.

Muhammad, Toryila and Saanyol (2018) investigated the influence of interpersonal relationships on job performance of Gboko Local Government Area of Benue State, Nigeria. The staff of the said Local Government Area constituted the unit of analysis and data were generated using structured research questionnaires. The generated data were subjected to descriptive, regression and correlation analysis while formulated hypotheses were tested at 5% level of significance. Basically, results revealed that there is a strong significant relationship between interpersonal relationships and job performance of employees. Also, it was revealed that a healthy work environment where employees communicate effectively, show empathy and assist those who require the attention of others improves job performance.

Alawiye-Adams and Afolabi (2014) investigated how customer relationship management affects the performance of banks in Nigeria. Data used for the study were gathered from secondary sources as well as primary sources, including three commercial banks. These banks were Access Bank

Plc., Skye Bank (currently Polaris Bank Limited) and Wema Bank Plc. The generated data were analyzed using Chi-Square, a non-parametric test. Results revealed that customer relationship management improves banks' performance.

Gap in Literature

This study stands out in the sense that it considered human relations from a perspective different from the ones reviewed above. This study as such disaggregated human relations into employee-employee relationship, employee-customer relationship, employee-management relationship, and customer-banker relationship. Thus, this study adds to the already existing body of literature on human relations and performance of the banking sector in Nigeria.

3. METHODOLOGY

Research Design: This study adopted the survey research design. This is because individuals were the unit of analysis.

Population of the Study

The units of interest were staff of the main branches of First Bank of Nigeria (FBN) Limited, United Bank for Africa (UBA) Plc., Guarantee Trust Bank (GTB) Plc., Access Bank Plc, and Zenith Bank Plc. in Owerri, Imo State, Nigeria. However, available records from the human resource (HR) desks of these banks put the population of the study at five hundred and thirty-one (531).

Sampling Technique

The purposive or judgmental sampling technique was adopted in this study and this made it possible to have equal number of staff from each of the banks. Hence, the sample size of the study was 250, comprising of 50 staff per bank. This represents 47 percent of the population size, which

is justified. This is because the minimum percentage of samples that can be selected out of any given population that is less than a thousand (1000) is 20 percent (Maddala, 2012).

Sources of Data

Primary data were used in the study and they were collected from staff of the aforementioned banks.

Research Instrument

The main instrument of data collection was the questionnaire. The questionnaire included open ended, close ended and structured multi-choice questions. The 4-point Likert attitude measurement scale was used to design the structured multi-choice questionnaire. The questionnaire was made up of two major sections: demographic and structured questions.

Psychometric Properties of Research Instrument

The psychometric properties of a research instrument consist of tests for validity and reliability of the instrument (Anyiwe, Idahosa & Ibeh, 2013). Thus, the research instrument has to be valid and reliable for it to measure that which it intends to measure.

Validity Test

The research instrument was validated by submitting copies of the questionnaire to experts in the fields of Banking and Human Resource Management to closely scrutinize, correct and approve the questionnaire. This they did with aplomb.

Reliability Test

The research instrument was tested for reliability using the popular test-re-test approach technique which helped to determine the level of consistency of the research instrument. Hence, after administering the said validated questionnaire to select few of the respondents twice, there was a high level of agreement (77%) in their responses

Administration of the Instrument

The set of questionnaires used for the study were administered by hand to selected staff of the selected banks; and these same questionnaires were collected through the same means.

Data Analysis Technique

The main manipulative statistical analytical technique used to analyze the data generated and to meet up with the objectives of the study, was the Pearson Product Moment Correlation technique. However, hypotheses tests were conducted using two-tail student t-test. SPSS, version 23, was used for the analysis and tests.

Decision Rule: Accept the alternative hypothesis and reject the null hypothesis if the p-value (sig.) of t-statistic is less than 5% (0.05), otherwise, reject the former and accept the latter.

4. RESULTS AND DISCUSSION

Table 1: Questionnaire Analysis

Questionnaire	Banks					Total	Percent (%)	Cum. (%)
	FBN	UBA	GTB	Access	Zenith			
Returned	43	39	40	45	41	208	83	83
Not-returned	7	11	10	5	9	42	17	100
Distributed	50	50	50	50	50	250	100	

Source: Survey Report (2024)

Table 1 shows the total number of distributed questionnaires as against the number returned and those not returned by the respondents. Accordingly, out of the 50 questionnaires distributed to the respondents; 43, 39, 40, 45 and 41 were well filled and returned by staff of First Bank of Nigeria

(FBN) Limited, United Bank for Africa (UBA) Plc., Guarantee Trust Bank (GTB) Plc., Access Bank Plc, and Zenith Bank Plc. in Owerri. This puts the rate of total returned questionnaires at 83% while the rate of those not returned stood at 17%. As such, further analyses were based on the 208 returned questionnaires.

Table 2: Demographic Variables of the Respondents

Variables	Options	Frequency	Percentage (%)	Cum. Percent (%)
Gender	Male	152	73	73
	Female	56	27	100
	Total	208	100	-
Age	21 – 30	31	15	15
	31 – 40	79	38	53
	41 – 50	56	27	80
	Over 50	42	20	100
	Total	208	100	-
Highest Level of Qualification	O'Level	-	-	-
	Diploma	50	24	24
	First Degree	69	33	57
	Post Graduate	89	43	100
	Total	208	100	-
Years of Experience	0 - 3 years	50	24	24
	4 - 7 years	81	39	63
	8 - 10 years	60	29	92
	More than 10 years	17	08	100
	Total	208	100	-

Source: Survey Report (2024)

Table 2 houses the demographic variables of the respondents. These variables are gender, age, level of education and years of experience. Firstly, the table revealed that 152 (73%) of the respondents were male while 56 (27%) of them were female. This simply implies that a major chunk of the respondents were male.

Secondly, staff within the age bracket of 21 and 30 were 31 (15%) in number; those between the ages of 31 and 40 were 79 (38%); those whose age fall between 41 and 50 were 56 (27%); while

those above 50 years were 42 (20%). In essence, majority of the respondents (80%) were below fifty years.

Thirdly, 24% (50 staff) of the respondents had Diploma as their highest level of education; 33% (69 staff) had first Degree (B.Sc) as their highest level of education; while 43% (89 staff) had post graduate degrees/qualifications. However, none of the respondents had O'Level as highest qualification. This implies that majority of the respondents (76%) were degree holders.

Finally, 50 (24%) of the respondents had been with their banks for at most 3 years; 81 (39%) of them have worked with these banks for between 4 to 7years; while 60 (29%) of the respondents have between and 10 years work experience. However, 8% (17 staff) of the respondents have worked in these banks for a period that is more than 10 years. In essence, the respondents used for this study have different degrees of work experience.

Table 3: Descriptive Analyses

Variables	Mean	Standard Deviation	Sample Size
Profit Level	12.56	2.532	208
Employee-employee relationship	12.82	2.364	208
Employee-customer relationship	12.15	2.205	208
Employee-management relationship	13.02	2.411	208
Customer-banker relationship	13.39	2.121	208

Source: Researcher's Computation based on SPSS Output

Table 3 contains descriptive statistics of variables used in the study for 208 observations (samples). Out of the maximum score of 20, the variable Profit Level has a mean score of 12.56 and a standard deviation score of 2.532. Employee-employee relationship averaged 12.82 and varied from the score 10 to 20 with a standard deviation score of 2.364. Employee-customer relationship as a

variable has a mean and standard deviation scores of 12.15 and 2.205. In the same vein, Employee-management relationship for the 208 respondents has a mean score of 13.02 and a standard deviation of 2.411. Finally, the mean and standard deviation scores of Customer-banker relationship are 13.39 and 2.121 respectively.

Correlation Analysis

Table 4: Result of Correlation Test

		PL	EER	ECR	EMR	CBR
PL	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	208				
EER	Pearson Correlation	.690	1			
	Sig. (2-tailed)	.048				
	N	208	208			
ECR	Pearson Correlation	.837	-.158*	1		
	Sig. (2-tailed)	.042	.023			
	N	208	208	208		
EMR	Pearson Correlation	.952	.030	.058	1	
	Sig. (2-tailed)	.021	.662	.402		
	N	208	208	208	208	
CBR	Pearson Correlation	.796	-.056	.237**	-.033	1
	Sig. (2-tailed)	.003	.421	.001	.636	
	N	208	208	208	208	208

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

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

Source: SPSS Output

Where:

PL = Profit Level

EER	=	Employee-employee relationship
ECR	=	Employee-customer relationship
EMR	=	Employee-management relationship
CBR	=	Customer-banker relationship

The table above (table 4) contains results of Pearson Product Moment Correlation analysis between the variables. From the table, it was revealed that profit level has a strong and significant correlation with employee-employee relationship ($r = 0.690$ and $p\text{-value} = 0.048$); employee-customer relationship ($r = 0.837$ and $p\text{-value} = 0.042$); employee-management relationship ($r = 0.952$ and $p\text{-value} = 0.021$); and customer-banker relationship ($r = 0.796$ and $p\text{-value} = 0.003$). This is because the correlation coefficients of these variables are above 0.6 and their respective p -values are below 0.05. Hence, the alternative hypotheses in all cases are accepted while the null hypotheses are rejected. These results were expected because human relations is a major ingredient needed in today's banking world where the level of competition keeps getting stiffer and stiffer by the day. Hence, to remain relevant in business, banks have no option but to ensure that all forms of human relations (employee-employee relationship, employee-customer relationship, employee-management relationship and customer-banker relationship) are promoted in order to enhance the profit level of banks.

5. CONCLUSION AND RECOMMENDATIONS

Given that all components of human relations (employee-employee relationship, employee-customer relationship, employee-management relationship and customer-banker relationship) considered showed a strong and significant correlation with profit level, it was concluded that human relations has a significant impact on the performance of the Nigerian banking industry. Hence, it was recommended that the welfare of employees should rank top amongst the goals of

banks in this current dispensation that is characterized by high level competition in the banking industry. This is because bank staff are the face of the bank and they are the first point of contact customers have whenever they visit any bank. Nevertheless, as a way to enhance human relations in banks, there are needs for effective and regular communication among employees, management and customers; effective and regular training to enhance employees' interpersonal skills, product knowledge and customer service skills since the Nigerian banking industry is associated with high staff turnover rate; and better customer-centric culture that will prioritize understanding and meeting customers' needs and expectations.

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**REVIVING HAUSA TRADITIONAL OCCUPATIONS: A TOOL
FOR PROMOTING ENTREPRENEURSHIP EDUCATION IN
NIGERIA**

BEING A CONFERENCE PAPER

BY

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Reviving Hausa Traditional Occupations: A Tool for Promoting Entrepreneurship Education in Nigeria

By

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Abstract:

The Hausas (Hausawa) are among the three major ethnic groups in Nigeria and are found in reasonable numbers in African countries such as Ghana, Niger, Chad, Cameroun, etc. and it is a lingua franca spoken in the Northern Nigeria, have been identified as a people with diverse traditional occupations that meet their day to day needs, especially in terms of art and crafts. This paper explores the potential of reviving Hausa traditional occupations as a tool for promoting entrepreneurship education in Nigeria. Hausa traditional occupations, such as farming, blacksmithing, weaving, and trading, have been a vital part of the Nigerian economy for centuries. However, with the influence of modernization and urbanization, many of these traditional occupations are at risk of being forgotten. This paper argues that reviving Hausa traditional occupations can provide a unique opportunity for entrepreneurship education, promoting practical skills, innovation, and self-reliance among young people in Nigeria thereby reducing crime rate and improving Nigeria's economy.

Keywords: Reviving, Hausa people, traditional occupations, entrepreneurship education, Nigeria

Introduction

Hausa traditional occupations have been the backbone of the Nigerian economy for centuries, providing employment and income for millions of people. However, with the influence of modernization and urbanization, many of these traditional occupations are facing extinction. This paper explores the potential of reviving Hausa traditional occupations as a tool for promoting entrepreneurship education in Nigeria.

Entrepreneurship is regarded highly and considered a vital component in social, economic and human development agenda (Abimbola et al., 2011), (Buowari, 2015). It is established that entrepreneurial activities are responsible for exerting favourable impacts on a country's economic and general wellbeing of its citizens. This was evidenced by studies finding out about the positive relationship of entrepreneurial activities towards stimulation of economic growth; employment creation; revamping the dilapidated state-owned establishments; empowerment of the disadvantaged group of the society; as well as socio-economic development of the nation; most especially in developing countries, (Thomas and Mueller, 2000), (Abimbola and Agboola, 2011).

Literatures regarding entrepreneurship and business development done by several scholars have reached the conclusion that socio cultural values exert great influence on success and performance of firms. Some of the studies have revealed how the culture or religion or a particular caste or family background in the

society that the entrepreneur originates from affects the establishment, growth, and development of a business, and its subsequent success and performance (Ayande and Sabourin, 2016). For the benefit of the reader, this paper focuses on Hausa people. The Hausas are the largest ethnic clan in Nigeria, found mainly in Northern Nigeria. This heavy population put them in an inevitable position as partners in trading activities (Limbs and Fort, 2000). (Ologunwa, 2014), recounts, that during the colonial period, cultural crafts and designs of Hausa in Northern Nigeria had been used as vital resources contributing to the Nigerian economy. During that time, through the trans-Saharan and trans-Atlantic trade, cultural activities and crafts and designs contributed over 50% to Nigeria, much higher than agriculture with 40 % to the economy. Kano has been famous that time for crafts such that Arab factories at Gingau, the lantimi shoes made at Alfindiki designed for export for the Royals to Tripoli, the silk embellished slippers being exported to states in Northern Nigeria like Sokoto, Nupe, Gwandu, and Adamawa. However, in Nigeria, the performance and effectiveness of its entrepreneurs as the agents for economic growth and development, has been a topic of discussion for long time. The discourse developed as a result of low performance and inefficiency delivered by the enterprises in their functions towards the country's economic growth and development (Ihugba et al., 2013).

It is quite worthy to note that entrepreneurship has been the sole profession of the Hausa people right from time immemorial. However, the Hausa people in the Northern part of Nigeria seem to be lagging in terms of socio-economic development, and they are plagued with the highest rate of poverty and unemployment. Similarly, as it was recently reiterated by (Louis and Osemeke, 2017) since the time of British imperialist activity in Nigeria, the Hausa people have defied the colonists' attempt to westernize their societies in terms of education, lifestyle, system of governance, administration as well as religion. Hence, the repercussion was that the Hausa people were left behind in several areas of socio economic, educational spheres as well as the general wellbeing of the citizens in Nigeria as it became hard for Hausas to gain meaning employment in the government as they had fewer people with Western education (Louis and Osemeke, 2017). Therefore, their only option was taking entrepreneurship as a source of income in Nigeria.

Conceptual Framework

Entrepreneurship:

Although there is no single definition of entrepreneurship accepted by the academic and research community (Low and MacMillan, 1988; Van Praag, 1999; Mahoney and Michael, 2004; Thurik and Wennekers, 2004), there is a general consensus that entrepreneurship is the creation of something new. In 1730, the French economist Richard Cantillon described the entrepreneur as an individual who identifies opportunities and takes risks (Rumball, 1989). Schumpeter (1934) suggested that an entrepreneur is an individual who tends to break the balance of the market by introducing innovation within the system. Some use a broader definition such as the creation of new companies (Gartner, 1985), and many academics focus on Kirzner's (1979) pursuit of opportunities.

Harper (1996) identified that entrepreneurship is the main force of the economy and defined entrepreneurship as "an activity searches of profits aimed at identifying and solving specific problems in structurally complex and uncertain situations" (Harper, 1996, p.3). Over time "the definition of entrepreneurship has expanded to include economic classification, management style and/or personal attitude" (Sheffield 1988, p.34). Low (2001) defines entrepreneurship as "the process of identifying, evaluating and capturing an opportunity" (Engelen et al., 2009). Moreover, George and Zahra (2002) define entrepreneurship as the acts and processes by which societies, regions, organizations or individuals identify and continue business opportunities to generate wealth. Katz and Green (2009) define the entrepreneur as "a person who owns and initiates an organization" focusing on "earnings and growth" and, as indicated by Carland et al. (1984), shows a tendency to "innovative behavior". Although there is no universally accepted definition, there is a general consensus that corporate behavior includes initiative, leadership and innovation, organization and reorganization of both economic and social mechanisms and risk taking

(Lordkipanidze, 2002). Therefore, the essence of entrepreneurship is the initiation of change through creation or innovation.

Traditional Occupations

A working definition of traditional forms of occupation is based on customs. However, it should be noted that, even with occupations that are based upon old customs and usages, innovations are a necessary part of occupational practices, whether in the field of agriculture, hunting or fishing. In some areas traditional occupations and practices contain many modern innovations or modified practices. We shall attempt to distinguish between these various occupations and practices, which vary from community to community and from region to region.

We shall now attempt to provide a precise and formal definition of the term ‘traditional occupation’. (ILO, 2000) defines traditional occupation as those occupations that have been followed by successive generations of indigenous people and their communities, and are rooted in customs and practices that were established prior to the colonization of the region in the nineteenth century. These include traditional occupational practices, which were largely subsistence oriented before, but now are wholly or partly market oriented. According to Legal Crystal dictionary they defined traditional occupation ‘as an occupation followed in a family in which it is handed down by an ancestor to his posterity’. Such occupations are generally occupations in which some special skills are necessary like those of an artisan or a craftsman.

We shall also attempt to define the terms ‘indigenous people’, according to ILO, (2000) they defined indigenous people as tribal peoples in independent countries whose social, cultural and economic conditions distinguish them from other sections of the national community, and whose status is regulated wholly or partially by their own customs or traditions or by special laws or regulations. Indigenous peoples engage in a variety of traditional farming practices, both around the house (home gardening) and, on a larger scale, in the fields and forests. In different parts of Asia, indigenous peoples practice rotational farming or shifting cultivation, and terrace farming. In Nepal, communities sell their rice in local markets, practice local paper plant cultivation and manufacture, shifting cultivation and planting minor crops in fallow land. In Sagada, the Philippines, people practice wet rice cultivation and agro-forestry. In Latin America, agriculture includes the recovery of native plants (Puruha People, Ecuador), sowing of potato and maize for day-to-day food for the family (Ecuador) and plantation of manioc (cassava) and plantain (Yanesha people, Peru). In Zimbabwe, local communities produce grain (sorghum) on a small scale (Chibememe and Sangwe Community). Other occupations include the keeping of animals, such as backyard livestock (poultry, pigs and goats); cattle rearing, cattle herding and small livestock production (Zimbabwe), animal husbandry, sheep farming (seasonal migration), animal herding, traditional beekeeping (Nepal), and reindeer herding (Njuorggán community, Finland). Forms of aquaculture, such as paddy/fish culture in irrigated fields are also practiced (Tangkhul Naga community, Northeast India).

Culture

Culture has been defined in various ways; one of the most referenced definitions from anthropology is from Kluckhohn (1951) for whom “the culture consists of patterns of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including how to make the products”. For this author, the essential core of culture consists of traditional ideas and associated values. Additionally, the definition provided by the anthropologist Clifford Geertz (1973) has had great resonance among researchers, conceptualizing culture as: “the sets of control mechanisms, plans, recipes, symbols, rules, constructions” (Geertz, 1973). White (1959) as an anthropologist defines culture as follows; “an extrasomatic continuum (non-genetic, non-corporal) and temporal things and dependent facts of symbolization ... Culture consists of tools, implements, utensils, clothing, ornaments, customs, institutions, beliefs, rituals, games, art, language, etc.” (White, 1959, p.3). Meanwhile, Hofstede (1980)

defines culture as "the collective programming of the mind distinguishing members of a group or category of people from others" where the "category" can refer to nations and regions within or between nations, ethnic groups, religions, occupations, organizations or genres (Hofstede, 1980; Hofstede and McCrae, 2004). Thus, culture is used to refer to the set of values of a nation, a region or an organization; also culture shares and strengthens social institutions, and over time, these institutions, reinforce cultural values (George and Zahra, 2002). UNESCO (1982) defined culture as the set of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. While Russell et al. (2010) refer to culture as an amalgam of formal and informal institutions of a country and is associated with the practices adopted by citizens in every aspect of life.

Meanwhile, Pinillos and Reyes (2011) define it as the system of values for a specific group or society, which is the development of certain personality traits, and motivates individuals toward a behavior that may not be evident in other societies. As these authors suggest, most people in a country are not aware of how culture influences their values, attitudes, ideas and norms, and most countries manifest a dominant culture. The research program GLOBE (Global Leadership and Organizational Behavior Effectiveness) defines culture as shared motives, values, beliefs, identities and interpretations or meanings of events that result from common experiences among members of a community and are transmitted from generation to generation (House et al., 2002; House and Javidan, 2004). In addition, GLOBE sympathizes with the definition of culture proposed by Herskovitz (1948), who proposed that "culture is the human part developed to fit the environment." As Mueller and Thomas (2001) show in their study based on the cultural dimensions of Hofstede (1980), culture is an underlying system of particular values to a specific group or society, which displays the development of certain features both of the personality and behavior of individuals that may not be apparent in other societies. Table 1 contains a summary of the various definitions of culture and patterns that characterize these definitions as the statements of some authors. However, most agree that values and behavior are fundamental elements in culture.

Culture and Entrepreneurship

The cultural dimensions traditionally related to entrepreneurial activity and entrepreneurship include individualism, power distance and uncertainty avoidance. However, for many authors, the empirical evidence for such relationships is weak and often contradictory (Hayton et al., 2002). For example, power distance was positively related to innovation in a previous study of Shane (1992), but this relationship was negative in a later study (Shane, 1993). Thus Zhao et al. (2012) suggest that there are moderators that affect the relationship between culture and entrepreneurship. For this reason, these authors conducted an empirical study arguing that national wealth -measured as GDP per capita- is a moderating variable in this relationship, and may influence the effects of culture on entrepreneurship. Subsequently, depending on the country's wealth, the culture can have a positive or negative effect on entrepreneurial activity.

This study is based on some of the cultural dimensions raised by the GLOBE project (2002, 2004), which are closely related to entrepreneurship in theory: the dimensions of a traditional society -in group collectivism, humane orientation and power distance- and the dimensions related to modernism -performance orientation, future orientation and uncertainty avoidance-, excluding the three cultural dimensions: institutional collectivism, gender egalitarianism and assertiveness. On the other hand, Ozgen (2012) presents a theoretical and conceptual article, a study about the influence of cultural dimensions proposed by the GLOBE project (2002, 2004) to support the recognition of opportunities in the emerging economies and how these cultural aspects create an impact on the recognition of opportunities by the entrepreneur and the entrepreneurial activity. His approach focused on female entrepreneurship and business activities motivated by opportunities rather than necessity.

The research program Global Leadership and Organizational Behavior Effectiveness (GLOBE) House et al. (2002), House and Javidan (2004) suggest nine cultural dimensions to analyze culture: power distance, uncertainty avoidance, institutional collectivism (collectivism I), in-group collectivism (collectivism II),

gender egalitarianism, assertiveness, future orientation, performance orientation, human orientation, and distinguishes between two types of cultural manifestations: cultural practices and cultural values. This approach was developed out of the psychological tradition and behavioral study of culture, and assumes that members of a particular culture should study its interpretations (Segall et al., 1998; House et al., 2010)

The number of people engaged in small and medium-scale enterprises increase as a result of new enterprises being started and through an expansion of existing 16 activities. Opportunity for employment opens up when new businesses are floated or when existing businesses expand. The culture of a community also may influence how much entrepreneurship there is within it. Different levels of entrepreneurship may stem from cultural differences that make entrepreneurship more or less rewarding personally. A community that accords the highest status to those at the top of hierarchical organizations or those with professional expertise may discourage entrepreneurship.

A culture or policy that accords high status to the —self-made individuals in the society is more likely to encourage entrepreneurship. There is the need to formulate concrete guidance which should promote teaching and learning strategies that will achieve the following objectives; foster enterprising and entrepreneurial mindsets, develop enterprising and entrepreneurial graduates, develop enterprising and entrepreneurial capabilities that can be applied in a range of contexts. Such teaching and learning strategies should also be made to encourage students to consider new venture creation and self-employment as valid graduate career options and foster enterprising culture in society. It should also be made to develop awareness of intellectual assets and enhance their capacity to manage and exploit them and increase the number of graduate start-up businesses.

The strategies should enhance graduates ‘lifelong learning skills, personal development and self-efficacy, allowing them to contribute to economic growth and national development. Enterprising behaviours such as adaptability, flexibility and the ability to work in situations of ambiguity and risk correlate with employers’ needs. Enterprising skills such as team work and the ability to demonstrate initiative and original thought, along-side self-discipline in starting tasks and completing them within the given deadline, are essential attributes that have been identified by employers as priority issues. Employers need thinkers who can adapt and change direction according to current needs. The traditional approach to studying larger businesses and commenting passively on trends and factors that have influenced development may help understanding, but that is no longer enough to prepare graduates for career-making in a complex and challenging economy. It does not promote the thinking skills and approaches needed for success in a predominantly micro and small business environment.

How Cultural Factors Influence Entrepreneurship

Culture refers to the customary practices and beliefs that have a significant impact on the basic values, perceptions, preferences, and behavior of people. Culture and entrepreneurship intervene in many ways as follows:

- People who traditionally engage in business have a pro-business attitude and disdain taking up salary job and working as an employee of an organization.
- Many people fall outside the establishment and remain unsuited for the traditional job market due to a strong culture of independence or other reasons.
- Business school students come under the missionary zeal of teachers who exhort them to become entrepreneurs even if the opportunity cost is very high.
- The culture of consumerism where people desire material goods encourages entrepreneurship within the area as returns from a business become more than returns from a job.
- People engaged in jobs and other services pressure their children to find secure jobs and crush their entrepreneurship spirit at a very tender age.

- A culture of thrift where people spend less and save for a rainy day discourages entrepreneurship within the local community as the returns from a business become less attractive compared to returns from a job.
- In cultures where people are risk averse and do not attach much importance to hard-work and perseverance, such people are generally not willing to dabble into entrepreneurship.
- In a culture or community where the society honours teachers and scholars greatly, children grow and aspire to become teachers and take up paid jobs too.

Hausa Traditional Occupations

Northern Nigeria is a region that inhabited mostly Hausa people. Hausa is a tribe and a language widely spoken in Sub-saharan Africa. Hardly have you come across any town or village in which you could find no one who speaks Hausa in the sub-region. It is said to be the most spoken language in the whole of Africa. Tens of tribes have metamorphosed and turned into Hausa tribe and can't even remember their origin not to talk of their original dialect. Contemporarily, it's fast finding its way into the nooks and corners of the world. It's now a course of study in many reputable Universities across the world. But, have you ever wonder what original traditional occupations do Hausa people practice? Originally, Trading, Vocation and Education are based on inheritance. All these are acquired through family lineage. One cannot take on the occupation of other families. When traveling to other parts, one only lodge in the house of those who do same business as he. Each occupation has its traditional leader as well as its drummers and singers. It also has its unique occupational dialect as well as norms and values different from that of other occupations. Hausas have tens of occupations. Few and most prominent among Hausa traditional occupations according to Sallau, B. A. (2012):

1. Farming (Noma)
2. Blacksmithing (kira)
3. Weaving (saka)
4. Trading (Kasuwanci)
5. Leather working (jima)
6. Fishing (suu)
7. Pottery (gini tukane)
8. carving (sassaka)
- 9. Dyeing (rini)**
- 10. Hunting (farauta)**
- 11. Animal rearing (Kiwo)**
- 12. Barbing (wanzanci)**
- 13. Hairdressing (kitso)**
- 14. Tanning (Dukanci)**
- 15. Leatherwork (gima)**
- 16. Embroidery (Dinkin hannu)**
- 17. Butchering. (Fawa). Etc.**

Reviving Hausa Traditional Occupations

Reviving Hausa traditional occupations can promote entrepreneurship education in several ways:

1. Practical Skills: Traditional occupations provide hands-on experience, teaching essential skills like problem-solving, critical thinking, and creativity.
2. Entrepreneurial Mindset: Hausa traditional occupations embody an entrepreneurial spirit, encouraging innovation, risk-taking, and self-reliance.
3. Cultural Preservation: Reviving Hausa traditional occupations helps preserve Hausa culture, promoting cultural heritage and community engagement.
4. Economic Empowerment: Hausa Traditional occupations can generate income, create jobs, and stimulate local economies.

Implementation Strategies:

1. Vocational Training: Integrates traditional occupations into vocational training programs, providing hands-on experience and mentorship.
2. Entrepreneurship Education: Incorporate traditional occupations into entrepreneurship education curricula, highlighting their entrepreneurial aspects.
3. Community Engagement: Collaborate with Hausa communities to promote traditional occupations, providing resources and support.
4. Funding and Grants: Offer funding and grants to support entrepreneurs in Hausa traditional occupations, enabling them to scale their businesses.

5. Digital Platform: Create a digital platform to showcase traditional occupations, providing a marketplace for entrepreneurs to sell their products and services.

Conclusion

Reviving Hausa traditional occupations offers a unique opportunity to promote entrepreneurship education in Nigeria. By embracing these traditional occupations, we can preserve cultural heritage, promote practical skills, and foster an entrepreneurial mindset. Let us harness the potential of Hausa traditional occupations to empower the next generation of entrepreneurs and drive economic growth of Nigeria and other Hausa settlement across the globe.

Recommendations

1. Government initiatives: Establish programs to support Hausa traditional occupations, providing funding, training, and resources.
 2. Community engagement: Encourage community involvement in promoting Hausa traditional occupations, providing a sense of ownership and responsibility.
 3. Education and training: Integrate Hausa traditional occupations into education and training programmes, providing hands-on experience and mentorship.
 4. Private sector involvement: Encourage private sector investment in Hausa traditional occupations, providing funding and resources for entrepreneurs.
 5. Cultural preservation: Establish museums and cultural centers to preserve Hausa cultural heritage, promoting traditional occupations and a general orientation among the Hausas.
- By implementing these recommendations, we can revive Hausa traditional occupations and promote entrepreneurship education in Nigeria, empowering young people to become job creators and drivers of economic growth.

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Leadership Transformation in Nigeria: A Call to Action for the Church.

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Abstract

The issue of leadership in Nigeria is a serious problem. Since independent in 1960, one of the problems bedeviling Nigeria is the challenge of good leadership. This is obviously one of the reasons why Nigeria did not really experience political and economic growth. The paper focuses on leadership transformation in Nigeria: A call to action for the church. Nigeria's leadership challenges hinder its development and prosperity. Corruption, poor governance, and inequality persist. The church, as a moral authority, has a crucial role in addressing these issues. This paper explores the church's potential in transforming leaders and promoting good governance. The paper argued that the church can shape leaders with integrity, compassion, and vision, fostering a new generation of leaders committed to the common good of Nigeria. This is achievable through spiritual guidance, moral teachings, and leadership development. The work call on the church to prioritize leadership transformation, and partnering with other stakeholders to create a bright future for Nigeria. The research method used is mixed-methods approach, combining both qualitative and quantitative methods. The mixed-method approach helped to triangulate data and gain a more comprehensive understanding of church leadership transformation in Nigeria.

Keywords: Leadership, Transformation, Nigeria, Church,

Introduction

Nigeria, a nation blessed with vast resources and potential, has struggled with leadership crises for decades, hindering its progress and development. Corruption, nepotism, and poor government have become entrenched, eroding trust in institutions and perpetuating poverty, inequality, and social injustice. This issue of poor leadership is one of the reasons why Nigeria is still lacking behind in economic, political, human, and development. Nations that Nigeria was classified to be in developing country have left Nigeria in the status of developing country to developed country. One of these nations is Singapore. The raise of insecurity in Nigeria is as a result of bad leadership. The Boko Haram in North East, the Easter security network, the farmers and herder's crises, the banditry and high rate of kidnapping in our high ways and homes today is a clear sign of a bad leadership bedeviling the country. This also led to low productivity of agricultural products and scared away foreign investors from coming to Nigeria. The establishment of Economic Financial Crime Commission (EFCC) to scare our leaders from financial embezzlement from the political office holders seems to encourage the financial embezzlement instead, and if a politician embezzler's money and he is in the camp of the president, he can go scot free. The youths who are believed to be leaders of tomorrow, who will change the narrative of bad leadership in Nigeria, are

the ones indulging in internet fraud (yahoo), sport betting, and all manner of social ills such as prostitution, gambling, etc.

In the face of this leadership quagmire, the church, as a powerful force for moral guidance and transformation, cannot remain silent or passive. As followers of Christ, we are called to be agents of change, salt and light in a world that desperately needs God's redemption and restoration. This call to action, *Leadership Transformation in Nigeria: A Call to Action for the Church*; is a clarion cry to the body of Christ to rise up and assume its prophetic role in shaping the future of our nation (Nigeria). We must recognize that leadership transformation is a critical aspect of our collective salvation and that the church has a vital role to play raising godly leaders, promoting Biblical values, and advocating for justice and good governance. Through this call, we invite the church in Nigeria to embrace its divine mandate to transform leadership, politics, and the nation, that our country (Nigeria) may become a beacon of hope, peace, and prosperity for generations to come.

Leadership

Leadership is the ability of an individual or a group of people to influence and guide followers or members of an organization, society or team. Leadership often is an attribute tied to a person's title, seniority or ranking in a hierarchy. However, it's an attribute anyone can have or attain, even those without leadership positions. It's a developable skill that can be improved over time. Leaders are found and required in most aspects of society, including business, politics, religion and social- and community-based organizations. Leaders are seen as people who make sound and sometimes difficult decisions. They articulate a clear vision, establish achievable goals and provide followers with the knowledge and tools necessary to achieve those goals. An effective leader has the following characteristics: self-confidence, strong communication and management skills, creative and innovative thinking, perseverance, willingness to take risks, open to change, levelheaded and reactivity in times of crisis (<https://www.techtarget.com/searchcio/definition/leadership>).

One of the complaints about governance in Nigeria is poor leadership. There is certainly a perception of leadership failure and many obvious examples of poor leadership in Nigeria. Nigeria lacks leaders that will bring the expected development in the country. This is a clear sign of poor leadership. The issue of poor leadership has really made Nigerians to lose hope in the leadership of the country, especially now that almost everything is expensive now, people could barely feed

themselves, the sick one could barely buy drugs prescribed to them by doctors, children are sent home from school because of inability of their parents to pay school fees. The take home pay of civil servants cannot even take them to their homes again (Dauda Alu, Oral Interview 3/5/2024).

Biblical Meaning of Leader and Leadership

The Holy Bible has a solution to every human problem. These problems could either be spiritual, physical or political including leadership. McCain argues that: The solution to poor leadership can be found in the Holy Scripture. As Christians, our first instinct should be turned to the Holy Bible for guidance for any problem including the problem of leadership. The Bible is not a textbook for all academic discipline. But it does contain some specific instructions as well as numerous examples for many other life problems in our modern society. So leadership was as much an issue in the ancient world as it is today. We can find a lot of information about leadership in the Holy Bible in both didactic as well as the historical passages (McCain, 2007).

A leader is defined as “a person who leads as a guide, or a conductor who directs, or a principal officer, while leadership is the office or position of a leader or a capacity to lead” (Mariam Webster’s Collegiate Dictionary, 2002). There are many words connected with leadership in both the Old and New Testaments. In the Old Testament there are many Hebrew words that are connected with leadership. One of such words is "*nachani*" which is properly a qualify perfect verb, 3rd person masculine singular from the root "*nchh*" but the simplest Hebrew word for leadership is "*nagiycr*", which is used about 45 times in the Hebrew Bible. The word means, “to lead or *euide*” (Brown and Briggs, 1979). This phrase speaks of guiding or treating kindly someone who is helpless. (Job.31:18). The phrase sees God as the prime space as the one who leads. Thus, Abraham's servant acknowledged God as his guide, (Gen.24:27). At the time of Moses, the guidance of God was manifested in the pillars of cloud and fire which preceded the Israelites. (Exo. 13:21). The word is also used in Psalms 78:5, and 72, where the Psalmist recalled God’s leading of the Israelites along the right path (Leonard, 1980). Another word is “*nahag*” which means to “drive”, “conduct”, or “to lead”(Brown and Briggs, 1979). The verb has several meanings which include:

- To drive a flock (Exo. 3:1; Isa. 11.6), it also speaks of a King leading in procession (Isa.60.11).
- To drive an Ass (2Kgs.4:24), or Cart (2 Sam.6:3, etc.).

- To lead out an army to battle (1 Chron.20.1, 2Chron. 13) (Brown and Briggs, 1979).

Leonard (1980) argues that the word denotes an orderly conducting of a group of animals or people to an intended destination either by forcible driving or leading. The word occurs in the Old Testament about thirty times in various places and instances. Another Hebrew word is *lnagiyd'* that explains the concept of leadership. The word means “leader, ruler, prince etc.” (Brown and Briggs, 1979). It is used of the Israelite kings as they led God's people. For instance, Saul (1Sam.9.16), David (1Sam.13:14), Solomon (1Chron.29:22), and Hezekiah (2Kgs.20;5). The word is also used of a foreign ruler or prince (Dan.9:25-26). The word is further used as the title of some high officials connected with the Temple (Jer.20.T, 29:26, 1 Chron.9:11.2Chron.31:13, etc.). The word is used about 45 times in the Hebrew Bible, and it is applied to leaders in several fields such as governmental, military and religious spheres. It occurs in the singular form and refers to the man at the top, the king or the high priest, among others (Leonard, 1980).

Crossman argues that these broad leadership groups can be combined into two major theological types, such as administrative leadership and prophetic leadership. Administrative leadership is a matter of organization and management and is to be exercised with zeal and faithfulness, while the essence of prophetic leadership is wise decision-making and transformation of people's lives and living conditions (Crossman, 1981). According to him both two kinds of leadership, the administrative, which cares for, and the prophetic, which transforms, are necessary if the church, nation, institution, company or any organization or establishment is to retain a healthy and dynamic balance. If prophetic leadership is lacking, the church, nation, etc. ossifies in traditional rigid formality. If administrative leadership is lacking then all becomes movement and people who get into difficulties and cannot keep up with the pace are no longer cared for and lose contact with the church, institution or disenfranchised with the nation. Since nations, organizations, the church, etc., today are for the most part organised under one form of leadership, therefore, they tend to tilt to some extent to one of these types of leadership only and so easily lose their balance (Crossman, 1981).

Arising from the above biblical inferences, it is true that leadership has to do with the ability to direct, lead, guide and control people while in office. Therefore, a leader is involved in taking vital decisions which usually have positive or negative effects on the people. Rainey Less (1983) describes a leader as: “someone whose actions have the most profound consequences on other

people's lives for better or for worse, sometimes forever and ever." Thus leadership is not an easy task. Hence, Jemiriyi argues that:

Leadership is the art of managing the nature of man, including physical, religious or other nature. Leadership is the power to direct, motivate, and inspire others. It is the art of moulding, correcting, influencing or guiding human behavior towards desired designed goals or ends. Leadership therefore, calls for obedience from the followers, while the leader earns the people's confidence, respect, and submission (Jemiriyi, 2004).

Leadership is a very big and difficult task that one steps in. therefore, one must do selfless service and sacrifice time and materials in order to meet the needs of those who entrusted him/her with the leadership responsibility.

An X-Ray of Nigeria's Leadership Problem

Nigeria which is the sixth world producer of oil is ranked as one of the poorest in the world with records of political, ethnic and religious unrest, crimes, violence, corruption, insecurity, low productivity and collapsed infrastructures. Chinua Achebe (1983) opines that "the problem of Nigeria is leadership which has left its citizens most traumatized, marginalized and impoverished." He further reduces these problems into one "the failure of leadership." Achebe therefore asserts that: The trouble with Nigeria is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigerian character. There is nothing wrong with Nigerian land or water or air and on anything else. The Nigeria problem is the unwillingness or inability of its leaders to rise to the responsibility and the challenge of personal examples which are hallmarks of true leadership. Chinua concluded "we have lost the twentieth century, are we bent on seeing that our children lose the twenty-first century? God forbid"(Achebe, 1983).

Nigeria has bosses, not leaders. This yoke must be broken. It is high time for our leaders to see the plights of the masses. It is equally high time for our spiritual leaders to wake up from their slumber and speak the truth, because Nigeria has become a state where "hopes have been betrayed" (Achebe. 1983). Nasir El-Rufai (2010) holds a similar view with Achebe and argues that the principal issue in Nigeria has been the failure of leadership. We have not made the progress that our human and natural resources entitled us to make and it is all because we have failed leaders. Several works exist that have associated the lack of all-round development of Nigeria including economic, educational, political, social, etc. to poor leadership (examples include Adeyemo 2009,

Sabella 2005 and Gwamna 2016). Leaders of Nigeria have been described as third-rate leaders, who along with their cronies have plundered the nation's wealth and ruined the country's institutions, and have curtailed her people's aspirations and possibilities. They manipulate the poor, and the uneducated, they play regional and sectional politics, they are masters in ethnic and religious politics, they draw no boundary between public and private interest, thereby illegally enriched themselves, they have no respect for human life and dignity and they rely on coherence agencies to do their bidding (Sabella, 2005). Therefore, leadership in Nigeria may be seen as a means of exploitation, personal enrichment, fulfilling interest and selfish ambitions. Certainly, the masses in Nigeria, like the biblical Israelites in Egypt are groaning and suffering. Many cannot afford three square meals a day as a result of poverty that has come through bad leadership. This brings us to the heart of the matter and the focus of this paper. Nigeria needs leaders, not puppets to change, transform and manage the resources of the country appropriately.

The Roles of the Church in Leadership Transformation in Nigeria

The church is one of the social and religious institutions in the society and has many roles to play in Nigeria. The crucial role of the church in Nigeria today is how to bring about transformation of lives among the citizenry especially the political class elites. This is a great task for the church judging the level of moral decadence that has bedeviled the country over the years. The prophetic role of the church is to declare the will of God in the political, social and economic life of the nation. Luther, in Quaben (1960), contended that the church is put in possession of the word of God and this can transform the hearts and minds of men and renovate the society. This is one way to ensure that leaders experience inward change. If they encounter spiritual change, then the much desired change in leadership pattern will automatically follow. The church is challenged, through its pastors, clergy and laity to ensure genuine religious conversion that will transform people's attitude to possessions, power and social prestige reflect the demands of the gospel.

The role and importance of good leadership that often translates into socio-religious, political and economic transformation in the various strata of human society is hardly in doubt. However, the issue is whether or not this type of leadership is available within both the Nigerian ecclesial community and in society as a whole. The plethora of literature on development and leadership attests to the importance of these two concepts. The need for visionary and result oriented leadership is, indeed, common in political, economic, social, cultural and religious circles while

the need for greater engagement directed towards the transformation of both Nigeria and other African nations from their plight of poverty, underdevelopment, corruption and poor leadership is, in fact, crucial. Development-oriented church leadership through a sustainable transformational approach to social change may be based on the biblical tenets regarding the mission of God to the world.

In this type of engagement, both leadership and socioeconomic and political change are conducted with a deep sense of moral value, compassion and human/extra human dignity. Such a social vision encourages the clergy and lay Christians alike to accept the responsibility, while depending on God's promise of guidance, to function as agents of change in the societies in which they live. This, in turn, requires of them to become more accessible and to build relationships that enable them to serve as stewards, mentors, coaches and role models. In the words of Jayme Rolls (1999), these are the kind of leaders "that can help others navigate their transformation as they live through change". It is a vision of leadership that the clergy and the laity of the church in both the 21st century and beyond are being called upon to provide to humanity by a compendium of global events. The struggle of the Age of Enlightenment to separate religious and secular society has not only failed, but it has left the post-modern age facing huge challenges, especially within the sociopolitical and economic realms as well as the realm of leadership (Nurnberger, 1998). As a fallout of modernism, ecological challenges are staring humanity in the face while our value systems and human dignity are under threat (Nurnberger, 1998). To a certain extent, these issues are related to the kind of leadership that humankind is offering to the created order and the irresponsible manner in which some human beings are using the gifts received from God for their own selfish ends without due consideration for the wellbeing of all creation. It is common knowledge that the Nigerian nation and, indeed, the whole of Africa are confronting huge challenges as regards issues of leadership and poverty while the leadership crisis in these areas is, in fact, reinforcing poverty, underdevelopment, corruption and other vices.

In focusing on the underdevelopment and poverty in Nigeria, leadership seems to constitute the natural starting point. The absence of basic infrastructure in a country is a strong indicator of the presence of poverty and poor leadership as it is the duty of political leaders to provide basic infrastructure for their citizens. Nigerians are, indisputably, a religious people and a large proportion of the leadership cartel (political, social and economic) is Christian. It is, thus, essential

to ascertain the kind of leadership which the Christian community is providing to both its constituency and the Nigerian public, especially as regards the reversal of poverty, underdevelopment and corruption. It is vital that an effective church leadership that is able to offer the much-needed help in bringing a nation out of poverty and underdevelopment be passionate about the plight of the people both within and outside the church context with this kind of leadership representing the biblical symbolism of the Church (Christians), namely, “The Salt of the earth and the Light of the world” (Matthew 5:13–16). This kind of leadership strives to see the Church, through her clergy and the laity, working vigorously in collaboration with both sociopolitical and economic structures towards the liberation of the Nigerian society and the environment.

A development-oriented church leadership will function in such a manner. In addition, besides influencing the Nigerian society, such a church leadership could make a significant contribution beyond the country’s borders to African development as a whole and, in collaboration with the World Council of Churches (WCC), to the quest for global justice and transformation. The contributions of the WCC towards global social justice and transformation represent a good example of the possible contributions that the church is able to make in human society. However, such contributions are not possible without a development-oriented leadership (Hudson, 1977).

The church can play a significant role in leadership transformation in several ways:

- Moral guidance: Churches provide spiritual guidance and moral teachings that shape leaders’ values and principles.
- Leadership development programmes: Churches offer training and development programmes that equip leaders with skills and knowledge.
- Character formation: The take responsibility in the character and integrity buildup of leaders, which is essentials for effective leadership.
- Community engagement: Church mobilizes their members to participate in community service and social activism, fostering a sense of responsibility and compassion in leaders.
- Accountability: Church promotes accountability and transparency in leadership by encouraging leaders to be answerable to God and their congregation.
- Advocacy: Church act of advocacy for justice, equity, and good governance, influence leaders to prioritize the common good (Emeaku, 2023).

The act of applying these roles will help the church raise a new generation of leaders in Nigeria who are equipped to lead with integrity, compassion, and vision.

Prov. 29:2 says “When the righteous are in authority, the people rejoice; But when a wicked man rules, the people groan.”(New King James Version). The church must encourage the right people to take political leadership responsibility in order to bring the needed development in the country. It is obviously the duty of the church to make sure that, the transformation of leadership is done through the inculcation of the word of God (Bible) in the lives of the leaders so that they will rule with the fear of God. Romans 12:2 says: “and be not conformed to this world: but be ye transformed by the renewing of your mind, that ye may prove what is that good, and acceptable, and perfect, will of God.” (King James Version). The church plays a crucial role in the transformation of leadership in Nigeria by preaching these verses of the Bible to would be leaders so that they can apply it in the act of governance in order for the masses to enjoy good leadership.

Apart from ensuring the value of peace, the value of social justice must also be emphasized. Violence and disharmony among ethnic nationalities are those that arise out of unjust social structures. The church through her position should challenge the inequalities inherent in social institutions and structures. The Holy Bible is replete with examples of prophets who spoke against injustices in the society. Onimhawo and Adamu (2011) stated that the church must be a voice for the voiceless. It should be fearless and courageous in tackling the socio-economic situations in Nigeria as we have today. Unemployment among youths, poverty, inequality and environmental deprivation in the Niger Delta are issues that the church cannot afford to overlook. Adeleye (1988) asserts that:

Religion breeds an ideal heart in man to be able to be conscious of the need to have a clean heart. By this, he will grow to have a philanthropic or patriotic thought before venturing to lead or represent his people in government of the state. In another words, religion will prepare the mind of man to be a good politician who will constantly fall back upon his religion to guide him. The teachings or threats of religion are expected to guide him to be able to lead his people aright as a politician with fear of God in him. He will never consider himself first, rather he knows that he is the servant of the electorates (sic) - his people. Religion in an idealistic set up, therefore, serves as oil to lubricate politics. This is to say that religion bears peace and love, both of which are vital ingredients that can sum the interests of societies together for an ideal and a very healthy and purposeful politics.

The submission of Adeleye is in line with the scriptural quotation of Philippians 5:3-4. “let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself. Let each of you look out not only for his own interests, but also for the interest of others. Therefore, in achieving good governance and political stability, church should serve as a guiding factor in all political activities that the country engages in. The impact of church on politics can enhance sustainable development if the leaders adhered to teachings in the church.

One of the issues that are giving Nigeria a bad name is corruption. It is a cancer killing the growth of the country and making nothing to progress. The church in its act of leadership transformation, often speak against corruption in all ramifications just to make sure that Nigeria is sanitized from all forms of corruption. This is because the church is responsible in making sure that the right thing is done for the interest of humanity. The roles the church is also called to play include the setting of leadership models – the servant-leader principle of leadership that will enhance honesty, accountability and transparency both in public and private life, which aid development and economic growth in Nigeria (Chukwujiduru, 2014). It should give direction to the society in matters of holiness, righteousness and integrity. For any stable national transformation, there must be peace, unity and appreciation of human dignity and freedom.

The church is currently playing a great role in the leadership transformation through the children church known as Sunday School. Children are taught how to have reference for God, become good leaders, and are also taught about some people in the Bible who ruled their people with the fear of God. The act of inculcating this moral teaching in the lives of the children now will help Nigeria tomorrow in terms of leadership. Almost all churches in Nigeria have Sunday school or children church today. On the other hand, some churches organize seminars with topics like: Christian in politics, effective leadership, etc. The act of these seminars is to teach people on how to be a selfless and vision driven leader that will put smiles on the faces of the people he/she is leading (James John, Oral interview on 3/5/2024).

Another aspect that the church is also helping in the leadership transformation in Nigeria today is through the establishment of Primary, Secondary and University education. The pupils are cultured through the Biblical norms and ethics on how to value humanity, same also apply to the secondary and university especially, Convent, Redeemers, Bingham, Bowen etc. Mostly, children that attend

these schools behavior are different from others. This clearly shows that the church is changing the narratives of poor leadership for good (James John, Oral interview on 3/5/2024).

The Impacts of Leadership Transformation by Church

The impacts of leadership transformation by the church can be significant, leading to:

- Improved governance: Leaders with a strong moral compass and sense of accountability can lead to better governance and reduce corruption.
- Ethical decision-making: Leaders guided by Christian principles can make decisions that prioritize the common good and promote justice and equality.
- Servant leadership: Leaders who embrace servant leadership can empower their teams and prioritize the needs of their people.
- Positive role modeling: Transformed leaders can inspire others to follow their example, creating a ripple effect of positive change.
- Community development: Church-inspired leadership transformation can lead to community development projects, improving the quality of life for many.
- Economic growth: Ethical and responsible leadership can attract investment and promote economic growth.
- Social justice: Transformed leaders can advocate for social justice, addressing issues like poverty, inequality, and human rights.
- Personal transformation: Leaders who experience personal transformation can become better husbands, wives, parents and citizens (Emeaku, 2023).

Conclusion

One of the factors that will help in the transformation of leadership in Nigeria is obviously the church. The church has a great impact in the transformation of Nigeria through preaching against poor leadership in order for the right thing to be done. If this is done, the leadership transformation will be seen in all ramifications, making Nigeria to be a country to reckon with in terms of sincerity, justice, honesty etc. The church's influence can help address Nigeria's leadership challenges, promoting a new generation of leaders who prioritize the common good. By partnering with other stakeholders, the church can amplify its impact, contributing to a brighter future for Nigeria.

Ultimately, the church's role in leadership transformation in Nigeria is essential for creating a nation built on timeless values, integrity, and a commitment to the common good.

Recommendations

Based on the research findings, the study recommended that:

1. **Church Leadership Development Programmes:** The church should establish leadership development programmes that focus on spiritual growth, ethical leadership, and practical skills.
2. **Mentorship:** Pair experienced leaders with younger leaders for guidance and support.
3. **Accountability:** Establish accountability mechanism to ensure leaders are transparent and responsible.
4. **Ethical Decision-Making:** Teach and promote ethical decision-making principles.
5. **Leadership Coaching:** Provide coaching and mentoring for leaders to develop their skills.
6. **Monitoring and Evaluation:** Regularly assess and evaluate the effectiveness of leadership transformation efforts.
7. **Clergies should desist from seeking for financial help from politicians, and they should speak against bad leadership in Nigeria.**

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Stakeholders' Perception of the Prospects of Halal Tourism in North-Eastern Nigeria

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ABSTRACT

Halal tourism is an untapped aspect of the Nigerian tourism sector; this is because of the industry's inability to take advantage of the market which is desirable by mostly Muslims who constitute a significant portion of the Nigerian population and majority of the population of north-eastern Nigeria. While some studies have been conducted from a developed country tourism context, few have been carried out from a developing world perspective on halal tourism. Although some of the studies have identified the contributions of halal tourism in Asia and Europe, little is being done on halal tourism in Nigeria despite having a potential market for this type of tourism. Moreover, no tourism destination in Nigeria is offering the halal tourism package to attract the lucrative market. This study is an assessment of the prevalent state of tourism in the north-eastern Nigeria. It is also an exploration of the desirability and prospects of halal tourism in the geo-political zone. Using the tenets of the Semiotics and Semiology theories, the study examines how the perception of tourism is shaped in north-eastern Nigeria. The study employed the multi method research approach. It was carried out through the survey design with questionnaire and interview schedule as measuring instruments. 142 respondents were randomly sampled across Bauchi, Gombe and Yobe states for quantitative data while 14 stakeholders were purposively selected for qualitative data across the region. Data for interview were transcribed manually and arranged according to different themes and sub-themes. Findings from the study reveal that religion and culture are central to the formation of individual and public opinion on tourism in the geo-political zone. Results also show that stakeholders largely perceive the current state of tourism in the region in unfavourable light. Also, the public are clamouring for halal tourism, and the experts believe there are endless possibilities in halal tourism in the region for individual, family, local, regional, and national economic, spiritual, and moral growth.

Keywords: Halal tourism, Religion, Culture, Semiotics, Economic diversification.

1.0 INTRODUCTION

Economic development is a perennial challenge facing Nigerian governments at all levels over time. Unemployment and underemployment are symptoms of the economic challenges facing the country. Nigerian economy largely depends on crude oil revenue and fluctuations in the global price of crude oil often have negative effects on the Nigerian economy. Tourism offers unique opportunities to supplement the National Income and boost the economy through the creation of jobs. Although some people have expressed religious concerns about the moral challenges of tourism, events in other countries with similarities to Nigeria have shown that tourism can be done in Muslim religion-friendly ways. The aggregate of the Muslim religion-friendly tourist activities is called Halal tourism.

Halal tourism has the potential to be successful in north-eastern Nigeria because the geo-political zone is arguably dominated by Muslims and Muslims are enjoined to engage in *halal* activities and shun *haram* activities like alcoholism and sexual immorality which are prevalent in most tourist destinations. North eastern part of Nigeria consists of six states which are Borno, Bauchi, Adamawa, Gombe, Taraba and Yobe states. It occupies less than one-third of Nigeria's total area and has an estimated population of almost 24,000,000 or 13.5% of the country's population. Majority of the population in the north-eastern part of Nigeria are Muslims (Sadiq & Buba, 2016). Muslims continue to be the world's fastest-growing religious group with approximately one in four people worldwide being those who practice Islam. By 2050, an increase to 2.8 billion or approximately one in three people worldwide practicing Islam is expected (Mastercard & Crescentrating (2018). Muslims believe in anything Halal, which means "permissible". Halal categorizes the morality of human action in Islam (Battour, 2017). Halal tourism is a tourist activity with a thick Islamic atmosphere in the destination culture, tourists, activities and facilities that exist (Saputro, Wardi & Abror, 2018). Halal tourism can also be a form of tourism that serves holidays by customizing the holiday product according to the needs and demands of practicing Muslim traveller. In this case, the hotel that carries the Islamic principles do not serve alcohol and has a swimming pool and spa facilities, separate for men and for women (Wuryasti, 2013).

Muslim tourists are one of the fastest developing market segments globally. In 2017, there were an estimated 131 million Muslim visitor arrivals worldwide with an increase from 121 million in 2016. This arrival is forecasts to grow to 156 million visitors by 2020 representing 10 percent of the world travel segment (Mastercard & Crescentrating (2018). Mastercard & Crescentrating (2018) further explains that the Muslim middle class continues to rise in destinations with large Muslim populations such as the Gulf countries, Indonesia and Malaysia. Other developments such as the growing class of skilled Muslim professionals from Western Europe, North America and the increase of urban female Muslims worldwide, will lead to stronger economic impact from this large Muslim consumer base.

With Muslim population growing fast worldwide and the growth in their tourism arrivals including *halal* tourism, there are questions on the participation of Muslims in tourism in the north-eastern region of Nigeria and the desirability of this fast growing market. It is expected that destinations and facilities are able to empathize with the various faith-based needs and profiles of Muslim travellers and subsequently design their service touch points for each unique Muslim travel segment to create exceptional customer service moments and lasting experiences for the Muslim markets.

Although some of the studies cited above have identified the contributions of halal tourism in Asia and Europe, little was done on halal tourism in Nigeria despite having a potential market for this type of tourism. No tourism destination in Nigeria is offering the halal tourism package to attract the lucrative market. As it is the basis for any tourism development to incorporate the views and interests of stakeholders in development when policies that aim at developing the tourism industry in the community is still being conceived. It is good to incorporate the needs and interests of stakeholder's right from the beginning of planning and development. If this is being followed in north eastern Nigeria, it will go a long way in enhancing the effective introduction of halal tourism in the region.

The value of the global Muslim travel market was \$140 billion in 2013 and it was projected to increase to \$238 billion in 2019. This shows that there are great economic potentials in the Muslim tourism markets which Nigeria could tap into given our huge Muslim population. This means that halal tourism could lead to the creation of more jobs through private investments, thus alleviating the pressure for job creation on the government.

1.1 STATEMENT OF THE RESEARCH PROBLEM

The tourism industry consists of different special interest tourism with different activities involving interaction with different types of people. As a result of this, sections of the Islamic community and some Christian groups largely perceive the tourism industry as an avenue for the participation in immorality. To this end, many of them do not want to be seen close to hotels and other tourist destinations. This gave the need to seek stakeholder's perspective on incorporating halal tourism into conventional tourism.

Halal tourism is an untapped aspect of the Nigerian tourism sector in Nigeria; this is because of the industry's inability to take advantage of the market which is desirable by mostly Muslims who constitute a significant portion of the Nigerian population and majority of the population of north-eastern Nigeria. Furthermore, there is low awareness on potentials of halal tourism in the country. Also, there seems to be a poor understanding of the needs and preferences of the market. Consequently, there is a lack of tourism facilities meeting the needs of the Muslim population.

1.2 OBJECTIVES OF THE STUDY

Above the issues raised above, this work seeks to achieve the following objectives:

1. To examine stakeholders' perceptions of the current state of tourism in north-eastern Nigeria.
2. To examine stakeholders' perceptions of halal tourism in north-eastern Nigeria.
3. To explore the prospects of Halal tourism in north-eastern Nigeria.

2.0 LITERATURE REVIEW

Tourism refers to “the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay in those destinations, and the facilities created to cater to their needs” (Cook et al, 2014, p. 3). Tourism improves the quality of life through infrastructural and economic development (Presenza, Del Chiappa, & Sheehan, 2013). Tourism is an important component of human life because it facilitates mental, social, spiritual and economic survival and growth (Afthanorhan, Awang, & Fazella, 2017). It therefore becomes important for tourist activities to be planned and executed in line with the peculiarity of the stakeholders affected by a tourist destination. Factoring the needs and wants of stakeholders into tourism development help them perceive it favourably and benefit from it instead of feeling like its victims (Ali et al., 2017, p. 182). This captures the necessity for halal tourism in north-eastern Nigeria.

Halal tourism is a blanket word for every tourist activity that is allowed according to Islamic laws and traditions (Nurdiansyah, 2018, p. 37). It is important at this point because the Muslim community desires to engage in lawful acts and avoid acts of haram. Islam is the world’s fastest growing religion and it is the dominant religion in north-eastern Nigeria. Consequently, the demand for halal products will increase as the population of Muslims increases.

Nurdiansyah (2018) explains that it is important to note that halal products are not exclusive to the Islamic faith. Nurdiansyah further states that there are Christian groups who share the halal doctrine. One of such groups is the Seventh Day Adventist Church. Also the increase in the number of Muslim tourists has inspired many tourism services providers to seek halal certification. One of the non-Muslim countries where this is common is Japan (Nurdiansyah, 2018, p. 26)

There is a need for destination marketers “to understand Muslim travel behaviour in order to satisfy their needs especially in Halal tourism industry” (Battour, 2017, p. 12). Halal tourism is a business concept that offers unique services to tourists who are dissatisfied with the dominant paradigm in the tourism sector. One of the unique tourist services that could be introduced in north-eastern Nigeria is the recognition of gender differences and the offering of gender-specific services like separate resorts and beaches for each gender interaction discipline (Battour, 2017, p. 12).

Halal tourism is a global trend which has aided the material, moral and spiritual wellbeing of tourists in Indonesia and it has also “contributed to an increase in government revenue” (Jaelani, 2017, p. 33). It is important to note that the halal tourism industry in Indonesia is not exclusive to Muslims but caters to all categories of travellers.

Halal tourism can also be referred to as Muslim-friendly tourism. Its market offers huge opportunities for the member states of the Organization for Islamic Cooperation (OIC). This is because the destinations in the OIC member states “have unique inherent strengths to cater to this segment” (COMCEC, 2016, p. 107).

It is good to note that Nigeria is a member of the Organization for Islamic Cooperation. Also northern Nigeria has rich Islamic history, Islamic heritage and Islamic elements which are hospitable. These inherent strengths can be utilized to provide visitors a unique experience.

2.1 PERCEPTIONS ON THE IMPACT OF TOURISM

Perception plays a crucial role in human activities. Our perception of reality shapes our attitudinal disposition to it. The perception of the current state of tourism in northern Nigeria has led to the call for the introduction of *halal* tourism in some quarters. It is interesting to note that the call for *halal* tourism may be perceived in some quarters as an attempt to Islamize the country. Despite the widely acclaimed benefits of tourism, it is despised by some people because of its perceived negative socio-cultural impacts. Some of

the reported shortcomings of tourism is that it breaks up the traditional family structure and relationships, and increases crime and prostitution (Zamani-Farahani & Ghazali, 2012).

Tourism has also been linked with increase in the cost of living in destination areas thus negatively affecting the quality of life of the residents (Al-Saad et al., 2018, p. 239). These negative effects could reduce the predisposition of stakeholders to participate in tourism programmes and activities. On the other hand, the positive effects could increase their support for tourism (Eshliki & Kaboudi, 2012, p. 340).

Religion occupies a central position in the development of tourism. People of different faiths embark on religious tourism or pilgrimage to holy sites in their various religions. Religion is a major determinant of “how people spend their spare time” (Jaelani, 2017, p. 25). Islam could be leveraged upon to promote halal tourism in north-eastern Nigeria. As noted earlier, it is the dominant religion in the geo-political zone. Halal tourism is likely to be widely accepted in the zone especially if the populace are carried along and sensitised on it (Al-Saad et al., 2018, p. 239). Policy makers in the north-east geo-political zone must disseminate information about the economic and socio-cultural benefits of halal tourism, as well as the best environmental practices.

2.2 Theoretical Framework

This work is based on the theoretical foundation of the Semiotics and Semiology theories as propounded by Ferdinand de Saussure and Charles Sanders Peirce. The theory deals with how meaning is produced and interpreted within social contexts. It is based on the principle that meaning is constructed through the deployment of acts and objects (University of Twente, 2019). Semiotics is “the study of how humans construct meaning for themselves and others” (Littlejohn & Foss, 2009, p. 874). While the meaning of some signs are arguably universal, it is important to stress that there are countless signs with varying meanings and these meanings could be directly opposing depending on the orientation and values of the people making meanings out of the signs.

Fredric de Saussure argues that signs consists of two parts with one visible and one invisible part each. He called the visible part the “signifier” and the invisible part the “signified”. Charles Sanders Pierce on the other hand argues that signs have three components which are “the sign, or representatum; the object, that to which the representatum refers; and the interpretant” (Littlejohn & Foss, 2009, p. 874). The interpretation given to a sign by an interpreter could be far from the original meaning which the sign was meant to convey at creation. This often leads to misunderstanding.

In the context of this study, tourism (and its products) are the signs. The purpose of tourist products and services as well as the interpretations giving to them by the producers and consumers are the objects; and the producers, potential consumers and actual consumers are the interpretants. The differences in the psycho-social and religious orientations of the producers, patrons and potential patrons would affect the performance of the tourism products and services in the destination. For instance, an entrepreneur could establish a lodging service close to the tomb of Nigeria’s former Prime Minister (Abubakar Tafawa-Balewa) in Bauchi. The purpose of the lodging service could be to enable tourists take detailed tour of the tomb without the pressure of returning to their homes on the same day. The lodging provided by the organization in this case is the “sign” or representatum. While some people would appreciate the effort of the service provider, some people would perceive it in negative light and see it as a way of promoting promiscuity and immorality. All these people are the interpretants and their interpretations of the services on offer by the lodging service close to the tomb of the late prime minister are the objects.

However, it is possible to create a new meaning for the services on offer by associating the signs with positive labels with which the iterpretants are familiar. Thus when a hotel offers halal services and publicizes same, it could disarm religious antagonists and increase the acceptability and patronage of the hotel in the area. If more service providers follow suite, then the patronage and investment in the sector would increase thus creating more jobs and boosting the economy of the community.

3.0 METHODOLOGY

This research was carried out with the multi method approach. It employed both quantitative and qualitative survey. The population of the study include host communities, government officials, intermediaries, media, producers, scholars and potential tourists. Due to some constraints, “it is not always possible to have a meaningful involvement of all the stakeholders in tourism planning” (Ali, Hussain, Nair, & Nair, 2017). Some of these constraints are lower levels of awareness and competencies, lack of financial support and investment capital, lack of government support and apathy of different actors. Therefore, a sample of 14 informants was used for the qualitative survey, phone and face to face interview was done to various stakeholders from both Islam and Christianity religions. This is to enable the study get different opinions on the need for halal tourism and the benefits to derive from it. One hundred and forty two (142) respondents were sampled for the quantitative survey from Bauchi, Gombe and Yobe states. The respondent’s interviews were done in offices and others at home. Data were transcribed manually and arranged according to different themes and sub-themes that answer the research questions. The interview data are presented on a table according to the different themes and sub themes with samples of response. The questionnaire was to get opinions on the stakeholder’s perspectives on the current state of tourism and halal tourism in the region. The research instruments are questionnaire and interview schedule.

4.0 RESULTS

The results for this study are from the questionnaire and interview administered. Average mean score of the responses are interpreted using the scale points as follows 5= strongly agree, 4= Agree, 3= undecided, 2= Disagree and 1= strongly disagree. Data from the interview are presented on tables according to different themes analysed.

Table 1. Stakeholders Perception on Current State of Tourism in The North East

Perception on Current state of Tourism	N	Sum	Mean	Std. Deviation
Tourism corrupt good morals	142	372.00	2.6197	1.43281
Tourism activities negates Islamic principles	142	578.00	4.0704	1.34559
Hotels are venues for fornication and adultery	142	580.00	4.0845	1.40158
Alcohol is sold in every hotel	142	345.00	2.4296	1.20518
Better to pass the night in the house of friend or relative than hotel.	142	381.00	2.6831	1.35463
Praying mats are provided in hotels I have lodged in the north east	142	406.00	2.8592	1.24109
Copies of Quran are provided on demand in hotels I have lodged	142	416.00	2.9296	1.21835
Valid N (listwise)	142			

Source: Field Survey (2019)

The above table is on the stakeholder’s perspective on the current state of tourism in the north eastern region of Nigeria. The response on how “tourism corrupts good morals” has an average mean score of 2.6197 which translates to disagree. The mean for “tourism activities negate Islamic principles” is 4.0704 which is agree, it means the “stakeholders agree with this opinion”. On “hotels being venues for fornication and adultery”, the average mean score is 4.0845 which means agree. On “Alcohol sold in every hotel”, the mean was 2.4296 translating to disagree.

“Better to pass the night in the house of friend or relative than hotel” has 2.6831 mean which is disagree. “Praying mats are provided in hotels I have lodged in the north east” has mean score of 2.8592 while “copies of Quran are provided on demand in hotels I have lodged” has mean of 2.9296 all translating to disagree.

Table 2. Stakeholders perception on Halal Tourism

Perception on Halal Tourism	N	Sum	Mean	Std. Deviation
Women should be separated from men during tourism activities	142	484.00	3.4085	1.44475
I can visit friends who drink alcohol	142	420.00	2.9577	1.35727
Halal and haram meals can be prepared in the same environment	142	389.00	2.7394	1.29746
There should be gender segregation while sitting in vehicles	142	499.00	3.5141	1.45737
Praying mats should be provided in hotels	142	594.00	4.1831	1.07598
Copies of Quran should be available in lodges	142	486.00	3.4225	1.46507
Praying facilities should be available in tourism facilities	142	614.00	4.3239	.87153
Female gymnasium should be separated from men	142	583.00	4.1056	1.23028
Female swimming pool should be separated from male	142	595.00	4.1901	1.26566
There should be provision for only family members to access facilities	142	648.00	4.5634	.57692
Valid N (listwise)	142			

Source: Fields survey (2019)

The table above is on the stakeholder’s perspective on halal tourism. The response on “I can visit friends who drink alcohol” has mean of 2.9577 which translates to disagree, this means respondents cannot visit friends who drink alcohol. The response do not agree with “halal and haram meals can be prepared in the same environment” with mean score of 2.7394 There should be gender segregation while sitting in vehicles has mean of 3.5141 which is undecided. The response on “praying mats should be provided in hotels” have mean score of 4.1831 which is agreed. “Copies of Quran should be available in lodges” is undecided with mean of 3.4225. On the responses for “praying facilities should be available in tourism facilities”, the mean score is 4.3239 showing agreement with the opinion. Respondents agree for “female gymnasium should be separated from men” with a mean score of 4.1056. Same response was recorded for “female swimming pool should be separated from male” with a mean score of 4.1901. The response for there should be “provision for only family members to access facilities at the same time” has mean of 4.5634 showing agreement.

Table 3. Emergent Themes based on interview responses on why there is need for Halal tourism

Theme and Sub-themes	Example of interview response
<u>Is there need for halal tourism</u>	“Yes”
<u>Need to practice religion with purity</u> 1. Majority of the people in the region practice Islam	

2. Christians and Muslims need halal tourism	“Majority of the populace of the north east are Muslims and halal tourism is according to the teaching of Islam, the region needs this type of tourism”. “It will be a surprise to know that Christianity teaches halal. I attend Hausa church and that word is always used. It means pure. Both Christians and Muslims need this type of tourism being the majority in the region”.
3. Need for segregation during tourism activities	“There is a need is because most of the populace are Muslims Many are willing to travel for tourism but cannot because the place is not segregated”.
4. Need to stop selling haram beverages	“Many destinations sell alcohols which is not acceptable in Islam, there is need for that to stop”.
<u>Available potentials</u>	“You know we have a huge population in the north east with some having disposable income, there are varieties of potential tourists resources so there is a need”.
5. Availability of potential tourists	
6. Availability of potential attraction	“Muslims have the desire to participate in tourism, reason why we travel abroad to look for what we cannot find at home”
7. Huge population	“The north east have many resources for tourism to cater for halal tourism”
<u>Women desire for freedom during tourism</u>	“With the huge population of Muslims in the world, Africa and Nigeria, there will be many people with interest in halal tourism.”
8. The need for women to be free during tourism activities	
9. There is desire to have different options of tourism	“As a woman, I will like to participate in tourism activity but because there are other men who are not related to me, I will not be free to do that. We desire to find a free environment”.
<u>Need for family recreation</u>	“Like I told you earlier that we at the north east are reserved. We want more options for tourism, we don’t want to go and watch children in attractions which isn’t bad. But we want options of participating too”. “Many want to go out for recreation with their families but can’t because many will start looking at your wife as a prostitute. With halal tourism one can go out to recreate with his family”

Source: Interview (2019)

The major findings from the interview as presented on the table show that all respondents agreed that there is need for the introduction of halal tourism. On why they feel there is need, findings show the reasons to be the need for both Christians and Muslims to practice their religion with purity. Majority of respondents also identified the availability of potentials as reason they feel there is a need. The desire

for women to be free at tourism destinations and during tourism activities is a major reason the respondents gave for the introduction of halal tourism.

Table 4. Emergent Themes based on interview responses on the Benefit of Halal tourism

Theme and Sub-themes	Example of interview response
<u>Improve morality and preservation culture</u>	
1. It will correct the wrong perception of tourism	“The perception of tourism by many is of indecency, the word tourism in Hausa which is “yawon shakatawa” is not helping the perception”.
2. It will improve our cultural norms	
3. It will serve as a moral guide	“If halal tourism is introduced, there is tendency that our norms and our culture will be preserved by stopping nudity, prostitution and taking alcohol in tourist attractions”.
<u>Economic benefits</u>	
4. Job creation	
5. Revenue generation	“This type of tourism can help some people to conduct themselves morally while participating in tourism activities”.
6. Development	
7. Investment	
8. Development of the cottage industry	“Definitely there is economic benefit through job creation, revenue generation and development”.
<u>Increased tourism flow</u>	
9. Tourism will gain acceptance	“The states of the north east will have something for IGR”
10. Improved local tourism participation	“Some areas where halal tourism will take place will enjoy huge development”
11. Increased family participation	“There will be investment from the private sector in this type of tourism. The state governments can get international investors too”
<u>Opportunity to choose activities</u>	
12. Varieties of tourism activities	“Our local crafts can be sold to tourists. A state like Bauchi is good in leather work, this area can witness boom”
<u>Socialisation</u>	
13. Freedom for women participation	“Apart from economic benefit, there are cultural benefits, if you introduce such ideas and incorporating religion which is part of culture, people will embrace it”.
14. Learning through interaction	“Many people go to Dubai, Malaysia and Indonesia for vacation. If this type of tourism is introduced, it will make many to participate here at home”.
	“Culturally people do not participate in tourism; because they feel it is western, bringing halal tourism will increase family participation and children recreational activities because in this region not much is done to children to enjoy themselves”.
	“We can benefit through varieties, we women do not have active activities to participate because it is together with

	men. But with this type of tourism, we will have different varieties to choose from”. “As a woman, you don’t expect me to be free to swim in Wikki spring in front of men. But when for instance Yankari decides to get a swimming pool for only female, I will be free to swim and have fun”. “Most of the tourism and recreational sites I visited I only interact with Christian women. If separate facilities are provided for females, I will interact with Muslim women and learn a lot from them”
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Source: Interview (2019)

The table above shows responses from the interview on the benefit to be derived when halal tourism is introduced. All the respondents said the region will benefit by improvement in morality and preservation of culture. Majority of the responses also identified some economic benefits. Another benefit as explained by the women interviewed is socialisation. Lastly responses show that Halal tourism would lead to increase in tourists flow in the north-east geo-political zone.

4.1 DISCUSSION

The stakeholders’ perspective on the current state of tourism in the north eastern region of Nigeria shows they do not see tourism as an activity that corrupts good morals. Though few respondents believe tourism corrupts good morals but the average response indicated that it is not. However, the respondents have the opinion of the tourism activities currently carried out in the north east to negate Islamic principles. Religion occupies a central position in the development of tourism. People of different faiths embark on religious tourism or pilgrimage to holy sites in their various religions. Religion is a major determinant of “how people spend their spare time” (Jaelani, 2017, p. 25). The major activities in the north east are game viewing, swimming, entertainments and adventure. In as much as this opinion may not be on the activity itself, it may be on the nature and the place the activity is being carried out. On hotels being venues for fornication and adultery, the respondents agreed with this opinion. This is because hotel is an accommodation which requires privacy. It is expected that anyone lodging in a hotel is supposed to pass the night there or have some rest or relaxation. However, most of the hotels are turned to prostitution markets. It is also alleged that both the married and the unmarried go there to spend some time with the opposite sex that are not their spouses. This perspective has brought a general opinion on anyone going into the hotel is going there to fornicate or commit adultery. Perception on the sale of alcohol in every hotel shows that majority of the respondents do not agree with that. This may be because the region has some facilities where people go to relax and take alcohol. However, some of these facilities are located in hotel premises. These findings agree with that of Zamani-Farahani & Ghazali (2012) who states that some of the reported shortcomings of tourism are that it breaks up the traditional family structure and relationships, affects religious beliefs and increases crime and prostitution.

The respondents do not feel it is better to pass the night in the house of friend or relative than hotel. This opinion seems contradictory as most of the respondents see the hotel as a place for fornication and adultery, choosing to stay in a place where such is practiced may be that the respondents desire for the act or they do not care about what happens in the environment they find themselves. Furthermore, this response can still be seen as the hotel being a better alternative for accommodation while on tourism than staying with friends and relatives. More findings show that there are no praying mats provided in hotels lodged in by the respondents in the region. Same with copies of Quran provided on demand in hotels.

On the stakeholder's perspective on halal tourism, findings show that respondents cannot visit friends who drink alcohol; this may be because of the religious belief of most of the residents who are mostly Muslims and orthodox Christians who are mostly northerners and conservatives. The holier than thou attitude in the region when it comes to issues of religion may have prompted that opinion. On halal and haram meals being prepared in the same environment the stakeholders do not want that. Haram meals are meals that is forbidden, the holy books have specifically mentioned such meals. Preparing them with meals permissible may have the tendency of the halal meals being tainted in the process of preparation if not handled very well. There may be possibility of equipment being shared without it being properly cleaned or some ingredients being used for the other meal. Halal tourism or travel within Islam focused on issues such as the involvement of (Muslim), point (goal of Islam), the product (the area of housing, food, and drinks), dimensions (economic, cultural, religious, etc.), and management of processes services (marketing and ethical issues). Motivations and intentions are very important in Islam because they are related to attitudes and intentions (Al-Hamarnah, 2011; Hassan, 2007; Henderson, 2010). The respondents were undecided on gender segregation while sitting in vehicles. This may be because the response does not specify whether it involves family members or spouses; future studies can look into this to understand more on gender segregation in vehicles. Some people may love to sit together with their spouse or kids that are of the opposite sex.

Opinions on the provision of praying mats in hotels have a positive response. Part of the requirements for halal tourism is for each accommodation to provide praying mats for Muslims to perform their daily prayers even when in rooms (Hassan, 2007). However, opinions on copies of Quran to be available in lodges are undecided. The Quran is a holy book of the Muslims which must be handled with care. There is this notion of the copy of the holy book written in Arabic not permitted by anyone without wudu (purification) to handle it. Some people feel offended when non-Muslims handle it for the fear of the holy book being manhandled. However, copies of the holy Bible are placed in some hotels in this part of the country with no report of it being manhandled.

The stakeholders are of the opinion of having praying facility available in tourism facilities. These facilities can be mosque or specific areas for prayers.

Respondents agree for female gymnasia to be separated from that of the male. All gymnasia do not have separate place for women, and because of the religion practice of most of the people in the region, they find it difficult to visit the gym. The responses show desire by the stakeholders for women to use the gymnasia away from men. Same response was recorded for female swimming pools; swimming wears are tight and revealing. It is important to stress that Christianity and Islam, which are the dominant religions in Nigeria, both preach against exposing the body. This explains stakeholders' desire for separate pools for women. For instance, the Wikki spring which is the most patronised natural swimming pool in the region attracts different gender of people (Sadiq & Buba, 2016). But observation there reveals that most married women do not join their kids in having fun in the warm spring. The stakeholders have strong opinion on family members having access to facilities at the same time in tourist's attractions. This will give them the privacy they require and increase family recreation in the region.

Discussion: Qualitative Data

All those interviewed said there is the need for the introduction of halal tourism in north east Nigeria. They gave the reason to practice religion with purity as why they feel there is need. Majority of people from the north-east of Nigeria practice Islam. Incorporating Islamic practices in tourism activities can bring out positive results for the industry. Halal is not only for Muslims as some of the Christian stakeholders explained that Christianity teaches most of the aspect of what is halal and some Hausa churches use the word halal when teaching on purity or emphasising on something legitimate. Since the major religions in the region teach living in holiness, bringing halal tourism will clear the views of people that think tourism is against the teachings of religions. These findings are in accordance with Nurdiansyah (2018, p. 26) which

states that it is important to note that halal products are not only exclusive to the Islamic faith. There are Christian groups who share the halal doctrine. Also the increase in the number of Muslim tourists has inspired many tourism services providers to seek halal certification. One of the non-Muslim countries where this is common is Japan. Other reasons given for the need for halal tourism is the desire to segregate male and female while using public means of transportation and during tourism activities. This will include offering different facilities for women or organising family activities. Alcohol is haram; the stakeholders were of the view that introducing halal tourism will stop selling haram beverages.

Availability of potentials is another reason why there is need for halal tourism. The region has a huge population which can serve as a tourists market. However, tourism depends on the ability of one having disposable income which is a minus for the north-east being the poorest region in the country. However, planners can attract those that have the desire for tourism and spending power. More tourists can be attracted from other parts of the country too. Another potential in the north east is tourism resources. The region has natural resources ranging from game reserves, bird sanctuaries, sceneries, plateaus with good climatic conditions. It is the region with the highest number of ethnic groups in Nigeria. Each ethnic group has its unique culture which is celebrated in form of festivals. These are tourist's attractions that can meet the need of tourists with the motivation for cultural tourism. Potential tourists from the Muslim population and the conservative northern Nigeria are another reason to desire for halal tourism too.

Women desire for freedom during tourism is another need the introduction of halal tourism can meet. With women becoming educated with more exposure, there is motivation to participate in tourism but are hindered because of the nature of participation. Women want their own tourism facilities where they can be free to participate in the activities instead of watching their kids and husbands have fun. They want to be free with their fellow women or with their families while on tourism trips. With the freedom, women can have many options to choose many tourism activities because there will be provision for them. There will be increase in family recreation too because many will be free to travel with their families without them having fear of them seeing haram.

Many prospects for the introduction of halal tourism were examined; first among them is the improvement on morality and preservation of culture. Religion teaches how to differentiate between right and wrong and also how to be of good behaviour. These good behaviours Islamically are what the concept of halal tourism covers. Halal tourism is expected to be a moral guide for Muslims and other religion that believe in morality. It will help in preserving our culture which religion is path of it. Cultural norms which are the standards or rules that guide behaviour of the people will be maintained and improved in the society. There is perception of tourism being against our cultural norms. Some respondents pointed out in the interview that the meaning of tourism in Hausa which is the language spoken by the majority of the people in the north-east is part of why people perceive tourism to be immoral or unserious. Tourism in Hausa means 'yawon shakatawa' which literally translates as "travelling to enjoy oneself or travelling for self-indulgence". The contributors said enjoyment can be interpreted in many ways since most of what happens in tourists attractions are not in conformity with our culture or religion. They furthermore pointed out that the Hausa word does not carry seriousness in its meaning. Bringing religious ideology into tourism will actually clear the impression people are having on tourism.

The second benefit is positive economic impact of halal tourism activities in the region. This is in form of job creation for skilled and unskilled workers. The residents that are unemployed will get direct or indirect labour in hotels, transportation companies and attractions. Revenue will be generated to the government through taxation, registration of hotels and attractions and custom duties for any goods to be imported for the establishment of resorts. Massive development is expected in terms of infrastructure and superstructure. Both local and foreign investors will invest in businesses that are related to this type of tourism. The cottage industry will benefit too as those into leather work, pottery, paintings and other crafts used as souvenir will be boosted.

Increased tourism flow is the next benefit identified. This will be by partial interaction between the destination area and the generating market because of the varieties of the tourism activities expected from halal tourism. This will draw both international and domestic tourists and also improve participation among locals. More families will travel together and tourism will gain acceptance within and outside the region.

There will be an avenue for Socialisation through the various tourism activities where many will interact in a way that it is acceptable by the society. Women will benefit more from this tourism variety because they will have the opportunity to participate actively than the usual passive participation. They will have a free and conducive environment to have fun and refresh themselves.

5.0 CONCLUSION AND RECOMMENDATION

The output of the analysis of the data gathered for this study confirms that perception plays a huge role in the creation of meaning as argued by semiotic theorists. In relation to Fredric de Saussure's position, religion and culture are crucial signifiers in our signification of tourism. Communication and other aspects/elements of socialization are the tools for the creation and the validation of the meanings and ideas which we make of concepts. Therefore, the present prevailing average perception of tourism in north-eastern Nigeria is a product of the religious and cultural values of the people in the area.

Stakeholders' perception of the current state of tourism in north-eastern Nigeria is unfavourable due to religious and cultural factors. For the same reasons, there is a clamour for halal practices in the tourism industry of the north eastern Nigeria. Halal tourism industry in the north-eastern Nigeria is a potential spiritual, social and economic goldmine waiting to be explored.

To actualize the potential benefits of tourism for national economic growth, there is a need to factor-in the feelings of the people. There is a need to shift grounds from both ends. Tourism practitioners must be willing to respect the religious and cultural concerns of the people and the people also need to acknowledge the efforts of tourism services providers. It must be emphasized that tourism is not inherently bad, but peculiarities in its practices in one geographical area may be offensive to stakeholders in another geographical area. There is a need to give the concept a new image in the geo-political zone. This can be achieved through a synergy involving the media, religious leaders, government, community leaders and practitioners.

Therefore, with the right mix of ideas from the stakeholders, Halal tourism has the potential to contribute significantly to the nation's economy if given the right attention and operated within the right framework with the right people at the helm of affairs. It would also reduce the pressure of job creation on the government.

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**INVESTIGATING THE IMPLICATION OF TECHNOLOGY AND DIGITAL
SURVEILLANCE ON HUMAN RIGHTS IN NIGERIA**

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At

THE INTERNATIONAL CONFERENCE IN GHANA TITLED:

**ENTREPRENEURIAL EDUCATIONAL MANAGEMENT, ORGANIZATIONAL AND
LEADERSHIP TRANSFORMATION: THE KEYS TO MOVING AFRICA TO THE
NEXT LEVEL**

**INTERNATIONAL CONFERENCE FOR ACADEMIC & NON-ACADEMIC STAFF OF
TERTIARY INSTITUTIONS IN GHANA**

Abstract

This paper investigates the implications of technology and digital surveillance on human rights in Nigeria. With the rapid advancement and proliferation of digital technologies, the Nigerian government and various private entities have increasingly adopted sophisticated surveillance tools purportedly to enhance security and combat crime. However, this trend raises significant concerns about the potential infringement on fundamental human rights, including privacy, freedom of expression, and freedom of association. The paper employs documentary research method which encompasses the review and prognosis of relevant literature. The findings highlight the inadequate regulatory mechanisms in place, the potential for abuse of surveillance technologies by state and non-state actors, and the chilling effects on civil liberties. The study calls for robust legal reforms, the establishment of independent oversight bodies and greater public awareness to ensure that the deployment of digital surveillance technologies aligns with human rights standards. The implications of this research are critical for policymakers, human rights advocates, and technology developers aiming to balance security objectives with the protection of individual freedoms.

Keywords: Digital Surveillance, Human Rights, Privacy, Freedom of Expression and Legal Framework

Introduction

The rapid advancement of technology has brought about significant changes globally, and Nigeria is no exception. Among these technological changes, digital surveillance has emerged as a crucial tool for security and law enforcement agencies. While surveillance can enhance national security and help in crime prevention, its implications for human rights in Nigeria are profound and multifaceted. This article delves into the intricate balance between leveraging technology for security and protecting the fundamental human rights of Nigerians, including privacy, freedom of expression, and freedom of association. Over the past few years, the widespread adoption of technological breakthroughs has had a noticeable impact on human rights across all aspects of society. In Nigeria, technology has had both positive and negative effects. On one hand, it has the ability to support democratic efforts and enhance societal welfare. On the other hand, it also enables digital surveillance that could infringe upon individuals' rights. Digital technology encompasses a diverse array of tools, equipment, systems and resources utilized for the creation, storage or manipulation of data. Today, these technologies are the foundation of modern civilization, serving as the central force behind how individuals communicate, learn and conduct business.

This paper examines the development of digital technology, its current consequences and future possibilities, emphasizing its growing impact on many aspects of modern human life. The abacus, an early calculating device that used a basic version of binary language, serves as the origin of digital technology (Ifrah, 2001). The ENIAC, the first computer capable of programming, marked the beginning of the digital era in the 1940s. This colossal entity, despite its rudimentary nature according to present-day criteria, embarked on an unwavering quest for enhanced computational capability and efficiency (Goldstine & Goldstine, 1946). In the 1960s and 1970s, mainframe computers brought about a significant transformation in corporate operations, while their large size

and high cost restricted their availability. However, the personal computer, which was first released by IBM in 1981 and Apple's Macintosh in 1984, marked a significant change by making machines accessible in people's homes and initiating a period of remarkable digital growth (Campbell-Kelly & Aspray, 2004).

The phrase 'information is power' has never been more significant than at the start of the previous century. Technological access has significantly expanded in various regions of Africa, concurrently instilling renewed aspirations for political, social, and economic emancipation. Nevertheless, as the potential benefits of these technologies grow more ambitious, particularly in Africa, their risks to human rights have also escalated as a result of abuses committed by both governmental and non-governmental entities. Global demands for technological advancements and the maintenance of peace and security have further complicated the meaning of human rights protection, particularly in the digital era. Previously, communication surveillance was common. Today's world has welcomed a thriving economy of creative ideas. Non-state players fuel this economy by profiting from forecasting human interaction.

Communication surveillance, previously known as state-designed 'backends', now includes overt manipulation of human online activity and the monitoring of private conversations by internet platforms. Consequently, the advent of digital technology has not only presented new difficulties, but it has also led to a consolidation of socio-political influence within a small number of powerful commercial entities. The majority of actors rationalize the implementation of communication surveillance by emphasizing the need to safeguard public safety, prevent criminal activities, preserve individual rights, and secure national security. However, they tend to minimize the adverse effects that these justifications have on human rights, particularly privacy. Many African countries lack comprehensive regulations on communication surveillance, despite their commitments under the international human rights framework. Although various global and regional human rights instruments offer guidance on the fundamental principles that state parties must take into account when implementing communication surveillance, the majority of state parties currently lack comprehensive, primary laws that are in line with human rights standards.

Despite appearing comprehensive and originating from national parliaments, state parties with such laws fail to adhere to internationally established norms on communication surveillance. Human rights, which are fundamental to a civilized society, are of utmost importance to the existence and worth of every person in the global community. Numerous international treaties and national constitutions worldwide, including Nigeria's, codify the notion of fundamental human rights. Nonetheless, the unfavourable depiction of human rights practices in Nigeria, a prominent African nation, is concerning and requires immediate attention. This study aims to investigate, using many sources, the present condition of human rights in Nigeria, shedding light on the violations and suggesting practical remedies for this widespread problem.

CONCEPTUAL CLARIFICATION

PLACING COMMUNICATION SURVEILLANCE IN CONTEXT

Communication surveillance encompasses a wider range of activities than the legitimate interception of communication, just as surveillance encompasses a wider range of activities than communication surveillance. Nevertheless, all of these elements of monitoring collectively contribute to the protection and preservation of the individual's right to privacy. Communication monitoring encompasses both legal and illegal means of gaining access to electronic communication. Lawful access to electronic communication primarily pertains to the legal and authorized means of monitoring and obtaining access to private communications. Put simply, if accessing private communication has a strong chance of preventing severe harm to life and property, it would be considered lawful interception of communication. Communication surveillance is conducted for several reasons, such as safeguarding public safety, deterring criminal activities, upholding the rights of individuals and facilitating international cooperation in combating crime. Given the inherent characteristics of communication surveillance, particularly when employed by governments, it frequently necessitates a certain degree of confidentiality.

According to Smith (2016), most forms of surveillance are controlled by strict secrecy guidelines. Companies appear to be as interested in collecting and monitoring information as they are in preventing and forbidding direct scrutiny of regular work practices. Secrecy is necessary in cases where the government needs to conduct investigations based on reasonable suspicion of a crime. If the government were to inform either the individuals being investigated or the broader public about the surveillance, it might potentially compromise the investigation. Nevertheless, this requirement appears to have overshadowed the importance of being held responsible and being open about actions, which therefore results in infringements on private rights particularly and human rights in general. According to the UN Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression, 'communications surveillance' refers to the act of monitoring, intercepting, collecting, preserving and retaining information that has been communicated, relayed or generated over a communications network. The report also highlighted that circumstances such as national security and criminal activity might warrant the extraordinary utilization of communications surveillance technologies. This implies that the lawful interception of communication, which is a significant aspect of communication surveillance, could be a valid reason for restricting the right to privacy. States must ensure that any limitations on communication surveillance are in accordance with the standards of international human rights law, given the nature of such surveillance.

The Current State of Human Rights in Nigeria

Nigeria, the most populous nation and economic power on the continent, should be at the forefront of the continent's efforts to promote and uphold human rights. Still, the reality on ground paints a quite different picture. Extra-judicial executions, brutality against women, repression of the right to free speech and peaceful assembly are just a few of the numerous violations that have been

documented around the country. Amnesty International (2021) claims that extra-judicial executions, harsh, outrageous or humiliating treatment of detainees and torture are only a few of the human rights violations that the Nigerian security services have been repeatedly linked to. Global indignation was sparked by the #EndSARS protests in October 2020, which brought attention to the level of police abuse, particularly with reference to the Special Anti-Robbery Squad (SARS). Furthermore, Nigeria's policies with regards to things like press freedom have drawn criticism. Nigeria is ranked 120th out of 180 nations by Reporters Without Borders (2021), suggesting a hostile environment for journalists. Journalists have been the target of intimidation, arrests, and, in the worst cases, murder. These incidents have left the media environment clouded in secrecy and terror.

Furthermore, gender inequality is still widespread. Nigeria is ranked 158 out of 162 nations by the United Nations Development Programme (UNDP) with a Gender Inequality Index (GII) value of 0.555 (UNDP, 2020). The high rate of inequality is a reflection of cultural norms that support discrimination against women, which leads to differences in work and education opportunities as well as a high rate of gender-based violence. Nigeria, an oil-rich country, struggles with excessive poverty and poor access to fundamental amenities in terms of socioeconomic rights. According to the World Bank (2020), over 83 million Nigerians or more than 40% of the country's population, live in poverty and have inadequate access to clean water, healthcare and education all of which are fundamental human rights recognized by the UN (UN.org).

Legal Framework and International Obligations

Nigeria has officially approved and implemented various international human rights agreements, such as the International Covenant on Civil and Political Rights (ICCPR) and the International Covenant on Economic, Social and Cultural Rights (ICESCR). In addition, the country possesses a thorough constitution that boldly encompasses the rights and liberties of its citizens. However, the challenge resides not in the legal provisions themselves, but rather in the execution and adherence to these laws and treaties. The origins of Nigeria's human rights crisis can be attributed to its complex historical path, which includes periods of military dictatorship, corruption and insufficient governance systems. Human Rights Watch (HRW.org) emphasizes that the Nigerian government has not successfully tackled fundamental issues such as poverty, corruption and lack of accountability, which are responsible for these breaches. In addition, the international community, although expressing concerns about Nigeria's human rights performance, frequently appears to prioritize strategic economic and political interests over the advancement of human rights. The unintended consequence of this situation is that it has facilitated the continuation of human rights abuses, while the global reaction is restrained due to geopolitical factors.

An overview of communication surveillance landscape in Nigeria

Apart from section 37 of the 1999 Constitution on right to privacy, several other laws in Nigeria affect the right to privacy, particularly through their provisions on communication surveillance. Major legislation include the Cyber Crimes (Prohibition, Prevention) Act, 2015, the Nigerian Communications (Enforcement Process, etc) Regulations, 2019, Guidelines on Provision of Internet Services, the NCC Act, section 26(1) of the Terrorism (Prevention) Act, 2011 (as amended) and section 13 of the Mutual Assistance in Criminal Matters Within the Commonwealth (Enactment and Enforcement) Act, 2019. Regarding communication surveillance laws in Nigeria, the Lawful Interception of Communications Regulations, 2019 (Regulations) are the most extensive. Legal interception is allowed by most of these regulations, particularly in connection with their different goals. For instance, the Terrorism Act permits communication eavesdropping in order to look into terrorist activity. It is noteworthy that although the majority of these laws give law enforcement the authority to intercept communications, they seldom ever specify any particular actions to protect human rights when using such authority. This is especially troubling because the Nigerian government spent ₦127,000,000,000.00 (about US\$308 582 187,00) on surveillance equipment between 2014 and 2017 without any clear instructions on how to use the equipment. Apart from these efforts, recent reports state that Nigeria is among the seven African nations that have made significant investments in the usage of spyware and invasive technologies. This report confirms earlier ones regarding the surveillance of political opponents and journalists by the Nigerian government. These are explained by Nigeria's lack of responsibility and openness on legal interception.

The Implications of Digital Technology on Society

The impact of digital technology on society is complex and has many different aspects. The field of education has seen a significant transformation, with the emergence of online learning platforms and digital curriculum enabling remote education. As a result, access to information has been more accessible to a wider range of people (Means *et al.*, 2009). In addition, social media platforms such as Facebook and Twitter have fundamentally transformed interpersonal communication, giving rise to novel modes of social interaction and even influencing socio-political dynamics (Kaplan & Haenlein, 2010). Within the healthcare field, the use of digital technology has facilitated progress in areas such as telemedicine, electronic health records, and AI-based diagnostics. As a result, patient care and system efficiency have been enhanced (Free *et al.*, 2013). Moreover, within the sector, digital technology has stimulated the Fourth Industrial Revolution, distinguished by automation, artificial intelligence, and cyber-physical systems, which have the potential to improve productivity and transform manufacturing (Schwab, 2017). The introduction of technology in Nigeria has played a crucial role in improving different human rights. The rapid spread of the internet and mobile technology has become a powerful catalyst for societal transformation. Nwakanma (2017) argues that the technology revolution in Nigeria has given residents more access to information, which has resulted in a well-informed population that is better able to exercise their rights and participate in democratic processes. Technology has also expanded its influence into the socio-economic domain. According to a white paper published by

(PricewaterhouseCoopers) PwC in 2019, digital technology is essential in tackling socio-economic concerns and has played a pivotal role in expanding education, healthcare and economic prospects in Nigeria.

Conversely, the emergence of digital technologies has facilitated a culture of surveillance that presents substantial risks to the safeguarding of human rights. The Committee to Protect Journalists (CPJ) has drawn attention to the Nigerian government's growing reliance on surveillance technologies to observe and occasionally stifle opposition, thereby endangering freedom of expression and the right to privacy (CPJ, 2019). In addition, Madueke and Obianwu (2021) illustrate the dangers of digital monitoring, highlighting that these practices have frequently occurred without sufficient legislative supervision, leading to significant apprehensions regarding unauthorized invasions into the personal lives of Nigerians. The intrusive surveillance possesses the powerful potential to induce self-restraint among activists and journalists, who perceive an escalating susceptibility to government surveillance.

FRAMEWORK OF ANALYSIS

Technology's Dual Roles in Human Rights Advocacy and Infringement:

The diverse function of technology in promoting human rights advocacy in Nigeria is intricate. Digital platforms have been utilized to mobilize civil society, as demonstrated during the #EndSARS rallies against police brutality. Adegoke (2020) examines the significant impact of social media in coordinating protests, exposing human rights abuses and attracting worldwide attention. Nevertheless, technology can also be used as a repressive instrument against human rights campaigners, thanks to government-led digital monitoring projects. Ake and Uzodike (2018) contend that in Nigeria, the government's monitoring capabilities are frequently employed to intimidate and persecute prominent individuals in civil society—an alarming demonstration of the threats that unregulated surveillance poses to democratic liberties. Despite its advantages, digital surveillance gives rise to numerous legal and ethical dilemmas. The paradox of digital monitoring lies in its capacity to undermine the democratic norms it claims to protect. Surveillance has the potential to infringe upon essential rights and freedoms, sparking heated discussions over privacy and civil liberties (Lyon, 2014). The discussion on digital surveillance is inevitably connected to the legal boundaries of privacy. The legal regulations governing surveillance in different countries often fail to keep up with technological progress, resulting in legal gaps that limit persons' privacy (Richards, 2013). Therefore, it is crucial to engage in a comprehensive discussion regarding the revision of privacy rules in order to align them appropriately with the current digital era.

The psychological effects of constant surveillance are extremely complex. Foucault's interpretation of the panopticon highlights how constant surveillance can create a state of constant visibility, ensuring the efficient exercise of power (Foucault, 1977). Individuals may internalize the constant potential for being observed, leading to changes in their behaviour and self-censorship. This goes against the free exercise of human liberty and expression. Moreover, the growing awareness of the long-lasting impact of digital footprints intensifies public anxieties around surveillance. The permanent and unerasable quality of online information enables governmental or corporate entities to monitor individuals to an unprecedented extent, so limiting their ability to move beyond their past (Mayer-Schönberger, 2011). The concept of the 'right to be forgotten,' however controversial, is a convincing paradigm aimed at addressing this element of digital surveillance.

The justification for digital surveillance is frequently based on narratives that emphasize the importance of national security. The gathering and examination of digital communications have been used as a means to prevent possible terrorist acts, a concept emphasized by several governments (Clarke and Knake, 2010). However, the boundary between vigilant protection and overt intrusion is fragile, as numerous complaints claim that security services frequently exceed their authority, significantly undermining privacy in exchange for vague security benefits. In 2013, Edward Snowden's disclosure of classified documents revealed the extent and magnitude of the monitoring operations carried out by the National Security Agency (NSA) of the United States. This sparked a worldwide discussion on the suitability of such surveillance practices in democratic nations. The disclosure of classified information by Snowden prompted a reevaluation of the equilibrium between privacy and security in the era of digital technology (Greenwald, 2014). Technological advancements constantly change the digital surveillance scene, leading to a competition between surveillance capabilities and measures that protect privacy. Advanced encryption methods offer individuals and organizations the means to safeguard the privacy of their communications. However, at the same time, government-backed groups are actively working to create strategies to overcome these protective measures (Diffie and Landau, 2007). In addition, the proliferation of the Internet of Things (IoT) has significantly broadened the range of monitoring opportunities. The proliferation of internet-connected gadgets, such as smart televisions and home security systems, greatly expands the possible avenues for surveillance (Howard, 2015). It is essential to acknowledge the power of technical progress in both improving and compromising the security of digital privacy.

The Spectre of Digitized Surveillance: Eroding Human Rights in Nigeria

Within the complex and ever-expanding realm of digital technology, the pervasive issues of surveillance and privacy violations are causing widespread concern and apprehension worldwide. This is particularly evident in Nigeria, where rapid digital progress intersects with a complex network of socio-political structures. In order to analyse this, it is necessary to first grasp Nigeria's intricate history of administration, which alternates between democratic ambitions and

authoritarian manoeuvre. The institutional architecture in Nigeria is imbalanced, with remnants of military control and widespread corruption undermining individual freedoms (Lumumba-Kasongo, 2011). The persistent inquiry persists: does digital surveillance worsen the already existent circumstances for human rights violations in this West African country? Undoubtedly, digital monitoring in Nigeria has become an integral part of the government's strategy, seemingly intended to address prevalent security issues including terrorism, cybercrime and kidnapping in the area. Advocates of such systems strongly support the idea of public safety, emphasizing that surveillance is a crucial and essential tool in the state's collection of resources. However, these assertions are strongly disputed, and the complex surveillance network has clear consequences that violate the human rights of Nigerian residents.

Journalists have been specifically targeted, civil liberties campaigners have been subjected to surveillance and the privacy of the general population has been violated without any justification or legal authorization. Amnesty International's material provides detailed explanations of instances where individuals who criticize the government are continuously monitored and harassed online through cyber-stalking (Amnesty International, 2020). Essentially, digital surveillance in Nigeria has transformed into a covert weapon used to suppress opposition, promoting fear and inhibiting the freedom of expression that is fundamental to a democratic society. Furthermore, the widespread use of surveillance technology in Nigeria is made worse by a significant lack of strong legislative frameworks to control and oversee these activities. The gaps in legislation and excessive powers held by security agencies have a chilling impact on the trust between the government and its citizens. According to the research written by Privacy International (2016), these deficiencies provide a favourable situation for the growth of surveillance capabilities, but at the expense of individual rights.

An inquiry carried out by the Committee to Protect Journalists reveals the unsettling story of Nigerian journalists who are subjected to covert surveillance, leading to an environment of dread and self-restraint (Committee to Protect Journalists, 2017). The argument is that digital surveillance in Nigeria not only violates the private rights of its residents but also suppresses the freedom of expression protected by Universal Declarations and the nation's constitution.

Adding to the severity of the problem is the participation of international technology companies and governments who are actively providing and supporting the digital surveillance system in Nigeria. Despite the ethical arguments and lobbying for privacy, these external corporations have faced criticism for disregarding the human rights implications in their pursuit of profitable contracts (The Guardian, 2019). They unintentionally approve a system that steals fundamental human rights in return for financial gain, signaling a new form of colonial exploitation of control over information.

The consequences of these infringements on private rights extend beyond theoretical ideas. The alarming data gathered by Human Rights Watch reveals the stark manifestation of tyranny enabled

by surveillance: illegal imprisonments, torture and extrajudicial executions. In Nigeria, the unregulated monitoring system allows for the violation of rights and protects those who act with impunity. This creates a harsh reality in the digital realm of the country. Considering these concerning facts, can the state genuinely defend its intrusion into the private of its inhabitants as solely a mechanism to safeguard national interests? Studies indicate that governments that implement expanding surveillance networks frequently experience concomitant reductions in the fundamental principles of civil rights (Greenleaf, 2017). The principles of transparency and accountability, which are fundamental to governance in any democratic system, seem to be undermined by the extensive surveillance and gathering of digital data, frequently without any oversight or safeguards.

The Future of Technology and Human Rights in Nigeria:

Looking ahead, digital technology is at the verge of advancing even further, with a high probability of incorporating widespread AI integration, sophisticated machine learning, and the expansion of the Internet of Things (IoT). These technologies have the potential to create intelligent environments where devices can communicate independently, optimize energy consumption, improve security and enhance human interaction with both the digital and physical realms (Xu *et al.*, 2014). Furthermore, quantum computing, which is now in its early stages of development, promises a future of exceptional computational speed and power. It has the potential to address issues that are impossible for classical computers to tackle (Castelvecchi, 2017). This emerging technology has the potential to fundamentally change what can be achieved in the disciplines of cryptography, materials science and complex system models. In the future, the connection between technology, digital monitoring, and human rights in Nigeria will certainly undergo further changes. Azubike (2020) argues convincingly that it is crucial to have strong legal frameworks that protect the privacy of Nigerians while still allowing for the positive impacts of technology. Frameworks of this nature must provide transparency, accountability and compliance with human rights criteria while employing surveillance technologies (Azubike, 2020).

Potential Solutions and the Way Forward

In order to tackle the human rights concerns plaguing Nigeria, a comprehensive and multifaceted approach is necessary. First and foremost, there is a pressing requirement for extensive changes that specifically address the security sector, guarantee accountability for abuses of human rights and deliver justice to the victims.

Furthermore, upholding the principle of legal governance is of utmost importance. An imperative requirement for the preservation of human rights is the establishment of robust and autonomous

judicial systems, which can only be accomplished through the implementation of judicial reforms and safeguarding the judiciary's autonomy from other branches of government.

Moreover, there is an urgent requirement for societal transformation, with regards to attitudes on gender parity and the liberty of the media. Implementing gender sensitization programme and vigorously defending press freedom are essential components in fostering an environment that upholds and values human rights.

Civil society is essential in promoting and furthering human rights. It is imperative to provide assistance and unrestricted freedom for non-governmental organizations to advocate for and oversee human rights activities.

It is imperative for the international community to carefully manage and reconcile their strategic objectives with the advancement and safeguarding of human rights. Utilizing diplomatic strategies, implementing targeted sanctions against those who violate human rights, and providing assistance to grassroots movements could be effective methods to motivate the Nigerian government to improve its commitment to human rights.

Finally, there is need for robust legal reforms on our existing laws to come to terms with the current realities of technology with a view to incorporating the protection of human rights in them. Needless to say that laws without implementation will be of no use.

CONCLUSION

Digital technology has evolved significantly, transforming personal and professional domains and shaping the human experience. However, the impact of technology and digital surveillance on human rights in Nigeria presents a paradoxical situation. While technology can promote human rights and socioeconomic development, unregulated digital surveillance threatens these foundational rights. To ensure the sanctity of human rights in Nigeria's advancing technological landscape, policymakers, civil society and the global community must create legal and ethical oversight mechanisms. The effects of digital commentary on human rights abuse in Nigeria are far-reaching and multidimensional. As digital surveillance deepens into state machinery, it undermines core human rights of privacy, freedom of speech and personal security, leading to a cycle of abuse. Nigeria needs a concerted effort to establish a framework that aligns state security initiatives with human rights obligations. To achieve this, Nigerian civil society, international human rights organizations and global citizens must pressure the state and international actors to formulate policies that respect and reinforce privacy rights. Digital surveillance remains a contentious issue, with its benefits in security enhancement and economic efficiency coexisting with ethical, legal and psychological quandaries. The future of digital surveillance must be etched with transparency, accountability and proportionality to ensure its place as a servant rather than a master of society.

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