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The Nigerian Journal of Rural Finance Entrepreneurship (NJRFE) is a bi-annual double-blind peer-review journal with an emphasis on theoretical, empirical, and conceptual articles on the general areas of all entrepreneurship fields, rural finance, management, and economics. At least one reviewer and editorial review are involved to ensure originality and relevance. Papers submitted should not have been published elsewhere and are not currently considered for publication in another journal. To preserve originality and moral standards, all papers submitted for publication will undergo plagiarism checks. Submissions that fail the plagiarism test or check will be rejected. The opinions expressed are solely those of the author or writer and do not represent those of the Editorial Board. The journal is released twice a year, in June and December. No more than one submission is allowed as lead author per issue for a person.

CONTENT

BUSINESS EDUCATION AND ENTREPRENEURSHIP CAPACITY: A CATALYST FOR ECONOMIC SURVIVAL IN A DISTRESSED ECONOMY

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Abstract

This study examines the impact of business education and entrepreneurship capacity as catalysts for economic survival in a distressed economy. This study extensively discusses the importance of business education and entrepreneurship capacity. This study was built on economic incentives theory, and relevant literature, including the concepts of entrepreneurship, business education, and distressed economies, was appropriately reviewed in this study. This study critically looks at the methods by which business education and entrepreneurial capacity can help a distressed economy, including the development of skills and the facilitation of financial backing. The paper concludes with a discussion of the implications of business education and entrepreneurship capacity for economic survival in a distressed economy. Recommendations were made thus: that more attention should be given to business education programmes at all levels in order to promote or sustain the core economic value; also, that entrepreneurship education should be given priority among unemployed graduates, etc.

Keywords: Business Education, Distressed Economy, Entrepreneurship Capacity and Economic Survival.

Introduction

A distressed economy refers to an economic situation in which a country, region, or community is experiencing significant difficulties, challenges, or crises that negatively impact its overall financial well-being and stability. These difficulties can manifest in various ways, including high employment, economic contraction, financial instability, fiscal challenges, etc. Distressed economies can result from factors such as financial crises, natural disasters, political instability, global economic downturns, or structural issues within the economy. Addressing and resolving the challenges in a distressed economy often requires a combination of economic policies, financial interventions, entrepreneurial capacity, and business education orientations to stabilise and revive economic growth and prosperity. Therefore, in curbing the negative influence of a distressed economy, business education and entrepreneurial capacity help individuals develop the knowledge and skills needed to understand complex business dynamics, make informed decisions, and contribute to the success and growth of an economy.

Theoretical Framework

The foundation of this research was the "economic incentives" idea. This notion states that an entrepreneur acts in every way because of financial rewards. This theory holds that the primary motivation behind an individual's transformation into an entrepreneur is profit. Entrepreneurs therefore arise as a result of financial gain and incentives. "A man's inner drive is associated with economic gains, which drive him into economic activities," claim J.R. Harris and G.F. Papanek. As a result, they view financial success as a requirement for the availability of entrepreneurs. Thus, in whatever kind of society, there is a desire to enhance actual wealth and economic gains. This inclination fosters the culture of economic growth. They contend that the foundation of entrepreneurship is the availability of financial incentives. An arbitras is a person who finds opportunities at low prices and sells the same at high prices due to inter-temporal and inter-partial demand, according to Kirzner. It indicates that an entrepreneur looks for circumstances in which he may produce items at a low cost or buy goods at a reduced cost and resell them in the market for a greater price. He'll do everything within his power to act. He is undoubtedly looking for lucrative chances. This theory's fundamental claims are that the internal drive for financial gain and financial rewards are linked by economic incentives. In general, this idea emphasises the financial rewards and advantages that come from the entrepreneurial class in

Relevance of this Theory to the Study

1. The theory elaborated extensively on how economic gains will benefit an entrepreneur.
2. The theory pointed out how the survival of an entrepreneur will be determined by the economic gains and the incentives derived.
3. The theory also discusses and values economic gains by referring to economic gains as a precondition for the supply of entrepreneurs.
4. The theory pointed out that economic incentives are the basic condition of entrepreneurial opportunities to be discovered.

Concept of Business Education

An essential part of vocational education is business education, which is also a highly respected and significant educational endeavour with the goal of creating a sizable population of self-sufficient people. A vital component of vocational and technical education is business education, which primarily seeks to give the recipient the fundamental abilities, information, and attitudes required for the workplace and/or to prepare them to teach business-related subjects. The programme has been viewed in numerous ways by researchers of business education, and the author of this article has provided an account of the various contributions made by other authors with an interest in education. A business education course in the classroom, in accordance with Agwumezie (2013), prepares students for entry-level and advancement prospects in the workplace. According to Aliyu (2013), one should be proud of the programming if it was properly developed, well-prepared, and linked with one's religion. Aliyu defines business education as a course of study that includes the acquisition of skills, information, and abilities that enable the benefit or recipient to be proficient. All business-related programmes, including as accounting, marketing, business administration, and secretarial studies, are protected by it. But a business education will produce individuals who are responsible, productive, and autonomous. As a result, business education is frequently influenced by the needs of business, industry, and society. This stresses how important business education is in preparing students with the knowledge, beliefs, attitudes, and talents required in the business world. It also emphasises careers and works to prepare students for lucrative employment.

The business education course, according to Duruamaku-Dim (2013), is a part of educational programmes that include prioritise general knowledge, occupational literacy, and entrepreneurship. This point of view contends that general knowledge gives students the chance to acquire a wide range of knowledge in order to comprehend the requirements of the modern workplace. The development of skills necessary for the workplace and for career growth, with the aim of producing professionals in each topic, is how he defines vocational literacy. The management and use of acquired knowledge and skills for analytical thinking and production is the domain of entrepreneurship. Business education programmes, according to Orifa (2014), are the kind of academic courses that put an emphasis on information and skills that support students' intellectual and physical development before preparing them for independence. Okwuanaso and Nwazor (2000) define Business Education as a programme that offers the information and abilities required for entering and excelling in a variety of business occupations. Therefore, it is a way for someone to receive a formal education in business principles and procedures. In that it not only covers the theoretical components of a business or activity but also goes on to show the practical side, it is thus education for and about business and vocation.

Business education, according to Amoor and Udoh (2013), contributes significantly to economic development by giving students the skills needed to successfully convey knowledge to others and run complex office and information systems. The major objective of business education is to create office managers, businessmen, and businesswomen who are capable, talented, and competitive in the workplace. A method for allocating sufficient financing for the project must be put in place in order to meet the program's goals and objectives.

Osuala (2004), on the other hand, describes business education as a curriculum that is divided into two parts: office education, which is a programme for vocational education that prepares students for office careers through initial refresher and upgrading education, and general business education, which is a programme that gives students the knowledge and skills necessary for everyone to manage their own financial affairs and to use the services of businesses. The National Universities Commission's (NUC) baseline basic academic requirements document's second aim for business education programmes supports the premise that students are urged to learn knowledge and put it to use. These objective states that the purpose of business education programmes is to develop a workforce with analytical and critical knowledge of the essential components of the modern business environment, enabling them to contribute to the development of a strong economy.

Concept of Entrepreneurship

The process of locating, generating, and seizing chances to create novel goods, services, or solutions in a fast-paced, unpredictable commercial environment is all included in the broad notion of entrepreneurship. A flexible notion, entrepreneurship fosters the growth of small, medium, and occasionally large-scale firms founded on invention and creativity in addition to aiding in the learning of new skills (Kaegon, 2005). To put it simply, entrepreneurship is the application of human bravery to look for investment opportunities and launch a business focused on making money (Ikeme, 2007). The process of developing something new is how most people define entrepreneurship. In addition to the financial and personal gratification that comes from completing the tasks at hand, doing this requires a significant amount of time and work. The outcome is independence. Entrepreneurship entails the process of creation, a deliberate commitment of time and energy, risk, and potential rewards. According to Gana (2001), it is the capacity and willingness of a person to look for investment opportunities in a given setting and the ability to launch and successfully manage a business based on such prospects. The phrase was succinctly defined by Hisrich and Peters (2002) as the dynamic process of producing incremental wealth. They went on to say that entrepreneurship is the customised means of bringing one's aspirations, desires, and expressions to life. As a result, entrepreneurship has these major aspects:

1. Idea Generation**:** Entrepreneurs identify gaps in the market or innovative ideas that have the potential to address specific needs or problems.
2. Innovation: Successful entrepreneurs often bring new or improved products, services, or processes to the market, challenging the status quo and driving change.
3. Risk-Taking: Entrepreneurship involves calculated risk-taking, where individuals invest their time, money and effort into ventures that may or may not succeed.
4. Resource Management: In order to succeed, entrepreneurs must effectively distribute and manage resources including money, people, time, and technology.
5. Business Planning: Developing a well-thought-out business plan helps entrepreneurs outline their goals, strategies, target market, competitive analysis, and financial projections.
6. Adaptability: Entrepreneurs must be adaptable and open to change, as they often face unforeseen challenges and market shifts that require quick adjustment.
7. Scale and Growth: Successful entrepreneurs aim to grow their ventures over time, which might involve expanding into new markets, increasing production, or diversifying their offerings.
8. Impact: Entrepreneurship can have a greater social and economic impact by stimulating innovation, creating jobs, and boosting economic growth.

Overall, by introducing fresh concepts and solutions to the market, entrepreneurship contributes to economic development, innovation, and industry shaping.

Objectives of Entrepreneurship

The inculcation of entrepreneurship in the current curriculum of any discipline today is to enable graduates to stand on their own (after graduation) as far as job opportunities are concerned instead of waiting for jobs that are not available. There is a need to expose graduates and create awareness about things they should know as far as business is concerned. Among other things, the objectives of entrepreneurship include:

1. To educate graduates on the importance of entrepreneurship to their well-being.
2. To educate graduates on the type of business they should go into after graduation
3. To sensitise graduates on the type of business environment within which business is to be transacted
4. To prepare them for challenges they may face in the course of doing business.
5. To prepare them as potential business managers on how to go about the following:

i. How to get the needed funds
ii. How to use the fund
iii. The type of risks embedded in business
iv. How a business manager could either avoid or diversify business risks that abound

Entrepreneurship Capacity

Entrepreneurship capacity refers to an individual’s or a group’s ability to engage in entrepreneurial activities effectively. It encompasses a range of skills, attributes, and resources that enable someone to identify opportunities, create and manage a business, and navigate the challenges of the entrepreneurial process. The capacity often includes elements such as innovation, risk-taking, leadership, financial acumen, creativity, and the ability to

mobilise resources and networks. Developing entrepreneurial capacity is essential for starting and sustaining successful ventures.
Therefore, some of the key components of entrepreneurial capacity are explained as follows:

1. Innovation: To meet market demands or find better answers to problems than what already exists, entrepreneurs must be creative in their thinking and develop new concepts, goods, or services.
2. Taking calculated risks: Investing time and money in a new project is one example of the calculated risks that come with becoming an entrepreneur. A strong capacity for risk assessment and management is crucial.
3. Leadership: Successful entrepreneurs must lead their teams and make critical decisions. Effective leadership skills, including vision-setting and motivating others, are essential.
4. Resource Mobilisation: Entrepreneurs often need to secure funding, whether through personal savings, loan, investors, or crowd funding. The ability to attract and manage resources is crucial.
5. Networking: Establishing a robust network of contacts can yield opportunities, partnerships, and helpful support. Networking skills are essential for entrepreneurs to access resources and expertise.
6. Market Research: Understanding customer needs and market trends is essential for identifying viable business opportunities and staying competitive.
7. Persistence: Entrepreneurship can be challenging, and setbacks are common. A high level of determination and persistence are needed to overcome obstacles and keep moving forward.
8. Adaptability: Markets and business environments are constantly changing. Entrepreneurs need to adapt to new circumstances and pivot their strategies when necessary.

Developing and enhancing these capacities can significantly increase an individual’s chances of success in the entrepreneurial world. The fact that entrepreneurship aptitude is not fixed must be noted. it can be cultivated and improved through education, experience, and continuous learning.

Who is an Entrepreneur?

The French phrase "entreprendre," which meaning to undertake, is where the word "entrepreneur" originated. During the initial years of the 16th century, Frenchmen who planned and oversaw military expeditions were called "entrepreneurs." Early in the eighteenth century, an Irish economist named Richard Cantillon, a resident of France, coined the term "entrepreneurs" to describe those in business. Ever since, the word "entrepreneur" has come to refer to someone who takes a chance while founding a new company or presenting a novel concept, good, or service to the public. Thus, someone who establishes their own company or industrial project with the intention of turning a profit is considered an entrepreneur. Thus, economic decisions like what to produce, how to produce, what quality to produce, what production techniques to use, where to sell, how much to sell, to whom to sell, and how much they should be paid, etc., are under the purview of entrepreneurs. In addition, an entrepreneur is thought to be highly motivated, action-oriented, able to recognise and assess business possibilities, acquire the tools needed to seize them, take the right steps to guarantee success, and be willing to take calculated risks in order to reach objectives.

Entrepreneurs generate income and jobs. They create demand through innovation and are givers rather than job seekers. A successful entrepreneur not only achieves his life's ambition, but also provides a living for a large number of people. Entrepreneurs that are successful are action-oriented and can envisage the actions needed to bring an idea to fruition. They are planners and workers, as well as intellectuals. According to the American Heritage Dictionary by Webster, an entrepreneur is hence someone who plans, manages, and particularly evaluates the risk of a business effort. According to Meredith (1983), an entrepreneur is someone who has the ability to recognise and evaluate business opportunities, acquire the resources needed to seize them, and execute the requisite actions to be successful. An entrepreneur is a person or group of individuals who generates a viable business idea, plans, coordinates, and integrates additional production inputs, maintains control over the production processes, and assumes any associated risks, according to Unachukwu (1992).

According to the aforementioned definitions, an entrepreneur is a creative person who voluntarily takes on all kinds of business-related risks. To assure the continuation of the company enterprise, he organises work, makes decisions, finds consumers, and manages other varied operations at the same time. An entrepreneur is, to put it simply, a person who recognises business opportunities, starts a firm, and uses limited resources wisely and most profitably to ensure profits and the longevity of the business enterprise.

Characteristics of an Entrepreneur

Psychological Characteristics

i. They have a strong desire for accomplishment and prosperity.
ii. They have a great desire to be independent and responsible.
iii. They are quite self-assured.
iv. They enjoy trying new things and are not fond of repetitive tasks.
v. They have the drive and energy level.

Sociological Characteristics

i. Entrepreneurs have clear objectives.
ii. They are able to adjust to shifting circumstances.
iii. To accomplish objectives, they possess the capacity to assemble personnel, supplies, capital, and equipment.
iv. They have the ability to resolve problems effectively and resourcefully.

Economic Characteristics

i. Earnings is acknowledged by the entrepreneur as a just reward for achievement.
ii. Ability to take risks.
iii. Ability to innovate and speculate.
iv. They have the ability to think and sell.

The Term Distressed Economy

The term “distressed economy” refers to an economic situation characterised by significant hardship, difficulties, and unfavorable conditions, often resulting from various internal or external factors. A distressed economy typically exhibits several indicators of economic distress, such as low GDP growth, high unemployment rates, inflationary pressures, declining consumer spending, an increase in government debt, and financial stability. It is a state where the overall health and performance of the economy are negatively impacted, often requiring interventions to recover and stabilise. Low per capita income, low per capita taxable values, high unemployment, high underemployment, low weekly earned wages compared to the state average, a high percentage of residents receiving public assistance, high poverty levels compared to the state average, and a lack of year-round stable employment opportunities are all considered indicators of economic distress in rural communities that make it difficult for

them to maintain their fiscal and economic stability. There are several things that can lead to distressed economies, including but not limited to:
1. Economic Crisis: A major economic crisis, such as a recession or depression, can lead to a distressed economy. These crises often stem from significant downturns in economic activity, financial market collapses or asset bubbles bursting.
2. Political Instability: Frequent changes in government policies or political unrest can lead to uncertainty and a negative impact on investor confidence and economic growth.
3. External Shocks: Global events, such as war, natural disasters, or international trade disputes, can adversely affect the economy of a country or region, leading to distress.
4. Structural Issues: Long-term economic imbalances, such as inadequate infrastructure, labour market inefficiencies, or an overreliance on a single industry, can hinder economic growth and development.
5. Fiscal Mismanagement: Poor fiscal policies, including excessive public spending, budget deficits, and an unsustainable level of public debt, can lead to economic distress.

Impact of Business Education and Entrepreneurship Capacity in a Distressed Economy
The impact of business education and entrepreneurship capacity in a distressed economy can never be undermined, no matter what. Therefore, some of the fundamental impacts of business education and entrepreneurship capacity in a distressed economy are explained as follows:

1. **Job Creation:** Those who pursue a business degree gain the information and abilities necessary to launch and run their own companies. Even more people become entrepreneurs; they can create jobs for themselves and others, reducing unemployment rates in distressed economies.
2. **Innovation**: Entrepreneurship often leads to innovation. Entrepreneurs can spur economic growth by spotting possibilities and creating new goods or services. This innovation can attract investment and foster economic diversification in a distressed economy.
3. **Increased Productivity:** Business education teaches efficiency, effective management, and best practices. Even when entrepreneurs apply these principles to their businesses, it can lead to increased productivity, which is vital for economic recovery.
4. **Utilisation of Resources:** Entrepreneurs are frequently creative in their approaches to maximising the use of resources. This is especially useful in struggling economies where resources could be scarce.
5. **Local Economic Development:** Entrepreneurship can lead to the development of local businesses that cater to the needs of the community. This can help revitalise distressed areas and improve living standards.
6. **Financial Literacy:** Business education often includes financial literacy, which is essential for making informed financial decisions. This can help individuals and businesses better manage their finances in a distressed economy.
7. **Foreign Investment:** A strong entrepreneurial ecosystem can attract foreign investors who see potential in the local market. This influx of capital can positively activate economic activity.

Therefore, business education and entrepreneurship capacity play a pivotal role in revitalising distressed economies by fostering job creation, innovation, increased productivity, and more. However, it is essential that these efforts are supported by a conducive regulatory environment and access to financing to maximize their impact.

Conclusion and Recommendations

Some of the major problems preventing business education and entrepreneurship capacity from reaching their peak in distressed economies are unfavourable government policies towards the development of entrepreneurial capacity and inadequate funding for business education programmes at all levels. Therefore, business education and entrepreneurship capacity will successfully accomplish their missions in a distressed economy, provided these two persisting problems are tackled to the lowest possible degree. Thus, this study concluded that entrepreneurship capacity and business education should be prioritised globally, especially in developing nations where the negative effects of faltering economies on economic growth will be as much mitigated as possible. The following viable recommendations are made in the study:

1. More attention should be given to business education programmes at all levels in order to promote or sustain the core economic value targeted.
2. That entrepreneurship education should be given top priority among unemployed graduates seeking white collar jobs, etc.
3. That government at all levels should set aside funds for the promotion of entrepreneurship in order to check the ugly influence of a distressed economy.
4. Finally, the government at all levels should carry out viable entrepreneurship training and business orientations that will instil entrepreneurship capacity and traits among university graduates in order to check the odd effect of a distressed economy

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MODERATING ROLE OF EDUCATIONAL SUPPORT ON THE EFFECT OF JOB ENRICHMENT AND JOB ENLARGEMENT ON EMPLOYEE PERFORMANCE OF NUHU BAMALLI POLYTECHNIC ZARIA

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Abstract
This study examines the impact of job enrichment and job enlargement on employee performance within the unique context of Nuhu Bamalli Polytechnic Zaria. The research investigates how specific job design strategies influence the performance of academic and non-academic staff and the moderating role of educational support in this relationship. Data were collected through surveys, involving a diverse sample of employees across various departments of the institution and the data was analyze using PLS-SEM. The findings revealed that job enrichment, characterized by increased autonomy, skill development, and meaningful task involvement, has a positive and significant effect on employee performance. Academic staff benefit from curriculum design autonomy and research opportunities, while non-academic staff find value in expanded roles that align with their skills and interests. Job enlargement, while showing a positive relationship, is found to be less significant, suggesting room for refinement in the design and implementation of additional tasks. Furthermore, this study identifies the crucial role of educational support as a moderator, amplifying the positive impact of job enrichment and job enlargement on employee performance. Adequate access to resources, professional development opportunities, and mentorship programs enhances staff capabilities and fosters a culture of continuous learning and innovation. This study concludes with recommendations for Nuhu Bamalli Polytechnic Zaria to tailor job enrichment and enlargement strategies, strengthen educational support initiatives, and promote a collaborative work environment to enhance overall employee performance and institutional effectiveness.

Key terms: Educational Support, Employee Performance. Job Enlargement, Job Enrichment, Moderating Role, Effect.

Introduction

Job enrichment and job enlargement strategies can have a profound influence on employee performance at Nuhu Bamalli Polytechnic Zaria, and when complemented by educational support, they can yield even more significant results. The challenges faced by academic and non-academic staff within an educational institution such as Nuhu Bamalli Polytechnic Zaria are multifaceted and can have far-reaching consequences on employee performance and institutional effectiveness.

Firstly, an overwhelming workload and stress are pervasive issues among academic staff as teachers typically shoulder the responsibility of managing teaching loads, conducting research, handling administrative tasks, and providing student support (Hogan, & White, 2021). Balancing these duties can be mentally and emotionally taxing, leading to stress, burnout, and a decline in the quality of teaching and research (Banerjee, et al., 2023). Non-academic staff, on the other hand, face similar challenges with high-pressure situations, such as managing student services, financial operations, and maintaining facilities. These responsibilities, if not managed effectively, can contribute to reduced productivity and potentially costly errors.

Secondly, inadequate access to resources can severely hinder the performance of both academic and non-academic staff. For academic staff, limited access to teaching materials, research funding, and up-to-date technology can hinder their ability to deliver high-quality education and engage in meaningful research projects (Alvin, 2023; Almaiah, et al., 2022). Likewise, non-academic staff may struggle with outdated tools and a lack of resources, making tasks like student record management, admissions processing, and facility maintenance more cumbersome and error-prone (Ogunode, et al., 2022).

Thirdly, compensation and professional development opportunities play a pivotal role in employee motivation and performance (Tovmasyan, & Minasyan, 2020). Academic staff who perceive their salaries as inadequate or face delays in payment may experience diminished job satisfaction and morale leading to poor performance. Similarly, non-academic staff concerns about salary levels and job security can affect their motivation and focus on their tasks. Furthermore, according to Aliasah, et al., (2020) limited opportunities for career advancement and professional development can hinder both groups, leading to stagnation and reduced engagement over time.

Effective communication and collaboration challenges can exacerbate issues within an institution, leading to inefficiencies, misunderstandings, and a loss of synergy (Adiyono et al., 2022; Fadare, 2022; Awang et al., 2021). Addressing these challenges is crucial for improving employee performance and the overall effectiveness of Nuhu Bamalli Polytechnic Zaria. Providing resources such as job enrichment and job enlargement, along with educational support, can enhance employee engagement and motivation, resulting in improved outcomes for both staff and the institution. Job enrichment involves redesigning roles to make them more fulfilling and challenging, granting autonomy and encouraging professional development for educators. This approach contributes to higher motivation and commitment, translating into improved teaching quality and student outcomes (Thapisa, 1989; Ali, 2020). Job enlargement, expanding responsibilities with tasks of similar complexity, can combat monotony and stimulate employees' interests, leading to heightened job satisfaction and better performance (Sethi et al., 2023; Anwar & Tariq, 2023). Educational support is integral, offering access to teaching materials, research facilities, and ongoing professional.

With this in mind, the study examines the moderating role of educational support on the relationship between job enrichment and job enlargement on employee performance of Nuhu Bamalli Polytechnic, Zaria. Based on the above the following hypotheses guided the study.

Literature Review

Concept of Employee Performance

Employee performance, specifically in terms of task performance, is a fundamental aspect of organizational success. Task performance refers to an employee's ability to effectively execute their core job responsibilities and achieve the quantitative and qualitative objectives associated with their role (Diamantidis, & Chatzoglou, 2018). This dimension of performance is the bedrock upon which an organization's operations are built. It encompasses activities such as meeting deadlines, producing high-quality outputs, and efficiently completing assigned tasks. Employees who excel in task performance contribute significantly to an organization's productivity and efficiency (Houldsworth & Jirasinghe, 2006).

Several factors influence task performance, such as skills and competencies, including technical proficiency and knowledge relevant to the job, are central (Ramsey, 1995). Employees with the right skills can perform tasks more effectively, leading to better outcomes. Additionally, motivation plays a crucial role; employees who are driven and engaged in their work are more likely to invest the effort needed to excel in task performance (Siddiquei, et al., 2022).

In the context of a study examining employee performance at Nuhu Bamalli Polytechnic Zaria, particularly in terms of task performance, it's essential to focus on how well employees fulfill their core job responsibilities within the educational institution. Task performance in this setting relates to the effectiveness and efficiency with which academic and non-academic staff carry out their duties, such as teaching, research, administrative tasks, and student support services.

Several factors within this context can influence task performance. For academic staff, task performance may be influenced by their teaching methods, the quality of educational materials used, and their research productivity (Reymert, & Thune, 2023; Hogan, & White, 2021). Effective classroom instruction, timely grading, and meaningful engagement with students are all aspects of task performance for educators. On the other hand, non-academic staff tasked with administrative functions must efficiently manage processes like student admissions, record keeping, and financial management to ensure the institution runs smoothly. Task performance in this group may be associated with accurate record-keeping, timely processing of administrative tasks, and effective communication within the institution (Zhenjing, et al., 2022).

To enhance task performance at Nuhu Bamalli Polytechnic Zaria, the study could explore various aspects, such as assessing the adequacy of resources, evaluating the impact of job enrichment and job enlargement strategies, and examining the role of educational support in helping employees excel in their core tasks. The findings of such a study can inform the institution's management on how to optimize task performance and, in turn, contribute to the overall success and effectiveness of the educational institution.

$H_0$1: There is no significant effect between job enrichment and employee performance of Nuhu Bamalli Polytechnic, Zaria

$H_0$4: Educational support does not moderate the effect between job enrichment and employee performance of Nuhu Bamalli Polytechnic, Zaria

Concept of Job Enrichment

Job enrichment is a workplace design approach aimed at enhancing the content and nature of employees' jobs to make them more fulfilling, challenging, and rewarding (Nwankwo, & Tantua, 2021). It involves modifying job roles and tasks to provide employees with greater autonomy, increased responsibility, and opportunities for skill development and personal growth (Jacko, 2004). In the context of the study at Nuhu Bamalli Polytechnic Zaria, job enrichment can be implemented to improve the job experiences of both academic and non-academic staff.

For academic staff, job enrichment could involve granting them more autonomy in their teaching methods, allowing them to have a say in curriculum development, and providing opportunities for research and professional development. These changes according to the previous studies can make their roles more engaging and meaningful, potentially leading to better teaching quality and more favorable student outcomes (Salau, et al., 2014). Similarly, for non-academic staff responsible for administrative tasks, job enrichment may entail expanding their roles to include additional responsibilities that challenge their skills and contribute to the efficient functioning of the institution. The study can explore how such interventions impact employee performance and satisfaction within this unique educational context.

Concept of Job Enlargement

Job enlargement is a job design strategy that involves broadening the scope of an employee's job by adding more tasks or responsibilities that are at a similar skill level and complexity (Belias, & Sklikas, 2013). This approach aims to increase variety in an employee's work and reduce monotony by providing them with a wider range of duties within their existing role. Job enlargement can be a valuable tool for enhancing the job experiences of academic and non-academic staff. The study can investigate how job enlargement initiatives tailored to the specific needs of Nuhu Bamalli Polytechnic Zaria impact employee performance and job satisfaction, thus contributing to a more comprehensive understanding of job design in an educational context.

$H_0$2: There is no significant effect between job enlargement and employee performance of Nuhu Bamalli Polytechnic, Zaria.

Concept of Educational Support

Educational support refers to a range of services, resources, and initiatives provided to individuals or organizations within an educational context to facilitate learning, professional development, and overall academic success (Thapa, et al., 2013). This concept encompasses a wide array of support mechanisms aimed at enhancing educational experiences, improving skills and knowledge, and fostering a positive learning environment. Educational support often involves offering opportunities for individuals to enhance their skills and knowledge through workshops, seminars, conferences, and training programs (Biggs, Tang, & Kennedy, 2022). This is crucial for educators to stay current with teaching methodologies and for staff to develop expertise in their respective roles. Access to modern technology, such as computers, internet connectivity, and software tools, is vital for effective teaching, research, and learning in today's educational landscape. Adequate infrastructure is essential for smooth educational operations.

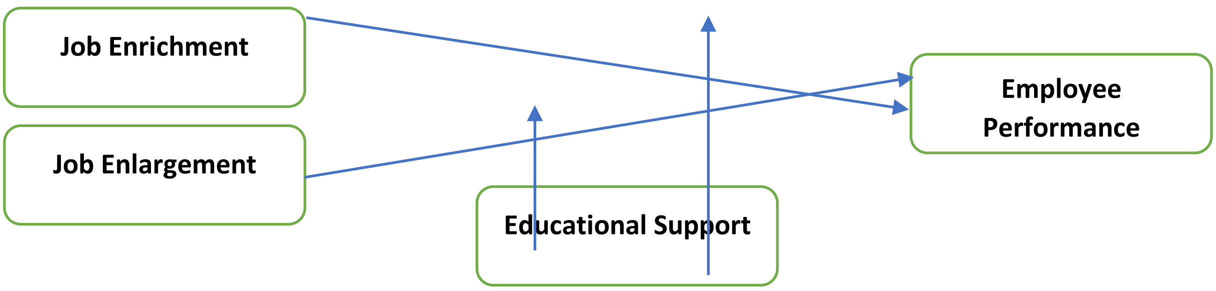
$H_0$3: There is no significant effect between educational support and employee performance of Nuhu Bamalli Polytechnic, Zaria.
$H_0$5: Educational support does not moderate the effect between enlargement and employee performance of Nuhu Bamalli Polytechnic, Zaria.

Theoretical Framework

For a study examining the impact of job enrichment and job enlargement on employee performance in an educational institution like Nuhu Bamalli Polytechnic Zaria, the "Job Characteristics Theory" developed by Hackman and Oldham (1976) is a suitable theoretical framework. This theory provides valuable insights into how the design of jobs can influence employee performance. The Job Characteristics Theory posits that when jobs are designed to have high levels of skill variety, task identity, task significance, autonomy, and feedback, employees are more likely to experience increased value and this, in turn, leads to enhanced performance. Job enrichment aligns closely with the principles of the Job Characteristics Theory. The Job Characteristics Theory, developed by Hackman and Oldham, offers a valuable framework for understanding how specific aspects of job design can influence employee motivation, job satisfaction, and performance (Banerjee, et al., 2023). The theory identifies five core job characteristics that are pivotal in shaping the employee experience. Skill Variety refers to the diversity of tasks and skills required in a job, which can make the work more interesting and challenging (Mortensen, Gjerding, & Thygesen, 2020). Task Identity relates to the degree to which employees can see the meaningful outcome of their efforts, allowing them to experience a sense of accomplishment (Grant, & Parker, 2009). Task Significance highlights the importance of understanding how one's work contributes to the broader goals of the organization, fostering a sense of purpose (Grant, 2008). Autonomy emphasizes the level of control and independence employees have in executing their tasks, which can lead to increased ownership and responsibility (Sørlie, et al., 2022). Finally, Feedback underscores the importance of clear and direct information about performance, enabling employees to gauge their progress and make necessary improvements.

Allowing employees to have more autonomy, increasing the variety of tasks they perform, and providing opportunities for skill development (Liu, Wang, Zhang, & Li, 2022), job enrichment can enhance the first three core job characteristics: skill variety, task identity, and task significance. Employees can experience a sense of achievement and meaningfulness in their work. Job enlargement can also be analyzed through the lens of the Job Characteristics Theory. When job enlargement is introduced by adding more tasks that are similar in complexity, it can contribute to skill variety and task identity. However, it may not significantly impact task significance or autonomy unless the new tasks have a meaningful impact or provide employees with more control.

Conceptual Framework



Materials and Methods

The study utilized a descriptive survey design, which involves collecting quantitative data through the distribution of questionnaires to a sample of respondents. This design allows for the systematic description of a population, situation, or phenomenon and enables the analysis of data using descriptive and inferential statistics (McCombes, 2019). The population of the study will comprise of all permanent employees of Nuhu Bamalli Polytechnic, Zaria, to be drawn from the four campuses which will be obtained from the data office of the Nuhu

Bamalli Polytechnic Registry. The total number of employees (both academic and non-academic) as obtained from the registry (2021) stands at 946, made up of 645 Academic and 301 non-academic staff. The probability sampling design was adopted for this study. This process gives all the employees of Nuhu Bamalli Polytechnic Zaria equal chances of being selected. This technique gives every member of the population equal chances of being included in the study.

To be able to select a representative sample for this study, a stratified random sampling technique employed. This will be carried out in three steps. First, the sample size was determined. Second, the total sample allocated to the two categories of employees proportionately, and in the third step the required number of respondents from each strata were then selected by simple random sampling. For an appropriate sample size that would represent the population of 946 employees to be determined, the study employ Krejie and Morgan table and the sample size is 281.

Table 1: Proportional Distribution of sample

S/N	Category	Number of employees	Proportion of sample by category
1	Academic	645	192
2	Non-academic	301	89
3	**Total**	**946**	**281**

The study collect data through primary source which shall be obtained through the distribution of structured close ended questionnaire on the sample size selected in order to get their opinions about the effect of job enlargement, and enrichment on employees' performance of Nuhu Bamalli Polytechnic, Zaria. After collection of data from the representative sample through the questionnaire, the researcher thereafter, uses the Structural Equation Modelling and partial least squares (PLS-SEM) for model specification and hypotheses testing.

Results and Discussion

This section discusses the assessment of the path model for the study, showing the relationship between the independent, moderating and dependent variables of the study.

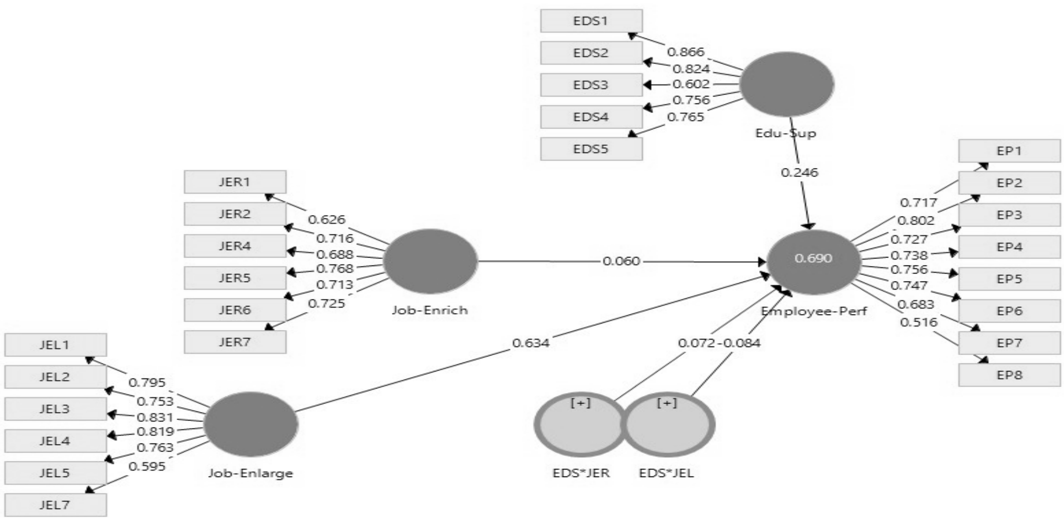


Figure 1: Path Model of the study

From the path model we deduce the loadings of the various indicators of the construct and it been represented in table 2

Table 2: Loadings of the variables

Items	Loadings	CR	AVE
EDS1	0.866	0.876	0.589
EDS2	0.824		
EDS3	0.602		
EDS4	0.756		
EDS5	0.765		
EP1	0.717	0.892	0.512
EP2	0.802		
EP3	0.727		
EP4	0.738		
EP5	0.756		
EP6	0.747		
EP7	0.683		
EP8	0.516		
JEL1	0.795	0.892	0.583
JEL2	0.753		
JEL3	0.831		
JEL4	0.819		
JEL5	0.763		
JEL7	0.595		
JER1	0.626	0.857	0.5
JER2	0.716		
JER4	0.688		
JER5	0.768		
JER6	0.713		
JER7	0.725		

From the table above it shows that all the variables have loading above 0.5 and the composite reliability was above 0.7 while the average variance extracted was also above 0.5. Indicating good model fit for the relationship. To further confirm this relationship between the variable the study tests the discriminants validity of the construct and represented in table 3 using fornel and Likert criterion.

Table 3: Fornel and Likert Criterion

	EDS*JEL	EDS*JER	Edu-Sup	Employee-Perf	Job-Enlarge	Job-Enrich
EDS*JEL	1					
EDS*JER	0.782	1				
Edu-Sup	-0.177	-0.268	**0.768**			
Employee-Perf	-0.228	-0.185	0.581	**0.715**		
Job-Enlarge	-0.228	-0.207	0.481	0.434	**0.764**	

Job-Enrich	-0.242	-0.228	0.672	0.639	0.649	**0.707**

From table 3 provided correlation matrix and indicates the relationships between various variables in a research study. Notably, there are strong positive correlations between EDS*JEL and EDS*JER, Employee-Perf and Job-Enlarge, and Job-Enlarge and Job-Enrich, suggesting that changes in these variables tend to move in the same direction. Additionally, there is a positive correlation between EDU-Sup and Employee-Perf, although it's slightly weaker. Conversely, a weaker negative correlation exists between EDU-Sup and Job-Enlarge, implying a mild inverse relationship. These correlations provide valuable insights into how these variables are interrelated, which is crucial for understanding the dynamics and potential impact of these factors in the context of the study.
The study further tests the variables using importance-performance matrix and report using figure 2 below

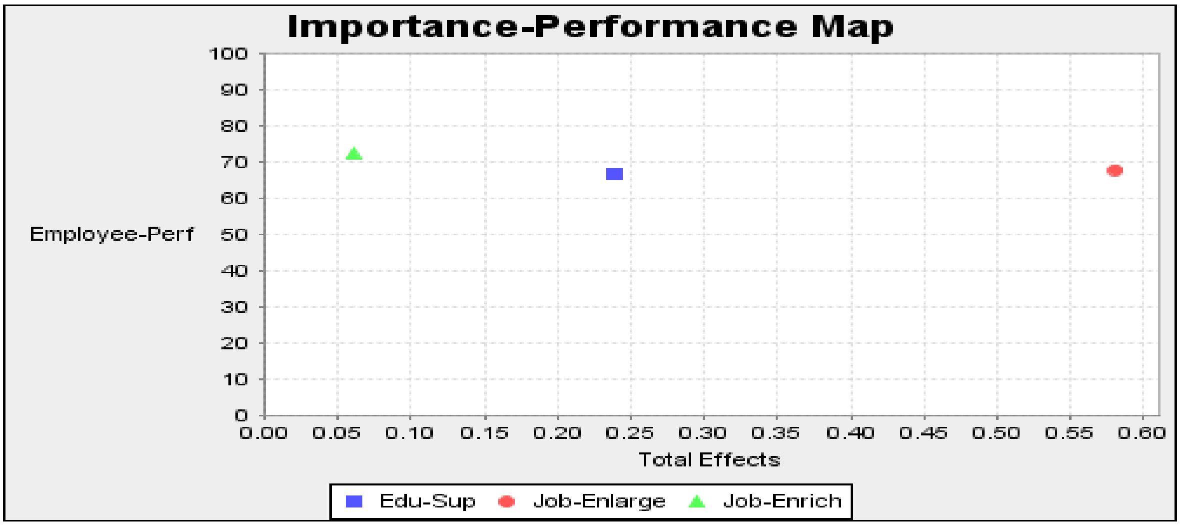


Figure 2: IPMA outcomes

From the IPMA result it indicates that job enrichment has low importance (0.05) but high performance of 71%, while educational support shows an importance level of (0.25) and performance level of 68%. Similarly, the job enlargement indicates a strong importance of (0.57) while the performance level was 69%. In the context of Nuhu Bamalli Polytechnic, the results from the Importance-Performance Matrix Analysis (IPMA) have important implications. The findings suggest that, within the specific context of the polytechnic, job enrichment has a low perceived importance but a notably high impact on employee performance. This implies that while job enrichment measures may not be the highest priority in the eyes of employees or the organization, they have a substantial positive effect on actual job performance. This finding is particularly relevant for Nuhu Bamalli Polytechnic because it indicates that implementing job enrichment strategies, such as providing employees with more challenging and fulfilling tasks, can lead to significant improvements in overall job performance and, by extension, contribute to the polytechnic's mission of providing quality education and services.

On the other hand, the analysis reveals that educational support is perceived as more important but has a slightly lower impact on performance. This suggests that employees at Nuhu Bamalli Polytechnic place a higher value on educational support initiatives, which is in line with the mission of an educational institution. However, the study implies that the polytechnic may need to reevaluate its educational support programs to ensure they effectively translate perceived importance into tangible performance outcomes. It underscores the need for the institution to align its resources and efforts to maximize the impact of educational support initiatives in a way that enhances the actual job performance of its employees and, by extension, contributes to the success and quality of education at the polytechnic.

Assessment of the structural model

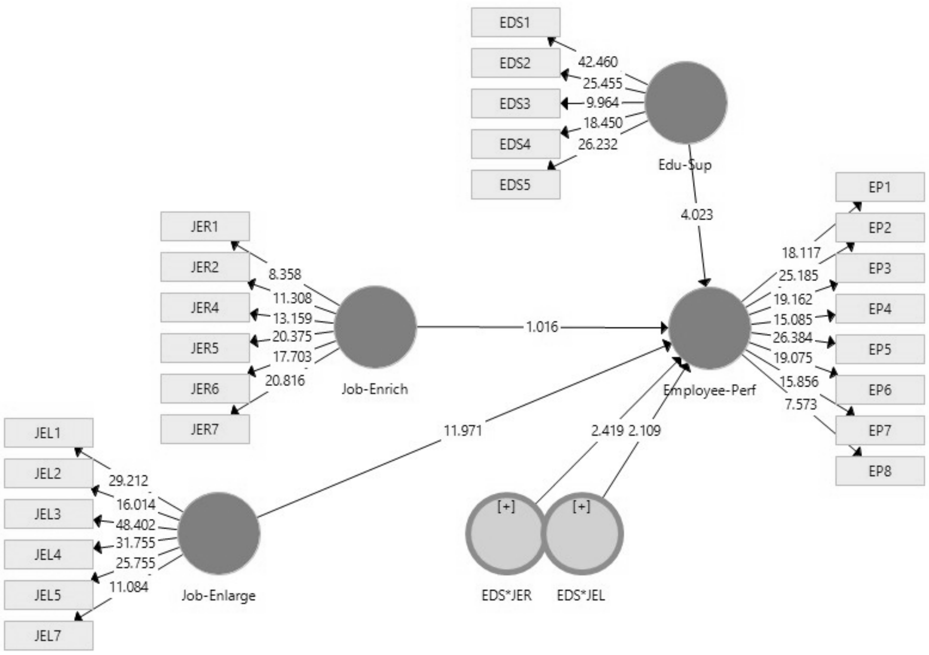


Figure 3: The structural model

The structural model tests the study hypotheses and report the outcome in table 4;

Table 4: Test of Hypotheses

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
Job-Enlarge -> Employee-Perf	0.634	0.634	0.053	11.971	0.000	Reject
Job-Enrich -> Employee-Perf	0.060	0.061	0.059	1.016	0.310	Accept
Edu-Sup -> Employee-Perf	0.246	0.247	0.061	4.023	0.000	Reject
EDS*JEL -> Employee-Perf	0.084	0.082	0.04	2.109	0.035	Reject
EDS*JER -> Employee-Perf	0.072	0.071	0.03	2.419	0.016	Reject

R2 0.690

The table you've provided appears to be presenting the results of hypothesis testing, particularly in the context of a regression analysis.

1. **Job-Enlarge -> Employee-Perf**: The hypothesis testing shows a strong and statistically significant relationship with a T statistic of 11.971 and a p-value of 0.000. The null hypothesis is rejected, indicating that there is a significant effect of job enlargement on

employee performance. This implies that as job enlargement increases, employee performance tends to improve.

2. **Job-Enrich -> Employee-Perf**: In this case, the hypothesis testing shows that the relationship is not statistically significant. The p-value is 0.310, which is greater than the conventional significance level of 0.05. As a result, the null hypothesis is accepted, suggesting that there is no statistically significant effect of job enrichment on employee performance in this analysis.
3. **Edu-Sup -> Employee-Perf**: The hypothesis testing demonstrates a statistically significant relationship with a T statistic of 4.023 and a p-value of 0.000. The null hypothesis is rejected, indicating that there is a significant effect of educational support on employee performance. This suggests that providing educational support is associated with improved employee performance.
4. **EDS*JEL -> Employee-Perf**: The hypothesis testing reveals a statistically significant relationship with a T statistic of 2.109 and a p-value of 0.035. The null hypothesis is rejected, indicating that the interaction between EDS*JEL and employee performance is significant. This suggests that the combined effect of these variables has a meaningful impact on employee performance.
5. **EDS*JER -> Employee-Perf**: Similar to EDSJEL, the hypothesis testing indicates a statistically significant relationship with a T statistic of 2.419 and a p-value of 0.016. The null hypothesis is rejected, implying that the interaction between EDSJER and employee performance is significant. This signifies that the combined influence of these variables has a meaningful effect on employee performance.

Additionally, the R-squared (R2) value of 0.690 represents the proportion of the variance in employee performance that is explained by the model. In this case, the model with the specified independent variables (Job-Enlarge, Job-Enrich, Edu-Sup, EDS*JEL, EDS*JER) explains approximately 69% of the variation in employee performance, which is a reasonably strong level of explanation in regression analysis.

In summary, the result found that job enrichment is positive and significant on employee performance, and job enlargement was positive but insignificant to employee performance. The result further confirm that educational support was positive and significant to employee performance. The moderating role of educational support was positive and significant between job enrichment and employee performance, as well for job enlargement was positive and significant to employee performance. The study's results, which indicate that job enrichment, job enlargement and educational support have positive and significant effects on employee performance, provide valuable insights into the context of Nuhu Bamalli Polytechnic Zaria.

Positive and Insignificant Effects of Job Enrichment on Employee Performance

In an educational institution like Nuhu Bamalli Polytechnic Zaria, job enrichment can have a profound impact. When academic staff are given more autonomy, opportunities for skill development, and involvement in meaningful tasks such as curriculum development or research, they are likely to be more engaged and motivated in their roles. This engagement and motivation can translate into improved teaching quality, more innovative approaches to education, and ultimately, better student outcomes. Thus, the positive and significant relationship between job enrichment and employee performance aligns well with the goal of enhancing the quality of education provided by the institution. This is in line with the study of Nwankwo & Tantua, (2021) who found that job enrichment affects job satisfaction

Positive and significant Effects of Job Enlargement on Employee Performance

The finding that job enlargement had a positive and significant effect on employee performance suggests that broadening the scope of employees' responsibilities have positive impact, and effective by job enrichment in this particular context. This result could be due to various factors, such as the nature of the additional tasks added through job enlargement or the way in which they were integrated into employees' roles. This is in line with the study of Utari, and Sulastri, (2022) who found that, It may be necessary to further examine the specific tasks assigned during job enlargement and how they align with employees' skills and motivations to determine how to make job enlargement more effective.

Moderating Role of Educational Support

The study also highlights the moderating role of educational support, which was found to be positive and significant between job enrichment and employee performance. This suggests that when employees receive adequate educational support, such as access to resources, professional development, and mentoring, the positive impact of job enrichment on their performance is amplified. This finding underscores the importance of providing ongoing educational support to staff in an educational institution. It not only enhances their job performance but also contributes to a culture of continuous learning and improvement within the institution. In conclusion, these results have practical implications for Nuhu Bamalli Polytechnic Zaria. To further improve employee performance, the institution may consider emphasizing job enrichment strategies that enhance autonomy, skill development, and meaningful involvement in tasks, while also ensuring that educational support is readily available to staff. Additionally, the study's findings suggest that job enlargement may require further investigation and potential refinement to make it more effective in this educational context.

Conclusion and Recommendations

In conclusion, the study's findings underscore the significance of job enrichment and the potential for improvement in job enlargement strategies in the context of Nuhu Bamalli Polytechnic Zaria. Job enrichment, characterized by increased autonomy, skill development, and meaningful task involvement, has demonstrated a positive and significant impact on employee performance. To leverage this finding, the institution should craft tailored job enrichment initiatives that empower academic and non-academic staff to excel in their roles. This includes granting educators’ greater autonomy in curriculum design and research while offering ongoing professional development opportunities.

The study highlights the crucial role of educational support as a moderator in enhancing the impact of job enrichment on employee performance. To harness this potential, Nuhu Bamalli Polytechnic Zaria should prioritize educational support initiatives, ensuring access to resources, mentorship programs, and a collaborative work environment. The institution should aim to foster a culture of continuous learning and innovation among staff. Implementing these recommendations, the institution can move towards creating an environment that not only boosts employee performance but also promotes job satisfaction, encourages innovation, and ultimately enhances the overall educational experience for students. Regular assessments of the impact of these strategies will enable ongoing refinement and improvements to benefit both employees and the institution as a whole.

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INNOVATIVENESS AS A DRIVING FORCE OF NEW BUSINESSES IN KATSINA: EXPLORING THE ROLE OF ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES

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Abstract

This study examined the effectiveness of entrepreneurship development programmes offered by Katsina State entrepreneurship development centres with a view to identifying whether these programmes have led to the establishment of innovativeness in business in the State. The study utilized a structured questionnaire to collect data from participants of entrepreneurship development programmes in Katsina Youth Craft Village and Business Apprenticeship Training Centres from 2010 to 2018. A multistage sampling technique involving purposive, stratified, and convenience sampling was used to select 371 respondents from Katsina youth craft village and business apprenticeship centers in Daura and Funtua senatorial zones of the State, out of which 338 respondents completed and returned the questionnaires. Two hundred and ninety-nine responses were analyzed. The reliability of the measurement model was tested using Cronbach Alpha. Hypothesis testing was carried out using a simple linear regression model. The study found that entrepreneurship development programmes offered by Katsina State have a positive effect on the ability and willingness of the respondents to innovativeness in business. The study recommends that the entrepreneurship development programmes be sustained and strengthened through government support. Plans should be created and executed to enhance graduates' creative abilities and start-up packages and financial support should be provided to the graduates to establish their businesses after the programme.

Keywords: Entrepreneurship, Entrepreneurship development programmes, innovativeness, determinants of innovativeness

Introduction

Entrepreneurship development programmes are recognized as critical in promoting economic growth and initiating business development across all countries. They are programmes designed to empower aspiring and existing entrepreneurs with the skills, knowledge, and support necessary to turn their business ideas into successful businesses. Successful small businesses are the primary drivers of job creation, income growth, and poverty reduction in develop and developing countries. Entrepreneurs are catalysts for positive change and they come from diverse backgrounds in terms of age, income, gender, and race.

Additionally, there is no specific formula for successful entrepreneurs, as they differ in educational backgrounds and levels of experience. most successful entrepreneurs share common attributes including creativity, dedication, determination, flexibility, leadership, passion, self-confidence and smarts. An important responsibility of entrepreneurs is to transfer economic resources from a lower-income area to a more productive and profitable location that allows for greater yield and ultimately contributes to overall economic growth. Consequently, entrepreneurship development programmes remain the viable option for creating jobs, wealth, and poverty reduction and hastening the process of business formation through innovativeness and aid in a nation's economic development.

Entrepreneurship development programmes are recognized as a significant contributor to innovativeness in business. It involves fostering innovation during the process of the establishment of a business. Innovation is essential to sustaining business competitiveness and accelerating productivity growth because it allows the business formation to adapt to new changes arising from the dynamism of the environment. Innovation refers to a company's ability to introduce new services, products, processes, behaviours, or markets. It is essential for any business that aims to meet the ever-changing demands of the market, as innovative businesses tend to be more successful than those that are not (Adam & Alarafi, 2021).

Innovativeness lays the groundwork for developing new businesses' goods, services, markets, procedures, technologies, and marketing techniques. Innovation is the major instrument that enables businesses to conquer the market and survive in a dynamic environment. Innovativeness creates efficiency and provides an opportunity for choice among customers. Innovation is crucial for organizations to grow and stay competitive. It helps to increase productivity, improve performance, develop better goods and services, and expand the market. Competition in business is inevitable, and to succeed, companies must implement creative ideas that lead to competitive benefits. In today's business world, it is essential to either innovate or the business gets perished. It helps to increase productivity, improve performance, develop better goods and services, and expand the market. All businesses must innovate to thrive in today's world of competition and technological advancements (Cho & Park, 2022).

Achieving a competitive advantage on a global scale means having products and services that are more appealing and profitable than those currently available while also meeting customer needs. Competition in business is inevitable, and to succeed, companies must implement creative ideas that lead to competitive benefits. The higher the ability of a business to adopt and apply innovative ideas, the greater the competitive advantage maximize by that business. Therefore, businesses need to develop a culture of strategic and structured innovation because the ability of a business to innovate is essential for its continuous existence. Businesses must innovate to survive and flourish; it also helps firms to expand, grow and increases their chances of success in the future.

In recognition of this immense contribution of entrepreneurship programmes to business innovativeness, the Katsina State government established entrepreneurship development programmes at Katsina youth craft village and rehabilitated the existing business apprenticeship training centres across the state's three senatorial zones. The Katsina youth craft village and business apprenticeship centres were solely designed to train and impart entrepreneurial skills and competencies among the participants to speed up the process of new business creation and innovativeness in business.

This study examines the effectiveness of entrepreneurship development programmes on business innovativeness in Katsina State entrepreneurship development centres. Specifically, the study explores whether the EDPs offered at Katsina state entrepreneurship centres have led to the establishment of innovative business in the State. To achieve the above objective, the following research hypothesis was formulated:

H_0: Entrepreneurial skills development programmes have no significant influence on business innovativeness in Katsina State.

Review of Related Literature

This section contains a review of related literature as regards the subject matter. It reviews concepts such as entrepreneurship development programme, concept of innovativeness and determinants of innovativeness.

Concept of Entrepreneurship Development Programme

The term entrepreneurship is derived from the French word *entreprendre*, meaning to undertake (Mehrar & Rezaei, 2014; Dogan, 2015; Palanivelu & Manikandan, 2015; Jonsson, 2017; Chantiluke, 2023). This implies that being an entrepreneur involves engaging in activities focused on identifying and seizing business opportunities. This behaviour entails taking the initiative, rearranging economic operations, and accepting the risks. Entrepreneurship is a dynamic process that involves vision, change, and creativity. Generating and executing new ideas and innovative solutions requires energy and passion. Crucial elements include taking calculated risks with time and career, forming a proficient team, sourcing resources creatively, constructing a sound business plan, and having the foresight to identify opportunities where others see disorder and uncertainty (Sharma, 2021).

Entrepreneurship development programmes refer to the educational programmes devoted to helping future entrepreneurs to start their businesses (Adjimah & Perry, 2014). This means preparing structured programmes to train, inform and enlighten interested individuals towards business creation (Gambarawa, 2023). Because of this, the entrepreneurship development programmes are now a crucial tool designed to prepare youth about the world of business and the available opportunities for the establishment of their own business and encourage youth to consider the option of starting a small business (Awogbenle & Iwuamadi, 2010). Imafidon (2014) define entrepreneurship development Programmes as a process that involves the development of entrepreneurial skills and knowledge through institutional construction and training Programmes. Its main aim is to increase the number of entrepreneurs, thereby accelerating the establishment of new firms. The Programmes focused on fostering growth potential and innovation. Chowdharay and Prakash (2010) opined that an entrepreneurship development programme must be seen as a process leading to creating an entrepreneurial mindset. Entrepreneurship development programmes are deliberate effort to train individuals' entrepreneurial abilities and traits to create novel business concepts and survive in the business environment (Dandago & Mohammad, 2014).

The role of entrepreneurial activity in a country's economic development is crucial. This is because entrepreneurial businesses are the driving force behind economic growth, often through implementing innovative ideas. The historical development of entrepreneurship in Nigeria started before the British colonial era; various skills acquisition and training, such as farming, fishing, weaving, dressmaking, and dyeing, were taught and learned by the Nigerian child before the advent of Western education. According to Adebayo and Kolawale (2013), formal education in vocational training and skills acquisition began with establishment of the Survey School in Lagos in 1926, which was later moved to Ibadan and subsequently to Oyo in 1934. The Marine Department course was established in 1928, Nigerian Railways Training in 1931, the Post and Telegram Department in 1931, the School of Forestry in 1938, Veterinary School in 1935 and the School of Agriculture in 1930, with centres in Ibadan and Samaru, Zaria. The establishment of Yaba Technical Institute in 1947 led to significant progress in instituting many entrepreneurial courses in the school.

The Federal government re-emphasized and demonstrated its concern for creating a favourable environment to support the development of mass entrepreneurs who establish businesses. This is being achieved through several intervention programmes, including the National Directorate of Employment, Poverty Alleviation Programme, Entrepreneurship Development Centers, Small and Medium Industries Equity Investment Scheme, Bank of Industry, Nigerian Agricultural Development Bank, Microfinance Bank, Small and Medium Enterprise Development Agency of Nigeria, and Youth Enterprise with Innovation in Nigeria (Adelekan &Dansu, 2016; Sanusi, 2003; Olugboyegi & Kolawale, 2005). The fact is that various governments have demonstrated their worries about the need to create a critical mass of entrepreneurs and set up these entrepreneurship programmes. However, it is regrettable that after so much huge financial and human commitment to enhancing business formation through entrepreneurship development programmes failed to attain the desired objective, which also remained a major challenge (Idams, 2014).

Concept of Innovativeness

The word innovation is derived from Latin (*innovates*), which means creating something completely new or improving and renovating the existing one (Wojtowicz & Bialek, 2016). Innovativeness refers to an organisation's capacity to innovate by introducing new services, products, processes, behaviours, or markets (Lee, 2011). Innovativeness and innovation are sometimes used interchangeably (Walsh, Lynch & Harrington, 2009). However, innovativeness represents the firm's ability to innovate, whereas innovation is how it gains a competitive edge by bringing novel products to market. Innovativeness in business refers to a company's capacity to consistently demonstrate innovative behaviour over time. It includes generating and executing new ideas that result in improvements. Ultimately, the successful outcome of innovativeness is innovation itself.

Organisation for Economic Community Development (OECD, 2015) defined *innovation* as the implementation of a new or improved product or service, an innovative marketing strategy, or a fresh organizational structure within the workplace, external relations, or company processes as the adoption of a new or significantly enhanced product or service, a new marketing strategy, or a new organizational style in the workplace, external relations, or company processes. Accordingly, innovation might be novel to the company, the market, or the entire world, and it can happen in any sector of the economy. Reguia (2014) indicated that innovation is the extent to which an organisation creates value for its customers by transforming new knowledge and technologies into successful products and services for performance. This encompasses the introduction of new or greatly enhanced products, services, distribution and manufacturing processes, marketing strategies, and organizational methods.

According to DeVries, Bekkers and Tummers (2014), Product, process, governance, and conceptual innovation are the four categories of innovation identified. Also, innovation was argued to be classified into technical and administrative innovation (Tuan, 2015). Technical innovation refers to the core-technical organizational ability, which consists of an enterprise's products, services and production process. The administrative innovation consists of the organizational, administrative procedures and structures. Other studies, such as (Hassan, Shaukat, Nawaz & Naz, 2013; Kadar, Moise & Colomba, 2015; Karlsson &Tavssoli, 2015; Kotsemir & Abroskin, 2013; Rosli & Sidek, 2013) indicated that there is agreement on four distinct categories of innovation which include organizational, marketing, process, and product innovation.

Determinants of Innovativeness

Innovativeness is the key to business sustainability and growth and guarantees the achievement of competitive advantage. Kheng, June and Mahmood (2013) classified the innovative determinants into three broad categories, which consist of individual, organizational and environmental factors. Hromadkova and Zemplnerova (2012) classified innovation determinants based on the size of the firm and public subsidies to research and development. Mbizi, Hove, Thondhalana and Kakava (2013) categorized the innovation determinants based on the management's qualities, the size and age of the organisation, technology variables, organizational factors, firm characteristics, and environmental features. Abderezzak et al., (2016) described the determinants of innovation activity into three categories: organizational, institutional, and geographical. An organizational determinant involves carrying out an activity in line with the managerial culture and practice of innovation. The institutional determinants specify the role of institutions in the dynamics of innovation, especially innovation in public policy. The geographical determinants highlighted the role of territorial innovation systems and the forms of proximity to innovation. Oum et al., (2014) Indicated that the innovation determinants include; larger firm size, higher skill intensity of labour, ability to overcome human resources shortages and access to external sources of finance for expansion.

Innovative determinants were categorized based on the perspectives of macro and micro environmental determinants (Al-Ansari, 2014). The macro determinants refer to the external factors that can directly affect organizations' attributes towards innovation. The micro determinants of innovativeness focus on internal factors of innovative behaviour (Al-Ansari, 2014). This emphasizes management, organizational culture, technology, partnerships and alliances, and market focus.

Review of Empirical Studies

This section presents literature on the effect of entrepreneurship development programmes on business innovativeness aiming to identify existing findings and research gaps.

Kitingan (2020) conducted a study in Malaysia to assess the impact of an entrepreneurial training programme on entrepreneurial innovativeness. The study used a descriptive and quantitative online survey to gather data from 200 randomly selected from the participants of the training programme in Pitchborneo. Descriptive and inferential statistical analyses were carried out using IBM SPSS 23.0. The study found that participants who had a high opinion of the Pitchborneo training programme showed a positive impact on their entrepreneurial innovativeness.

Amah (2017) conducted a study in Port Harcourt to investigate the relationship between innovativeness and the survival of small and medium-scale enterprises. The study used a cross-sectional survey method and surveyed a sample size of eighty from the population. Data was collected through a questionnaire, and SPSS was used for data analysis. The study found that there is a strong and positive correlation between innovativeness and the success of small and medium-scale enterprises. In other words, innovativeness is a significant predictor of organizational performance and survival.

Staniewski and Awruk (2016) conducted a study to identify the factors influencing the level of innovativeness of enterprises in the small and medium-sized (SME) sector of the Polish construction industry. The quantitative research took place in 2013 and 2014 in Poland, covering all the study area and involving a sample of 608 companies. The survey involved direct, face-to-face interviews with entrepreneurs, owners, and managers responsible for the studied entities. Statistical analyses were carried out using SPSS for Windows 22.0, and descriptive statistics (frequencies), Student's t-test, and the Kruskal-Wallis test were calculated, with $P < 0.05$ considered the level of statistical significance. The study findings indicated a high level of innovativeness among the small and medium-sized enterprises in the Polish construction industry.

Popescu (2014) conducted a study on entrepreneurship and small and medium enterprise innovation in Romania. The data was obtained through administered questionnaire from a selected sample of 1885 SMEs in the economic sectors in Romania using the Optimum allocation stratified sampling technique. The study concludes that small entrepreneurial firms in Romania are now getting more attention than large companies, as they play a crucial role in technological change and innovation. However, the study found that 37.5% of SMEs in Romania are not involved in innovative activity due to lack of funds, and almost 46.3% did not generate revenue from new products or services. This poses a threat to their survival. The study suggests that the government should focus on creating and developing new innovative enterprises by providing access to research and development information for the creation of technologically-driven SMEs.

Gundry et al., (2014) conducted a study on the effect of entrepreneurship education on innovation in business. Specifically, to look at how creativity skills taught in an entrepreneurship course affected the ability of MBA students at Midwestern University to generate new ideas and opportunities. Out of 204 students surveyed, 137 responses were used for data analysis. To analyze the data, linear and logistic regression techniques were utilized. The study found that entrepreneurship programmes and creativity skills helped students discover new ideas and opportunities, leading to positive outcomes for their work and contributing to actual innovation in their firms.

Anggadwita and Mustafid (2014) conducted a study in Indonesia to identify the factors that influence the performance of small and medium enterprises (SMEs). The goal of the study was to create a conceptual framework that measures SME performance based on factors such as entrepreneurship, human resource competence, innovativeness, and sustainability. Structured questionnaires were used to collect data from SME owners and managers using five-point Likert scales. Data was analyzed using regression techniques. Based on my findings, it was discovered that entrepreneurship has a greater impact on SME performance than human resource competence. However, innovativeness and sustainability did not affect SME performance in Badunga city, Indonesia, because of the traditional business practices that do not require innovative activities.

Salem (2014) conducted a study on the development of entrepreneurial economies in developing countries, focusing specifically on how universities can foster an entrepreneurial culture in the Kingdom of Saudi Arabia. The study found that entrepreneurship is crucial for promoting innovation and creating entrepreneurial individuals who can contribute to economic growth worldwide. It also showed that entrepreneurship education can help cultivate an entrepreneurial mindset and provide the necessary skills for starting a business, leading to increased innovation, productivity, job creation, and economic growth.

Evidence from the review of empirical studies has found a connection with the current study in exploring the effect of entrepreneurship development programmes on business innovativeness. However, to the best of the researcher’s knowledge, to date, most of the research has been conducted in Western countries and may not reflect the unique nature of

Nigeria, where they relate to Nigeria, one can see that they are done in other states, not Katsina state. This indicates that there is paucity of empirical evidence to justify the significant investment in EDPs in the state. Furthermore, previous studies have not reached a consensus on the effect of EDPs on business innovativeness. Finally, this study's methodology differs from earlier studies, so also the time frame covered by the study and of course the programmes considered

Materials and Methods

This paper adopts the descriptive survey research design. The population of the study comprises of people who participated and graduated from the Katsina entrepreneurship development programmes under the Katsina Youth Craft Village and Business Apprenticeship Centres of the State from 2010 and 2018. The entrepreneurship development centres are located across the three (3) senatorial zones of the state.The paper specifically used structured questionnaire to collect data. A multistage sampling technique was employed for the sample selection. In the first stage, purposive sampling was used to select three entrepreneurship development centres. One centre was selected from each senatorial zone of the state, i.e. Katsina, Daura and Funtua. In the second stage, a stratified sampling formula was used to determine the total number of respondents required from the entrepreneurship development centres. Finally, random sampling technique was used to select the number of respondents to be administered the questionnaires. A sample size of 46, 65, and 260 graduates were selected from Daura and Funtua Business Apprenticeship Training Centre, and Katsina Youth Craft village respectively, which represents a total sample size of 371 graduates of various entrepreneurship development programmes. Out of which three hundred and thirty-nine (338) respondents representing (91.1%) whom copies of questionnaires were administered completed and returned. Two hundred and ninety-nine (299) were found worthy of analysis while simple linear regression model was used for the hypothesis testing. Thus, in order to test the hypothesis, Simple Linear Regression Analyses was employed. The primary model is presented below;

$Y = \beta_0 + \beta_1 x_1 + e$

Thus, by substitution

$Y = \beta_0 + \beta_1 x_2 + e$ ……………………..……………..... (3.1)

$INNOV = \beta_0 + \beta_1 \, EDP + e$…..………………..……….. (3.2)

Where β_0 is the constant term, *INNOV* represents Business Innovativeness, *EDP* denotes entrepreneurship development programmes, β_1 is the coefficient of entrepreneurship development programmes, otherwise referred to as the degree of influence of entrepreneurship development programmes on business innovativeness, *e* is the error term.

Thus,

Hypothesis I: Entrepreneurship development programmes does not facilitate business innovativeness in Katsina State

$INNOV = \beta_0 + \beta_1 \, EDP + e$

Results and Discussion

This section presents results and tests the hypothesis formulated for the study using simple linear regression statistic.

To test this hypothesis, Simple Linear Regression statistic was used. The data was analysed using SPSS Version23, and the results were presented in Tables 4.1, 4.2, 4.3, and 4.4 below:

Table 1: Model Summary for Hypothesis Two (Ho_2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871[a]	.758	.757	1.550

a. Predictors: (Constant), Entrepreneurship development programme
b. Dependent Variable: Innovativeness

In the model summary table above, R = .871 (a strong correlation), and R^2 = .758. This coefficient of determination indicates that entrepreneurship development programmes account for 75.8% of variation in innovativeness, with the standard error estimate of 1.550. This percentage is good enough in determining the goodness of fit for the model (regression equation). The adjusted R^2 yielded 75.7% variation which is strongly significant in this analysis.

Table 2: Analysis of Variance for Hypothesis Two (Ho_2)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2236.688	1	2236.688	930.533	.000[b]
	Residual	713.888	297	2.404		
	Total	2950.575	298			

a. Dependent Variable: Innovativeness
b. Predictors: (Constant), Entrepreneurship development programme

From the Analysis of variance table above, the overall regression model was significant $F_{(1, 297)} = 930.533$, $p = .000$. Now since the p-value (.000) is less than the alpha value (.05), the null hypothesis is hereby rejected and the alternate hypothesis is hereby adopted. This simply means that entrepreneurship development programmes predict innovativeness significantly.

Table 4.3: Table of Coefficients for Hypothesis Two (Ho_2)

Model		Unstandardized Coefficients		Stand. Coeff.	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	12.533	.464		27.021	.000		
	EDS Programme	.657	.022	.871	30.505	.000	1.000	1.000

a. Dependent Variable: Business Innovativeness

The table of coefficients (Table 4.3) seeks to explain the amount of unique variance contributed by the predictor (i.e. Entrepreneurship Development Programmes) into the model. Based on the table, the p-value of the predictor was significant (.000). So, the amount of unique variance explained by the predictor (i.e. Entrepreneurship Development Programmes) in predicting business innovativeness among entrepreneurs in Katsina state was also statistically significant. Therefore, the regression equation becomes:

$$y = 12.533 + 0.657x_2$$

For unstandardized coefficient of *B = 0.657,* it means for a unit increase in entrepreneurship development programmes, the model predicts that business innovativeness will increase by 0.657 units, when all other predictors are held fixed. Similarly, for standardized coefficient of *Beta = .871,* it means for one standard deviation increase in entrepreneurship development programmes, the model predicts that business innovativeness will increase by *0.871*standard deviation units (87.1%), when all other predictors are held constant. So, the model is statistically significant. Therefore, all the results can be summarised in Table 4

Table 4: Summarised Regression Analysis (Ho_2)

Dependent Variable (y)		Independent Variable (x)	Standard Coefficient (β)
Business Innovativeness		Constant	12.533
		Entrepreneurship Development Programme	0.657
R^2	.758		
$Adjusted R^2$	.757		

Note: Significant Level: $* p < 0.05$

From Table 4.46, the predicted regression model can be written as follows:

$$\text{Business Innovativeness} = 12.533 + 0.657 \text{ EDP}$$

Decision: The regression results revealed that, the Null Hypothesis (H_{o2}) which states that entrepreneurship development programmes have no significant influence on innovativeness in Katsina State is rejected and the conclusion reached is that entrepreneurship development programmes have a significant effect on innovativeness. Thus, increasing the quality of entrepreneurship development programmes provided to the participants will also increase their business innovative abilities.

Discussion of Findings

The objective of this paper is to examine the effectiveness of entrepreneurship development programmes on business innovativeness in Katsina State. In terms of the proposed hypothesis which stated that entrepreneurship development programmes have no significant influence on Innovativeness, was rejected. The study found a statistically significant variation based on the results of simple regression analysis on the influence of EDPs on Innovativeness. The overall results in Table 4.1 show that entrepreneurship development programmes account for 75.8% of the variation in Innovativeness. Generally, the effort of incorporating some innovative skills and ideas by the trainees in almost all their choosing specialization cutting across innovations such as; product, process and marketing are commendable, especially since they display their innovative skills to enhance business performance in the dynamic environment.

In general, these findings uncovered that entrepreneurship development programmes have the capacity to influence innovativeness among the trainees. The practical implication of these findings is that the business environment is highly dynamic. New technologies and innovations are the key factors for stronger competition, then any business that does not embrace these technologies and innovations or its response to events is slow. There is every tendency that the business will be exposed to a serious risk of falling out of the cycle. Only businesses have the ability and capability to enter a new market with a new product that will continue to survive.

The overall outcome of this study does not agree with the findings of Popescu (2014) and Anggadwita and Mustafid (2014). As for Popescu (2014), it was found that some businesses are not involved in innovative activity, and there is a non-allocation of funds for innovativeness. Anggadwita and Mustafid (2014) indicated that Innovativeness does not affect business performance. This disparity is not unconnected to the traditional nature of the businesses that don't require innovative activity.

On the other hand, the finding of the study is consistent with the findings of Pullen, et al., (2012), Chimucheka (2013), Gundry, et al., (2014) and Salem (2014) and Amah (2017). Gundry, et al., (2014) found a positive effect of entrepreneurial programmes and creativity skills on student learning ability towards successful business innovativeness. Pullen, et al., (2012) also found that businesses with a high degree and confidence in Innovativeness are likely to succeed and survive. This was further confirmed by the finding of Kardos (2012), who reported that entrepreneurial businesses that are more innovative are placed in the top ranking while others with weaker innovative performance ranked lower for sustainable business development. These studies' findings suggest that entrepreneurship development programmes have significant effect on the trainee’s creativity for sustainable business performance. The implication is that innovative entrepreneurs will have the upper hand in satisfying their customer's demands over those that don't, and innovative organizations can easily adapt to the changing environment than those that are not. Therefore, to survive in the dynamic business environment, it was argued that businesses must adjust to the changes in customers' needs, desires and tastes.

Conclusion and Recommendations

This study provides empirical evidence to show that the ability of graduates to acquire and display innovative ideas and creative skills in business marginally depend on their participation in entrepreneurship development programmes. In other words, the EDPs influence graduates’ ability towards innovativeness. Thus, we can conclude that entrepreneurship development programmes are the determining factor of business innovativeness in Katsina State.

Based on the conclusions of the study, the following recommendations are made.

1. The study recommends that the government, along with management agencies of entrepreneurship development programmes, should continue to sustain and offer support by creating and executing plans to enhance graduates' creative abilities. This will help to improve their innovative skills and ultimately lead to the development of more innovative businesses.

2. The study recommends that entrepreneurship development programmes in the state should expand the scope of their programmes offerings to include marketing, accounting, and managerial training. With knowledge in these areas, participants can learn strategies in packaging, pricing, and other marketing procedures to attract customers to their products. Additionally, they can gain insights in recording monetary transactions and art of managing their business efficiently and effectively.

3. Financial assistance in the form of start-up packages is a crucial component for entrepreneurs who have completed entrepreneurship development programmes. Therefore, it should be made available to every graduate of these programmes. To achieve this, the government could allocate funds to be distributed in the form of loans to empower these participants to start their businesses after graduation. This will provide support for their business start-ups and will simplify the lengthy protocols, collateral requirements, and difficulties involved in accessing loans from banks.

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EFFECT OF BUSINESS CHARACTERISTICS ON SUSTAINABLE LIVELIHOOD OF MICRO, SMALL AND MEDIUM SCALE ENTERPRISES OWNERS IN TARABA STATE

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Abstract

Decreasing standard of living of the rural settlers and high level of unemployment in the country has been the major concern of this study. This study examined the effect of business size and business location on sustainable livelihood of MSMES owners in rural areas. Cross sectional research design was utilized to administer questionnaire to the respondents of this study using five likert scale, the population of this study is 280 and usable questionnaire were 176, statistical package for social sciences version 23 (SPSS) was used to analyzed the data collected in this study. The result of the analysis has proven that business size has not significant effect on sustainable livelihood of the MSMEs owner managers, whereas, business location was discovered to have a positive and significant effect on sustainable livelihood. thus it was recommended that MSMEs owners managers should give considerable attention to their business most especially to their business location and business size as it may have great effect on sustainable livelihood of the people, and also further study may include other variables to their model and also the sample size of their study may be increase for more generalization of the result of their studies.

Key words: Business Location, Business Size, Sustainable Livelihood

Introduction

The capacity to employ productive resources wisely and economically to raise the standard of living for people worldwide is crucial for humankind's existence. In the study of Manlosa, et al., (2019). Sustainable Livelihoods Approaches (SLA) evolved as a way to reduce poverty in a way that is both more effective and more relevant. MSMEs have a significant impact on the larger business eco-system and are essential to achieving this sustainable way of life. In many nations, startups and new businesses, which are often tiny or micro enterprises, are the main drivers of net job creation. They are also responsible for fostering innovation and sustainability in the private sector.

The primary goals of the national strategy on MSMEs, 2007, were for Nigeria's economy to expand and rank among the 20 largest economies in the world by 2020. According to the study of Salome, Timinepere, et al., (2020); Qamruzzaman and Jianguo, (2019) stated that, MSMEs are unanimously regarded as being essential to and the primary driver of growth and development of the world economies. In Nigeria, MSMEs make up between 75 and 87.9% of the private sector's workforce when jobs are being created, and they generate 48% of the value contributed to the nation's total industrial output (Small and Medium Scale Enterprises Development Agency of Nigeria (SMEDAN, 2022).

Despite the important roles that MSMEs play in the economy of the nation, a report from the National Bureau of Statistics showed that the annual contribution of MSMEs in 2020 was 14.94%, which was lower than the 16.01% recorded in the year 2019. This indicates that the contribution of MSMEs to the Nigerian economy is declining, according to the National Bureau of Statistics (2021). According to ILO, (2021) in 1990, 54% of people in rural parts of developing nations were deemed to be extremely poor and lived on less than $1.25 a day. Rural poverty is still pervasive, particularly in Africa and Nigeria.

According to Iyortsuun (2017), a number of factors, including business size, business growth, business age and experience, and business location, have been identified by scholars as MSMEs characteristics that may affect sustainable livelihood of the micro, small, and medium scale business owners. According to Liu, et al., (2020), the study makes use of the two characteristics of micro, small, and medium-sized businesses—company size, and business location. The researchers said that a business's size is a key element in predicting the amount of money it will produce. Usually, the size of a firm is used to gauge it. Additionally, they emphasized the clear connection between business size and the owners of small and medium-sized enterprises' ability to maintain a sustainable level of revenue. The location of a business has a substantial influence on its resources, in the work of Hamza and Agustien (2019) study, which concluded that location, is a crucial element in determining a company's performance. The proximity of raw supplies, neighborhoods population, accessibility to excellent roads, proximity to consumers, and other elements are all advantages of company location.

The impact of MSMEs on the people's sustainable livelihood has been the subject of several studies in the past studies (Adebayo, et al., 2020; Tahir, et al., 2021). However, based on the literature review, studies on the particular characteristics of MSMEs, including company size and location, has not been done. As a result, it is suggested in the study of Clue (2020) that further studies may do a study on MSMEs characteristics. By investigating the two features of MSMEs on the sustainable livelihood of the people in Wukari and Jalingo local government areas of Taraba State, this study adds to the body of knowledge on the basis of the advice of these past studies.

Literature Review

Early in the 1990s, a concept created to understand better the 1980s food shortages and poverty was given the name "sustainable livelihood" (Ofili, 2018). In addition, the Department of International Development (DFID) started an action project in 1997 that promotes one sustainable livelihood and has the goal of eradicating poverty as one of its objectives (Bhuiyan, Siwar, Ismail and Islam, 2012). According to DFID, this approach would be fantastic for assisting people in achieving long-term livelihood since it is centred on people and stresses that we all have a duty to one another (DFID, 1999). Shihadeh, et al., (2019) claim that the main component of sustainable livelihood techniques is asset identification.

Vulnerability, policy, and institution are only a few of the components that interact. Vulnerability is the state of being more susceptible to the effects of catastrophes as a result of physical, social, economic, or environmental factors or processes (Uni/ISDR 2004). The proper resources provide a solid social-political process and framework that enables individuals to increase their income, enhance their well-being, lessen their vulnerability, and increase sustainability (Fauziyanti & Hizbaron, 2020). In other words, a person's choice and diversity of activities to suit their demands for a living constitutes their livelihood strategy. An individual or a group can use a livelihood strategy, which is a set of activities and other possibilities, to become prosperous.

In the studies of He and Ahmed (2022), company owners utilize livelihood strategies as a method of generating the resources to support their households. Life styling techniques, according to Scoones (1998), are the things people do and give priority to in order to make a life. Ellis (1999) defined livelihood as the ways, pursuits, and possessions through which a person or household earns a living. A livelihood also includes a variety of living arrangements Chambers and Conway (1992), in addition to income and work. The capacities, assets including both material and social resources, and activities necessary for a means of subsistence are collectively referred to as a livelihood, according to Chambers and Conway (1992), who first used the word. When a way of life can withstand stresses and shocks, recover from them, and preserve or improve its capacities and resources without compromising the natural resource base, it is said to be sustainable.

In the work of Chambers, (1995); Scoones, (1998) define livelihood in its most basic form as a way to make a living. A sustainable way of life is one that can withstand stress and shocks, maintain or improve its capabilities and assets, and create opportunities for future generations to live sustainably. It also contributes positively to other livelihoods locally and globally, as well as over the short- and long-term. In the research of He and Ahmed (2022), the term "livelihood" refers to a methodical process of generating a living based on resources, abilities, and practicable activities. The livelihood security and quality of farmers in underdeveloped regions is seen as a main issue and a major research hotspot for professionals and academics in the effort to address the issue of the sustainability of business owner's livelihoods.

Studies from the past have shown that small and medium-sized businesses have the following characteristics, including location and business size (Egbu, et al., 2016; Mpembamoto, et al., 2017; Lawanson and Olanrewaju, 2012). Kaen and Baumann (2003) argued that the size of a firm is a complete representation of the assets that it owns. The size of a firm includes, among other things, the worth of the business in terms of revenue, assets or value-adding qualities, and the number of people. Sales and assets have shown to be less than ideal indicators of the size of a corporation.

Organizational theories recommend assessing the number of people and value added rather than revenue or assets for determining the size of the company (Kaen and Baumann, 2003). The resources available to the organization and the expenses linked to running a business of a certain size are both influenced by its size. Large enterprises have little asymmetric information and strong rates of sales growth, which make it simple for them to fund their investments (Marfuah and Nurlela, 2019). According to Siddarth (1998) a company's size is determined by the scope of its operations, which in turn affects its level of output and, in turn, its sales volume. According to Siddarth's work (1998), some of the common metrics used to assess the size of a business include net worth, total assets, volume of production and sales, number of employees in labor-intensive industries, and plant and equipment capacity in capital-intensive industries, among others.

Bartik (1985) stated in his study that the location of a business is simply the place where a business is located. That is the location where it operates. This is related to the physical setting in which the company operates. It is the actual location where the firm is located. Business location is just the company's physical address. Business location was defined by Bartik (1985) as the location from which a business conducts its commercial activities. It is the location where a firm conducts regular operations. Business location refers to the region chosen and the place chosen for an establishment or business to be established. The majority of retail and consumer service enterprises need to choose new locations carefully (Kotler & Armstrong, 2004). Retailers' locations need to be reachable by their possible target market of customers (Hansen and Solgaard, 2004). A long commute reduces the frequency of consumers visiting a business, which has a negative impact on the choice of a retail establishment (Finn & Louviere, 1996). The proximity of distant clients to stores in the city's Centre is advantageous.

Theoretical Framework

The Sustainable Livelihood Framework serves as the study's guiding principle. According to this framework, a livelihood consists of the skills, resources, and pursuits required for a means of subsisting (Scoones, 1998). When a way of life is sustainable, it can withstand shocks and pressures, recover from them, and preserve or improve its capabilities and assets both now and in the future, all without negatively affecting the state of the environment (DFID, 1999). Scoones (1998) asserts that evaluating sustainable lifestyles requires the consideration of five essential indicators: Reduced poverty is the first priority, followed by improvement in health and capacities, adaptation of livelihoods, vulnerability and resilience, and sustainability of natural resource base. The framework demonstrates how access to a variety of assets for sustaining livelihoods may be used in conjunction with one another to pursue various livelihood strategies. Similar to the handmade industry. According to the SLF, using the characteristics of home-based businesses is therefore helpful in enhancing and sustaining the livelihood of business owners, their families, and dependents. As a result, by enhancing the performance of home-based businesses, livelihood will be sustainably improved.

Empirical Studies

Business Size and Sustainable Livelihood

In the study of Yodmai, et al., (2018) observed the variables affecting the size of micro, small, and medium-sized businesses on sustainable livelihood among the senior population in rural Thailand. According to the study's findings, there was a slight but favourable correlation between business size and livelihood. Homemade companies can attain sustainable livelihoods with access to a variety of livelihood assets, according to research by Kabir et al. (2012). According to Kabir, et al., (2012) analysis of the effect of small-scale agricultural business size on the assets used for a sustainable living by rural poor women, larger businesses are substantial and positively related with a sustainable livelihood in terms of increased financial capital. Additionally, research by Dayal (2014) and Gichure, et al., (2020), which employed OLS regression models, showed that the size of the enterprise was a statistically significant and beneficial predictor of household livelihood. This led to the conclusion that company size is a good indicator of a sustainable way of life.

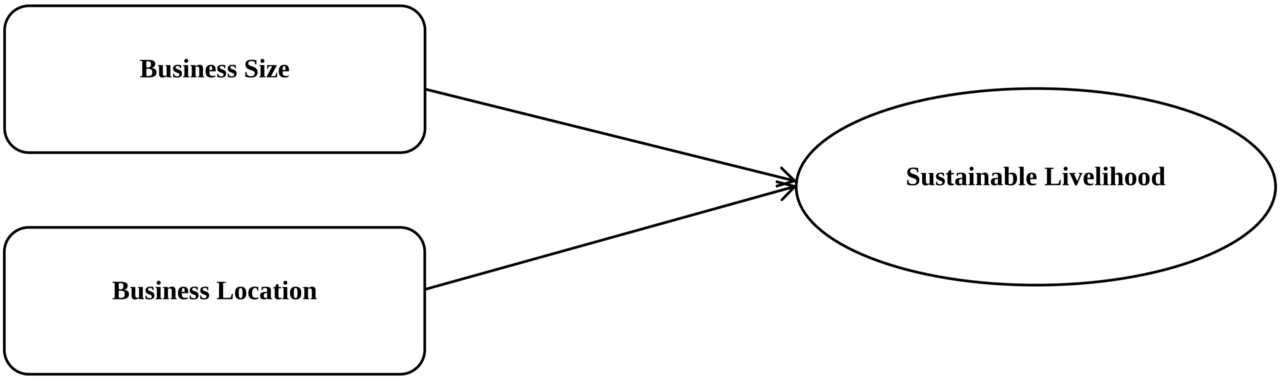
According to Mago (2018), empirical study, informal merchants in Mount Frere, Eastern Cape, South Africa, use different livelihood strategies depending on the size of their small businesses. The study's findings indicate a strong link between the size of a company and a sustainable way of life. The impact of company location on the sustainable livelihood framework (SLF) was the subject of an empirical study by (Bvuma & Marnewick 2020). The work of Salome et al., (2020) discovered that national enterprise policy on the sustainability of micro, small, and medium enterprises in Nigeria. The results showed that business location improved the livelihoods of the MSE owners, led to job creation, improved the businesses of the MSEs, and created a source of income for those who had none prior to the intervention. According to the study, many aspects of national enterprise policy significantly impacted the viability of MSMEs. He (2022) research on the link between company location and sustainable livelihood.

The findings demonstrated that the five categories of livelihood capital values were typically poor. These studies have come under fire since they don't address the two aspects of micro, small, and medium-sized firms concurrently on sustainable livelihood, despite the fact that there is a positive association between the independent factors and the dependent variable. Once again, the majority of this research has methodological problems with regard to the small sample size, since they were unable to undertake the essential preliminary tests like validity and reliability testing, variance inflection factor tests, and so on. The current study is being conducted to look at the impact of business location and size on sustainable living on the basis of the aforementioned rationale and criticisms of previous studies.

$H_0$1: Business size has no significant relationship on sustainable livelihood of Micro, Small and Medium Scale Enterprises owners in Taraba State.

$H_0$2: Business location has no significant effect on sustainable livelihood of Micro, Small and Medium Scale Enterprises owners in Taraba State.

Conceptual Framework



This framework shows how the independent variables (business size and business location) located on the right side of the model can influence the dependent variable (sustainable livelihood) on the lefthand side of the framework.

Materials and Methods

This study looked at how the features of micro, small, and medium-sized businesses relate to sustainable livelihood. A survey research design was used, in which data were first gathered once for the study and then statistically analyzed and interpreted to produce the results and conclusions or draw inferences about the study population. MSMEs owners and managers who operate in the two senatorial zones of Taraba State (Wukari and Jalingo Local Government Areas) make up the study's population. The sample size for the study was determined using the sample size table developed by Krejcie and Morgan (1970), the actual sample size used in this study is 162.

Israel (2013) states that to account for the attrition of some questions, the sample size should be increased by 10% to 30%. As a result, 20% of 162 questionnaires were added (32). 194 structured questionnaires were given out to respondents; 176 of those questionnaires were returned, representing 91 percent of the total; 18 questionnaires were not returned, representing 9% of the total. 6 questions were removed as outliers, bringing the rate down to 3%. So, 176 questions might be included for study. After the MSMES were stratified, a practical sample technique was employed to choose the study's respondents.

Table 1: Questionnaire Distribution and Response Rate

Questionnaire Details	Frequency	Percent
Questionnaire Distributed	194	100
Questionnaire missing	18	9
Questionnaire returned back	176	91
Questionnaires deleted	6	3
Questionnaire Usable for data analysis	170	87

Source: SPSS Version 23

The list of measuring items is provided in the appendix. All variables were evaluated using a five-point Likert scale, with 1 denoting severe disagreement and 5 denoting strong agreement. Each of the two MSMES characteristics viz business size and business location, has five items and was adapted from the works of the authors listed below scales for measuring business size and business location Abay, Tessema and Gebreegziabher, (2014); Leza, Rajan and Kuma, (2016). The sustainable livelihood scale, which has five components to measure it, which was created and adapted in the work of (Chambers & Conway 1992).

Results and Discussions

Data analysis and findings: The study employed multiple linear regressions to evaluate the relationship between the independent and dependent variables in order to support the linkages between them. Confirmatory factor analysis, or CFA, was used to assess the measurement model's validity and reliability first. Then, using the Statistical Package for Social Science, the VIF test was also carried out, and multiple linear regression analysis was utilized to look into the proposed correlations between the components. To ascertain the outcomes of internal consistency and quality based on the Cronbach's alpha value, a reliability test was conducted. The dependability of this study was achieved since all the values were more than 70%, in accordance with Mohsen and Dennick's (2011) recommendation of a Cronbach's alpha value of 0.70 (Mazyed & Ali, 2018).

Additionally, a multicollinearity test was carried out in this study, as per Ghozali (2009), who claims that multicollinearity tests are used to ascertain whether the regression model exhibits a correlation among the independent variables. As a prerequisite for the multicollinearity test, A VIF number of >=5 indicates significant multicollinearity, according to Kothari and Garg (2014). Table 2 shows that the overall VIF Coefficients are less than 5. Since the independent variables in this study are not highly correlated, it is assumed that multicollinearity does not exist in the data; the result is presented on the table below.

Table 2: Variance Inflation Factor

Model		Collinearity Statistics	
		Tolerance	VIF
1	Business Size	.870	1.150
	Business Location	.870	1.150

Source: SPSS Version 23

Model 1 Test: Effects of geography and business size on sustainable living

The capacity of the independent variable to explain the dependent variable was tested using the coefficient of determination (Adjusted R Square), and the F test was used to determine whether the analytical model was appropriate.

Results of the F (Anova) Test of business size and business location on sustainable livelihood

Table 3: ANOVA Result

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	159.425	2	79.712	934.482	.000[b]
	Residual	14.757	173	.085		
	Total	174.182	175			

Source: SPSS Ver. 23

According to Table 1, the F (Anova) test result of 0.000, which indicates a significance level less than 0.05, indicates that the regression model utilized satisfies the Goodness of Fit standards. In contrast to the model summary outcome, firm size and location factors have an equal and simultaneous impact on population sustainability.

Coefficient of Determination Test Results (Adjusted R Square) Business size and business location on sustainable livelihood.

Table 4: Model Summary: coefficient of determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.957[a]	.915	.914	.29206	2.044

a. Predictors: (Constant), business location, business size

Source: SPSS Ver. 23

Based on table 2, the Adjusted R Square value of Business size and business location on sustainable livelihood is 0.914, which means that 91.4% of changes in the sustainable livelihood variable can be explained by the Business size and business location variables in the model, while the remaining 8.6% is explained by other variables or factors outside the model

Hypothesis Test (t Test) the results of the regression analysis of the influence of business size and business locations on sustainable livelihood are as follows:

Table 5: Coefficients of Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.340	.112		3.030	.003
	business size	-.028	.029	-.024	-.964	.336
	business location	.923	.024	.968	38.722	.000

a. Dependent Variable: sustainable livelihood

Source: SPSS Ver. 23

Based on the results of the multiple linear regression calculations in Table 3, it is clear that Hypothesis $H_{01:}$ Business size does not significantly and favourably affect sustainable lifestyle. The findings of the regression analysis indicate that the beta value of company size on sustainable livelihood is -.028 and the significance level is.336 greater than 0.050, indicating that business size is not a significant variable that may affect sustainable livelihood. Therefore, the null hypothesis that indicated that business size had no discernible impact on the owner's ability to sustain a living is accepted. $H_{02:}$ A company' location does not significantly and favourably affect its ability to maintain itself. The regression results indicate that the beta value of the business location on sustainable livelihood is.923 and the significance level is 0.000 less than 0.050, so it can be inferred that the hypothesis that stated business location has no positive effect on sustainable livelihood of MSMEs owners in rural areas is rejected and that business location does, in fact, have a positive and significant effect on sustainable livelihood.

Discussion of Findings

The regression findings for the impact of firm size on sustainable lifestyle reveal that the beta value is -.028 and the significance level (P value) is.336, which is more than 0.050. Thus, it may be argued that the scale of a corporation has no major beneficial impact on a sustainable way of life. The results of the hypothesis test do not support the findings of earlier studies, such as those by Ede (2018), Fang, Fan, Shen and Song (2014), Kuang, Jin, He and Wan, Ning (2019), which show a significant and positive relationship between business size and sustainable livelihood. This suggests that growing a company's size does not always help the sustainability of MSMEs owners' livelihoods in rural locations.

The influence of business location on a sustainable way of life can be determined by looking at the regression results, which show that the beta value of business location on a sustainable way of life is.923 and a significance level of 0.000, which is less than 0.050. It can therefore be said that business location has a positive and significant impact on a sustainable way of life. According to studies by Aminu (2016), Liu, et al., (2018), Liu, et al., (2021), Oladele and Ward (2017) and Liu, et al., (2018), there is a favourable and substantial effect. Which claims that there is an important and generally positive relationship between business locations and sustainable livelihood? According to the results of the analysis, there is a positive correlation between the business location and the managers of MSMEs who own it, as evidenced by the beta value of.923 and the t-statistic of 38.722. We can draw the conclusion that the owners' ability to sustain their lifestyle will improve with better business location.

Conclusion and Recommendations

Based on the results of the research data analysis, the following conclusions can be drawn:

1. Business size has no positive or significant impact on the owners of MSMEs' ability to maintain a sustainable lifestyle. This indicates that the owners of sustainable means of subsistence decrease as business size increases. However, expanding and strengthening the business may help the owners earn a more stable living.

2. Business location has a significant impact on a sustainable way of life. This implies that the sustainable livelihood will rise in proportion to the increase in the Business location variable. In order to promote sustainable livelihood, business location variables should be strengthened and increased.

The only factors included in this study were business size and location; future research can include other variables that can impact sustainable livelihood, such as business environment, livelihood capital, business age, etc. Once more, this research used quantitative techniques, and it is hoped that subsequent studies would utilize other techniques like qualitative or mixed ones. In order to do more research in numerous other locations with bigger respondents, this study focused on the MSMEs businesses in the Wukari and Bali LGA. It is planned that future research would incorporate other statistical tools such SMART PLS, Lisrel, and AMOS in addition to the statistical data processing software used for this study (SPSS).

The owners of MSMEs must be aware of their business current size because, despite the fact that business size has little bearing on sustainable livelihood, growing a company's size may still result in better sustainable livelihood, enabling MSMEs to fulfill their mission and vision. The study results have shown a favourable impact of business location on the long-term livelihood of owner's managers, therefore MSMEs owners may pay close attention to the location of business.

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EFFECT OF FINANCIAL LITERACY ON AGRICULTURAL VALUE CHAIN IN NIGERIA: A CASE STUDY OF GIWA LOCAL GOVERNMENT AREA, KADUNA STATE

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Abstract

The study assesses the relationship between financial literacy and value chain in agriculture as well as its impact on agricultural value chain in Nigeria. The target population was Panhauya which is a ward under Giwa Local Government Area of Kaduna State. The study used primary data collected through stratified random sampling from semi-structured questionnaire and the sample size of 74 farmers was captured. Descriptive statistics was used to analyze the quantitative data while qualitative data were analyzed using content analysis, all analysis were done using Statistical Package for Social Sciences (SPSS Version 20.0). The study also used multiple linear regression and Chi-square tests to assess the effects of financial literacy on agricultural value chain. Financial literacy has a positive as well as a significant impact on value chain in agriculture. The study recommends that Government agencies, regulatory bodies, Non-Governmental Organizations as well as relevant financial institutions should embark on a National Campaign and Training with specific objectives of creating commercial awareness and improving financial literacy among farmers across the country especially on relevant services of financial institutions like agricultural insurance, financial planning, debt management, etc. The study also recommends that financial education be added into curriculum of primary and secondary schools, to enhance agricultural value chain in Nigeria.

Keywords: Agricultural Insurance and Debt Management, Agricultural Value chain, Financial Literacy, Financial Planning, Savings Habit

Introduction

The African continent has numerous potentials in agriculture, way beyond just feeding itself and ensuring food security but also has comparative advantage of becoming a major contributor to the growth of agricultural value chain globally. Development of agriculture, undoubtedly, had been identified as the key to reduce household poverty for millions of people/households in the developing countries (Izuchukwu, 2011).

Across sub-Saharan Africa, agriculture is a critical sector that contributes 20–30% of GDP, employs 60–85% of the population, yet usually attracts less than 5% of domestic lending. The vast majority of smallholder farmers have difficulty obtaining appropriately structured financial services to meet their needs, which comprises a combination of short-term working capital, medium-term equipment financing, and longer-term capital investments, savings products, and risk management products (Alliance for Green Revolution in Africa-Financial Inclusion for Smallholder Farmers in Africa Program, 2015).

Nigeria has gained a lot prominence through agriculture. This sector was considered to be the main stay of the Nigerian economy immediately after independence in 1960, employing over 80% of the population and contributing more than 75% of total government revenue. As at 1960s, Nigeria was the world's largest exporter of groundnut; the second largest exporter of cocoa and palm product as well as an important exporter of rubber and cotton. In spite of the significant growth of other sectors, Nigeria is basically an agrarian country since political independence in 1960 (Kwanashie, et al., 1997). Through a sustainable way, the agricultural sector remained as at then, a key contributor to the country's economy. However, the different ways, policies and programs put in place to promote investment and diversification in the agricultural sector have not yielded any good or desired results (Ufiobor, 2017). The huge potential of investment and export diversification in order to get the Nigeria agricultural sector to add to the economy as it does in the 1960s have been achieved and this is due to many factors and constraints that must be addressed to revive the sector (Oni, 2013).

Farmers constitute the most valuable part of Agricultural value chain. Farming activity provides basis for the emergence and existence of value chain in agriculture. Majority of the farming population are small-holders with less than 2 hectares under cropping, yet accounting for over 90%of agricultural output in the country (Lawrence & Grace, 2017). However, despite their relevance in this area, these farmers benefit the least from the yields of agriculture because of the fact that most of them are rural dwellers that lack the basic level of financial literacy and a considerable level of commercial awareness to harness their potentials.

According to Food and Agricultural Organization (2008), understanding of the production costs is important for farmers so that they are able to set favorable prices for their products in order for them to make a profit. The strengthening of agricultural value chain is one of the best ways in addressing problems facing smallholder farmers. This can be done through improving agricultural production and improving market access and integration of smallholder farmers in formal market and viable markets. Rukuni (2012) suggests that agriculture can play an important role in economic growth by increasing smallholder farmers' productivity and income growth. Scholar across the globe, most especially rural development experts are of the view that value chain is very significant in enhancing the development of production and marketing of agricultural products most especially in the rural areas

Farmers today, pass through repeated cycle of losses because they lack basic level of financial literacy and a considerable level of commercial awareness, (notably Agricultural insurance) which leverages against colossal loses resulting from natural disasters like drought, flooding, wind and fire, and also boost smallholder farmer's capacity for accessing credit facilities for improved production. The choices farmers make are consequently influenced by numerous factors out of which some mysteriously affect value chain agriculture in Nigeria and with the integration of global economies, adequate access to information about happenings from both national and international economic policies has become paramount to enable farmers make informed decisions. Through financial literacy and adequate commercial awareness, farmers would learn to efficiently manage their finances and make rational choices.

According to Matar (2018), that in recent time, a lot farmers in developing countries lack basic awareness and are unmindful of financial matters like cost and profit analysis, how to increase income by proper crops selection and cultivation, or even how to apply optimum conditions that end up with successful marketing of their farm yields. He further suggested that educational institutions and agricultural departments are duty bound to teach farmers what they need in financial awareness Hence, the proper identification and the sufficient tackling of development constraints in the Nigeria's value chain agriculture will further improve performance, and will assist in promoting and accelerating growth in the sector.

This research work is aimed at investigating the level of financial literacy of actors in agricultural value chain with more emphasis on farmers' level of financial literacy and commercial awareness thereby ascertaining how value chain in agriculture can be optimized through financial literacy.

In line with the above introduction, the study set to answer the following questions;

i. What is the relationship between financial literacy and agricultural value chain?

ii. What is the effect of financial literacy on farmers' choice of crop production and agricultural value chain in Nigeria?

iii. Can agricultural value chain in Nigeria be optimized through financial literacy?

The justification for this study stems from the fact that agriculture is a critical sector in Nigeria that contributes 20–30% of GDP, employs 60–85% of the Nigerian population. This suggests that agriculture can be used as a strategy for growth in development process and income distribution in Nigeria. Across the world, studies have shown that there is a significant connection between financial literacy and agricultural development, particularly in agrarian economy, Wambugu and FSD Kenya (2008) in a research indicated that absence of financial knowledge is an impediment not only to food security but also access to financial services and products that are vital for the general economic growth and development in the country, also, understanding of the production costs is important for farmers so that they are able to set favorable prices for their products so that they make a profit (FAO, 2008). Most studies on agriculture in the country are not focused on the link between financial literacy and agricultural value chain. This study is expected to close the literature gap using a primary study approach.

This paper is structured into 5 sections. Section 1 is the introduction which is followed by the literature review in section 2. Section 3 focuses on material and methods while section 4 presents data, results and discussion. Section 5 concludes the paper.

Literature Review

Conceptual Literature

Value Chain

Value chain is seen as a mechanism in which new value addition is facilitated in the process of production/processing of business activities. This comprises method of comparing existing values most especially with regards to the way in which inputs are sourced, processed, packaged and delivered to the final consumer VCS (2014). Value chain can also be view as a network of activities ranging from production to consumption of a product plus other network of interrelationship which includes the main actors along the chain and all other supporting services. From the agricultural point of view, value chain is considered by a particular finished products or a product closely related to that, as well as, all those firms engaged in inputs supply, production, processing, transportation, distribution and marketing of agricultural products (Kaplinsky and Morris 2001). Therefore, value chain involves bringing together producers, processors, marketers (buyers and sellers) into a framework with a view of adding value to the products being exchanged and this can happen either from the domestic, regional or global markets (Cattance, et al., 2010, Sturgeon & Memedovic, 2011, Dijk and Trienekens 2012, Elms and low, 2013, UNCTAD, 2013). While, according to FAO, IFAD & ILO in a report on "Gender and rural employment policy brief, 2010" defined 'value chain' in agriculture as the series of activities that happened from the production of farm produce to the time this produce riches the final consumer, in this scenario value chain is added at each stage either through a vertical linking or among the various business organizations that are independent. Therefore, value chain involves activities such as production, packaging, storage, transportation and distribution to the final consumers. In the same line of argument Farm Radio International, (2013) defined value chain in agriculture to include both people and activities that will be combined together to bring different agricultural products to the consumers right from obtaining inputs and production down to other activities like processing, packaging and distribution.

H_0: Financial literacy has no impact on the agricultural value chain in Nigeria

Financial Literacy

Financial literacy is an essential factor necessary for farmers all over the world to acquire in order to manage agricultural value chain efficiently and to also access productive credit. Thilakam, (2012) considers financial literacy in terms of ability to understand finance, through having necessary financial knowledge and skills which will make people to ta take and make will informed decisions. This happened when individuals understand finance very well. Always, those that are financially literate can make a sound financial decision in their various endeavours and they are more inclined to achieving their financial goals and be able to protect themselves against the potential economic shocks and some related risk and eventually contribute toward their economic development. Lack of financial knowledge is the main driver that pulls people away from financial markets (Bernheim & Garrett, 2001; Lusardi and Mitchell, 2007; Van Rooji et al, 2011; Yoong, 2010). According to Webster dictionary, financial literacy is obtaining required skills and knowledge that will allow individuals to make effective financial decisions based on the well-informed knowledge and understanding of the finance.

Financial literacy does not only mean making a profit but equally minimizing losses (Musungwini, 2018). Huston (2010) defined financial literacy as measuring how well an individual can understand and use personal finance-related information. One of the major factors that can lead to lack of financial literacy is poor educational background, this is because without basic education, farmers will not be exposed to financial information and consequently it will result to lack of commercial awareness. It could also limit individuals to only basic financial information.

H_1: Financial literacy has impact on the agricultural value chain in Nigeria

Empirical Literature

In a study by Ravikumar et al. (2013) which was conducted with the aim of assessing the financial literacy of jasmine farmers in which a standardized knowledge test was employed to evaluate the financial literacy of farmers. For that, 100 farmers from Erode and 100 farmers from Madurai district was surveyed. The collected data were analysed using percentage analysis, multiple regression and factor analysis. It was concluded that, erode farmers have high financial literacy than Madurai farmers. The results revealed that, age, education, experience, farm income, years of relationship with the bank, size of landholding, frequency of bank visit and bank account were significantly influenced by the financial literacy of farmer.

Rural Finance and Investment Learning Centre (2017) conducted a study regarding the impacts of financial illiteracy among small-scale farmers in western Kenya. The organization established that financial illiteracy is the biggest impediment to the development of small-scale farming in the region. Through the use of secondary data from financial institutions, the organization found that the financial illiteracy limited the use of available financial services among the farmers. It considers that financial education is the best strategy for stakeholders to implement in order to improve agricultural yield in the region**.**

Another study conducted in Kenya by Ali-Olubandwa et al., (2011) using Statistical Package for Social Sciences (SPSS), the researchers analysed the data of about 200 small-scale farmers of which the result indicated that small-scale farmers in the western region of Kenya have limited knowledge of financial products and services, technical know-how and best agricultural practices, it also showed that these farmers lack a considerable level of financial security to enable them obtain credit facilities with low interest rates. The research findings further showed that among the small-scale farmers who have financial literacy and are financially inclusive have been able to fulfil their social, family, and personal responsibilities, they are also able to pay their taxes and take advantage of the financial services and products that banks and other financial institutions provide. A large number of these farmers have been able to secure loans for expansion of their agricultural production such as the purchase of agricultural land and fertilizers, as well as tractors and other machinery to improve their produce.

In another study conducted in eastern Kenya by Woomer et al. (2016) in which 291 household farmers were selected randomly with the purpose of identifying the different financial opportunities that are available to the farmers. The study concluded that financial education is the key that will make farmers to take good financial decision and opportunities as they will become well informed

Abubakar, et al., (2018) carried out a study in Nigeria covering the period from 1970 to 2016 with the aim of finding the effect of external financing on agricultural productivity in Nigeria. The study employed the technique of Autoregressive Distributed Lag (ARDL) to analyse the data. The findings of the study indicated a the exitance of negative relationship between external finance and agricultural productivity in Nigeria, the eternal finance was analysed in this research through remittance, external loan and grants. Whie, for the foreign direct investment and official development assistance a positive relationship was established with agricultural productivity in Nigeria. The study therefore, suggested that collaboration needs to be established with the Nigerian in diaspora with the aim of having a model in which remittance will be used to enhance agricultural activities in the country.

Dannenberg and Lakes (2014), conducted a study on the role of mobile phones in enhancing financial literacy among small-scale farmers in the Mount Kenya Region, in which both questionnaires and interviews were used to collect information from those farmers. The study concluded that mobile phones lead to the improvement of small-scale farmers within the study area and helps a lot in terms of farmers knowledge of integration in the international value chain competitiveness, knowledge transfer, production, distribution and marketing.

In another similar research conducted in Trans Nzoia County by Wafula (2015) with the aim of finding the effect of financial inclusion and financial literacy on small-scale farmers in the country, 384 small scale farmers were selected and questionnaires system was used to obtain date from them. Both descriptive and inferential method of data analysis were employed. The study discovered that there was a significant and positive relationship between savings practice, practices, investment practices, debt management, financial planning services and financial inclusion. The study recommended that financial education should be given a serious attention by both government and other non-governmental organizations and our school curriculum should incorporate financial education. It is also suggested that micro finance institutions and government should be organizing financial awareness and education to small scale farmers on how best to go about handling financial services

While, Gaurav (2009) analysed the impact of financial literacy on adoption of rainfall insurance in Gujarat area of India in which 600 farmers were taken as a sample. The result of the study showed that those farmers who have financial literacy and insurance knowledge will likely to accept agricultural insurance so as to ensure their farming activities against some risk.

Theoretical Framework

This study is guided by Institutional Theory. The theory assumes that low-income individuals and households are unable to save and accumulate assets primarily because they do not have equal institutional opportunities that individuals and household with higher income have or receive. As such, addressing the challenge by increasing the level of financial literacy among these individuals will have tremendous impact on their savings & investment. It will, for instance, influence farmers' decision into making sound and informed choices about financial products and services. Mahdzan & Tabiani (2013) noted that the level of financial literacy has a significant, positive impact on individual saving behavior. To Wambugu and FSD Kenya (2008) concluded in a research finding that the problem of financial literacy is not only an impediment to food security but the entire financial services and products which are very essential for general economic growth and development of each county. Nyamute & Maina (2011) also found that financially educated individuals do practice a considerable level of financial behaviors. Relevant institutions can help in facilitating financial knowledge which is vital for sound financial behavior. Bakker (2011) added that financial education is supposed to be a part of the curriculum at the primary level so that the rural community can get basic financial education in such a way that it can employ the skills and knowledge into everyday practice. Programs provided by these institutions can be very useful in creating attitudes and awareness for small-scale farmers to be prudent and ensure good financial management practices.

Material and Methods

Description of Study Area

Giwa L.G.A is a Local Government located in the North West of Kaduna State, Nigeria. It has an area of 2,066 km^2 with an estimated population of 286,427 as at the 2006 census. The Local Government Area has 11 Wards and 2 Development areas, Administrative/councils. However, this research focuses on one of the 11Wards called "Panhauya ward" The area is known for its prominence in agriculture as farming is the major occupation of its population. Panhauya as a ward under Giwa L.G.A has a total of 9 villages. Sample population was then drawn from each of the 9 villages.

In order to properly conduct the research with population of 90, probability sampling method was used. Stratified random sampling was specifically used to highlight a specific sub group within the population. Babble, (2011) is of the opinion that stratification is the process of dividing subjects of a population into homogenous sub groups before sampling. It is mostly used because it is adequate and likewise it ensures the presence of important sub groups within the sample (Aggrestical & Finlay, 2008). In the course of this study, the technique ensured that all categories of farmers were represented from respective wards. It was adopted where subjects were selected in such a way that the existing sub groups in the population were more or less reproduced in the sample. The aim of stratified random sampling was to achieve the desired representation from the respective sub groups in the population to at least represent an appreciable size to warrant statistical analysis. A sample size of 74 farmers was selected in the course of this research from the stratified population. The sample size is a representation of a fraction of the population of subjects under investigation (Braine & Manheim, 2011). Out of a list of these subjects, an appropriate number was then randomly selected as representative of the entire population undergoing the research. To avoid any form of biasness, the researcher ensured that the sample must be representative of the population. Sample size is important in conducting research where necessary as it allows researcher to draw conclusion that can be applied to the entire population under study.

However, time factor and limited amount of resources constituted the major reasons why limited number was used as sample size. Sampling involves selecting a given number of a population to represent the general population (Mugenda, 2008).

$$n = \frac{N}{1 + N(e)^2}$$

Where n = required sample size

N = Population Size

e = margin of error at 5% (standard value of 0.05)

Calculation of Sample Size

$$n = \frac{90}{1 + 90(0.05)^2}$$

$$n = \frac{90}{1 + 90(0.0025)}$$

$$n = \frac{90}{1 + 0.225} = \frac{90}{1.225} = 73.47$$

$$n \cong 74$$

The study is based on primary data which were collected through the distribution of semi structured questionnaires to the respondents. The adapted questionnaire had both open and closed ended questions. The structured questions were easily analysed using quantitative measures because they were arranged in an immediate usable form while the unstructured questions were majorly to allow respondents make an in-depth and felt response without feeling bad in disclosing information that may seem to them personal. This therefore provided data that was qualitative in nature. The questionnaires were distributed personally by the researchers so that some questions can easily be explained and clarified to the respondent where necessary. The questionnaire was considered as the most appropriate data collection instrument in the research because they provide competent, reliable and accurate data. In trying to ascertain if the research instrument is reliable and does not have any limitation, Cronbach Alpha was used to check the validity and reliability of research instrument prior to actual data collection. The reliability refers to the measure of the degree to which a research instrument produces stable and ensures internal consistencies in the research instrument. A measure is said to have high reliability if it produces similar results under consistent conditions (Neil, 2009). Reliability check using Cronbach Alpha requires that the coefficient must be at least .70or higher only then the research instrument would be considered “acceptable” in most social science research situations. Data collected using questionnaire were examined thoroughly, checked and edited for completeness, comprehensibility and consistency. Descriptive statistics was used in analyzing the quantitative data while the qualitative was analyzed using content analysis. Quantitative data were coded and entered into Statistical Package for Social Sciences (SPSS) Version 20.0 Analysis was based on descriptive statistics which involves the use of absolute and relative (percentages) frequencies, measures of central tendency and dispersion (mean and standard deviation respectively). Multiple linear regression model and Chi-square tests were used in the course of this research to identify the link between variables of interest.

Model Specification

The model used helped to establish the relationship between the independent variables and the dependent variable. Multiple linear regression model analysis was used to identify the correlation between independent variables and the dependent variable. R^2 was then used to estimate how well the independent variables explain the dependent variable in the model.

Conceptual Model

The conceptual model is expressed in the following form:

$$Y = f\ (X_1, X_2, X_3)$$

Where: Y= Agricultural Value chain

X_1 = Financial Education

X_2 = Risk Management

X_3 = Saving Habit

Analytical Model

The analytical model is expressed in the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon_i$$

Where: Y= Agricultural Value chain

X_1 = Financial Education

X_2 = Risk Management

X_3 = Saving Habit

β_n = Coefficients to be determined

β_0 = The intercept (value of EY when X = 0) or used as “α” constant term.

β_1 = The regression coefficient or change in Y as a result of each x

ε_i = Error term

Research Hypotheses

The following hypotheses were developed for the purpose of the study:

Null Hypothesis:

H_0: Financial literacy has no impact on the agricultural value chain in Nigeria

Alternative Hypothesis:

H_1: Financial literacy has impact on the agricultural value chain in Nigeria

Results and Discussion

Instrument Reliability Test

Instrument validity and reliability test was conducted using Cronbach Alpha to check the scale reliability and the internal consistency of the research instrument prior to the main data collection. The result can be presented in the table below:

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.832	38

The alpha coefficient for the research instrument is .832, suggesting that the items have relatively high internal consistency. It therefore implies that the research instrument used for data collection is valid because the reliability coefficient is higher than .70 which is the minimum required value for testing reliability.

Respondent's Savings Habit

The study also tried to investigate the respondent's saving habit. The respondents were requested to indicate their level of agreement with various statements on savings practices. The results are presented in the table below

Table 2: Respondent's Savings Habit

Saving's Habit	Mean	Std. Deviation
Do you save out of each earnings you make?	2.92	1.316
Do you save money for your future obligations?	2.15	1.460
Do you save for any other reason not mentioned above? e.g. purchase of assets	3.02	1.376
Valid N (listwise)		

Many of the respondents have shown to agree that they make provisions for savings from any income earned, this was indicated with an average mean value of 2.93, and the respondents further indicated that they save for future obligations that are they set aside some money to cater for future needs. However, a calculated mean average of 3.02 indicated that the farmers sometimes save in order to meet up with the purchase of assets that will boost their farming activities. This therefore implies that a majority of the respondents save for many other reasons like for the purchase of assets while just few of them save for the purpose of meeting up with their future obligations (needs).

Respondent's Financial Management

The study also tried to investigate the respondent’s financial management skills. The respondents were requested to indicate their level of agreement with various statements on financial management. The results are presented in the table below.

Table 3: Respondent's Financial Management

	Mean	Std. Deviation
I plan what I want to accomplish financially	2.32	1.205
I maintain a current list of my assets and liabilities	2.47	1.619
Holding a strong cash position is necessary for my financial endeavors	2.48	1.610
I am satisfied with present rate of return on my savings and investment	1.83	1.343
I am fully aware of the impact of inflation on my savings	1.83	1.343
Valid N (listwise)		

A considerable number of the respondents reported to have agreed on making plan for anything they desire to accomplish and they as well have shown to agree on maintaining an existing list of assets and liabilities, as it is shown by the mean value of 2.32 and 2.47 respectively. Likewise, a good number of them believe that keeping cash at hand is highly necessary for their financial endeavors. However, given the mean value of 1.83 for both questions on rate of return on investment and the impact of inflation respectively, it was ascertained that only a few numbers of the respondents are fully aware as well as are sure of obtaining their desired level of satisfaction over the return on investment.

Respondent's Financial Knowledge

The study also tried to investigate the respondent's level of financial knowledge. The respondents were requested to indicate their level of agreement with various statements on financial knowledge. The results are presented in the table below.

Table 4: Respondent's Financial Knowledge

	Mean	**Std. Deviation**
Do you have adequate knowledge to manage personal finance?	2.58	1.618
Do you feel that you need further financial education?	3.18	1.214
I am commercially aware (Access to market information)?	1.67	0.883
Valid N (listwise)		

From the table above, it can be seen that majority of the respondents agree on the need and have shown the desire to acquire more knowledge on financial education but it however seems impossible due to lack of access as well as many other constraints involved, as a result, they lack adequate access to market information as indicated by the mean value of 1.67. Despite these constraints, a significant number of the respondents have shown to have adequate knowledge on managing personal finance as shown by the mean value of 2.58, while a mean average of 3.18 constitutes respondents with interest on financial education.

Extent To Which Adequate Knowledge on Finance Improve Crop Production

The respondents were further asked to indicate the extent at which adequate knowledge on finance can improve their crop production. The outcome is presented below.

Table 5: Adequate Knowledge of Finance on Crop production

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very great extent	18	27.3	27.3	27.3
	Great extent	1	1.5	1.5	28.8
	Moderate extent	25	37.9	37.9	66.7
	Small extent	22	33.3	33.3	100.0
	Total	66	100.0	100.0	

Majority of the respondents (37.9%) showed that knowledge of finance can merely improve their crop production to a moderate extent while 33.3% of them feel it can only improve to a small extent. It therefore implies that most of the respondents were indifferent about the impact of financial knowledge on their crop production. However, only a few numbers of the respondents indicated that knowledge of finance can improve their crop production to a very great extent and a great extent respectively, this is shown by 27.3% and 1.5% respectively. This therefore indicates that only the few respondents who have little or a considerable knowledge of finance agree to a very large extent that knowledge of finance can improve their crop production.

Risk Tolerance

The study tried to investigate the respondent's level of risk tolerance and its impact on value chain agriculture among farmers of Panhauya ward, Giwa L.G.A. The respondents were requested to indicate their level of agreement with various statements on risk tolerance. The results are presented in the table below.

Table 6: Risk Tolerance

	Mean	Std. Deviation
A high return, with a high risk of losing the capital.	3.83	1.017
A good return with a reasonable safety.	4.86	0.388
A moderate return, but at the same time a good degree of safety.	4.38	0.489
A low return, without any risk of losing the capital.	2.68	0.897
Valid N (listwise)		

The respondents have indicated that they can undergo an investment with high return despite faced with the risk of losing their capital, and they can however forfeit a risk-free investment despite assurances of not losing capital, this is shown by the mean value of 3.83 and 2.68 respectively. Furthermore, 4.86 shows the mean value for respondents who still agree to undergo investment with good return and has reasonable safety while 4.38 indicates interest of respondents for investment with moderate return and has a good degree of safety. This therefore implies that just a few number of the respondents are risk averse while the majority of them are risk takers.

Extent To Which Agricultural Insurance Can Improve Crop Production

This aspect tried to ascertain the respondents believe about agricultural insurance in improving their crop production. This result is presented below.

Table 7: Agricultural Insurance on Crop Production

		Frequency	Percent	Cumulative Percent
Valid	Very great extent	18	27.3	27.3
	Great extent	1	1.5	28.8
	Moderate extent	7	10.6	39.4
	Small extent	40	60.6	100.0
	Total	66	100.0	

The percentage of respondents with confidence in agricultural insurance is quite small, constituting only about 27.3% of them agreeing to a very great extent and just 1.5% agreeing to a great extent. This therefore indicates that most of the respondents are not aware and do not know about agricultural insurance because 60.6% of them agree only to a small extent. However, 10.6% of the respondents agree to a moderate extent. It implies that those that have learnt and leveraged on agricultural insurance strongly believe on its impact in improving their crop production, which is why the few of them have shown to agree to a very great extent.

Value Chain Agriculture

The study also tried to investigate the respondent's contribution to value chain and the impact on value chain agriculture among farmers of Panhauya ward, Giwa L.G.A. The respondents were requested to indicate their level of agreement with various statements on value chain. The results are presented in the table below.

Table 8: Value chain Agriculture

	Mean	Std. Deviation
Processing/manufacturing companies buy directly from you	2.85	1.350
You supply directly to middle men	2.80	1.361
You sell directly to consumers	3.59	0.526
Do you reinvest income earned?	2.30	1.771
Valid N (listwise)		

Majority of the respondents indicated that they sell mostly to consumers, which is shown by the mean average 3.59. However, some of them still find it easy to access processing and manufacturing companies to directly sell their farm products and at some point, they supply directly to middlemen, this is shown by the mean value 2.85 and 2.80 respectively. It therefore implies that most of the respondents lack adequate access to bigger market where they could sell to processing companies or even supply directly to middlemen that can enable them expand their market capacity, in other words, meet market demand at any point in time. More so, it was seen that a good number of the farmers reinvest some part of the income they earned which is shown by the mean value 2.30. This simply indicates that only the few financially literate farmers find it thoughtful to reinvest part of their income.

Extent to which services of financial institutions boost market accessibility

In order to ascertain the extent at which financial institutions can boost the respondent's market accessibility, the following question was asked and below are the responses provided.

Table 9: Services of financial institutions on Market Accessibility

		Frequency	Percent	Cumulative Percent
Valid	Very great extent	18	27.3	27.3
	Moderate	25	37.9	65.2
	Small extent	23	34.8	100.0
	Total	66	100.0	

It was indicated by 27.3% of the respondents that services of financial institutions will to a very great extent enhance their market accessibility while 37.9% of them only agreed to a moderate extent which implies that the majority of the respondents are neutral about services of financial institutions in enhancing their market accessibility. However, 34.8% of the respondents showed clearly that they agree to a small extent. This therefore implies that a larger number of the respondents are indifferent about the role of financial institutions in enhancing their market accessibility. Whereas, the few respondents that have harnessed the services of various financial institutions agreed to a very great extent that services of financial institutions can improve their market accessibility.

Regression Analysis

Financial Literacy and Agricultural Value chain

In order to examine the impact of financial literacy on value chain in agriculture, a multivariate regression was used. The study was carried out on farmers as major actors of agricultural value chain in Panhauya Ward of Giwa L.G.A. Kaduna State. It tried to determine the correlation involving value chain in agriculture and the predictors: financial education, risk management and saving habit

Results of Model on Goodness of Fit

This aspect presents the results of model on the goodness of fit. Goodness of fit helps to describe how well fitness of a statistical model to a set of observations. The results are shown below in Table 10,

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.945[a]	0.893	0.888	0.400

a. Predictors: (Constant) Saving habit? Risk management? Financial education?

The regression results in the table above indicated an R value of 0.945 which implies that there is high relationship between the variables. The R-Squared (coefficient of determination) explains how well the observation is predicted by the model; it statistically measures how close the data is to the fitted line. The R-square value was 0.893 which implies that the predictors (saving habit? risk management? financial education?) constitute 88.8% of agricultural value chain among farmers in Panhauya Ward of Giwa Local Government Area, Kaduna State. However, the remaining percentage can be influenced by other variables not included in the study.

Results of Anova

The ANOVA is simply the Analysis of Variance which provides information about the level of variability within a regression model and constitutes the basis for tests of importance. The results are shown in Table 11

Table 11: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	82.539	3	27.513	172.304	0.000[b]
	Residual	9.900	62	0.160		
	Total	92.439	65			

a. Dependent Variable: Agricultural value chain?

b. Predictors: (Constant) Saving habit? Risk management? Financial education?

The ANOVA results in the table above indicated an F-value of (F=172.304), which had a significant value (P-value = 0.001). This implies that the regression has a 0.001 (0.1%) probability of giving a wrong prediction. It therefore means that the regression model has a confidence level of over 95%, and thus high consistency of the outcomes.

Table 4.12 Coefficients Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.850	1.300		2.192	0.032
Financial education	0.450	0.342	0.172	1.316	0.039
Risk management	0.450	0.213	0.199	2.109	0.039
Saving habit	-0.550	0.164	-0.607	-3.359	0.001

The regression coefficient results indicated that there is a positive as well as an important correlation between financial education and value chain in agriculture among farmers in Panhauya Ward as shown by $\beta = 0.450$, $p = 0.039 < 0.05$. The result also indicated a positive as well as an important correlation between risk management and value chain in agriculture as shown by $\beta = 0.450$, $p = 0.039 < 0.05$. However, the regression results further indicated that there is a negative as well as an unimportant correlation between saving habit and value chain in agriculture, this was shown by $\beta = -0.550$, $p = 0.001 < 0.05$

From the regression results, it can be deduced that both financial education and risk management have a positive as well as an important impact on value chain agriculture and is therefore seen to have significant impact on value chain agriculture. While on the other hand, saving habit was shown to have a negative and unimportant impact on value chain in agriculture as well as it has no significant impact on value chain in agriculture, it therefore implies that even when there is nothing saved from past earnings, such farmers may resort to dissaving, that is borrowing in order to cultivate farmlands, hence they can still contribute to agricultural value chain.

From the regression results, the Null hypothesis that financial literacy has no impact on the agricultural value chain in Nigeria is rejected. Therefore, financial literacy has significant impact on agricultural value chain in Nigeria.

Chi-Square Tests Result

In order to identify the relationship between financial literacy and agricultural value chain, a Chi-square tests was conducted. The result of the test is shown in the table below.

Table 13: Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	132.000[a]	9	0.000
Likelihood Ratio	143.805	9	0.000
Linear-by-Linear Association	60.436	1	0.000
N of Valid Cases	66		

a. 9 cells (56.2%) have expected count less than 5. The minimum expected count is .11.

The Chi-square tests results indicated that the value of the chi-square statistics is 132.000 with 9 as the value in degree of freedom and the p-value is 0.001 which is seen to be significant given that $p = 0.001 < 0.05$. In this case, since the p-value is smaller than the standard alpha value, so we would reject the null hypothesis and hence uphold and accept the alternative hypothesis that financial literacy has impact on the value chain agriculture in Nigeria. This therefore implies that there is a positive as well as a very significant relationship between financial literacy and agricultural value chain. In order words, an increase in financial literacy will lead to a corresponding increase in agricultural value chain and vice versa.

Summary of Findings

The study investigated the relationship as well as the impact of financial literacy on agricultural value chain in line with the research questions, the research was carried out among farmers of Panhauya Ward, Giwa L.G.A. Kaduna State, Nigeria. Stratified random sampling technique was used to select respondents. In order to collect primary data, questionnaire was administered to the entire sample population and the researcher obtained a return rate of 89.2%. The study established that majority of the respondents lack financial literacy and thus they cannot optimize value chain in agriculture, notwithstanding some few respondents who have been exposed to financial education reap more in terms of profit, market accessibility and they as well optimize agricultural value chain.

Descriptive statistics was used to analyse quantitative data using Statistical Package for Social Sciences (SPSS Version 20.0) likewise regression was conducted to examine the impact of financial literacy on agricultural value chain and chi-square tests was used to identify the relationship between these variables. The regression results showed that only saving habit has no significant impact on value chain in agriculture because the results indicated a negative impact for saving habit on the value chain agriculture. It therefore means that savings as a component of financial literacy is an activity of all irrespective of one's level of financial literacy, farmers are liable to save for different reasons, and thus anything saved does not significantly determine value chain agriculture. However, all other variables (financial education and risk management) from the regression indicated that there was a positive as well as a significant impact of financial education and risk management on agricultural value chain. More so, the chi-square results indicated a positive relationship between the independent and the dependent variable.

Lastly, the p-value of both tests showed to be significant which led to the rejection of the null hypotheses; hence the researcher accepted the alternative hypothesis. That is, financial literacy has impact on agricultural value chain, in order words changes in financial literacy can lead to equal or proportionate change in agricultural value chain. Improvements in farmers' level of financial literacy will lead to a significant impact on value chain in agriculture.

Conclusion and Recommendation

The study finally concludes that there is a positive as well as a significant correlation between financial education, risk management and value chain agriculture. It was identified that changes in financial literacy will lead to equal changes in agricultural value chain. This implies that farmers' ability to optimize value chain is significantly influenced by their level of financial education and risk management, the absence of these factors consequently resulted to farmers' inability to make informed decisions. However, the adequate acquisition of this knowledge will allow the farmers to meet market demand, make informed judgement concerning what to produce for every planting season and how much to produce at a given point in time, it will teach a typical farmer the need to keep track records, plan ahead and also enable him/her make ends meet. However, savings habit was identified to have a negative correlation with value chain in agriculture. This is because even without savings from past earnings farmers could actually borrow to cultivate their farmlands so it therefore has no significant impact on value chain in agriculture. Thus, financial literacy is an influencer and a major determinant to choices farmers make. Based on the study findings, the following recommendations were made:

1. Government agencies, regulatory bodies, Non-Governmental Organizations as well as relevant financial institutions should embark on a National Campaign and Training with specific objectives of creating commercial awareness and financial literacy among farmers across the country. To launch this campaign, the National Youth Service Corps (NYSC) can be used as a major tool for implementation and sustainability, with corps members widely spread across the country, the gap between most farmers and financial education can be bridged. During the service year, corps members can be allocated to relevant financial institutions, government agencies and Non-Governmental Organizations under the NYSC mandatory Community Service Development (CDS) program to regularly carry out this campaign and trainings at their respective local communities. This measure will not only assist the farmers alone to become commercially aware and have a considerable level of financial literacy to ensure they optimize value chain in agriculture but will also enrich the corps members to harness numerous economic opportunities around as they too will become commercially aware and thus have adequate financial literacy.
2. The federal ministry of education in Nigeria should add financial literacy into the curriculum of primary and secondary schools. Based on the study findings, most farmers with limited potentials to harness value chain in agriculture constitute majorly the population of respondents whose highest level of education is secondary school education, which therefore gives them the ability to read and write but sadly the existing curriculum does not provide them with the needed skills and dexterity to manage finance. This makes them incapacitated to leverage on services of financial institutions like Banks and Agricultural Insurance Companies.
3. The Central bank’s financial inclusion scheme should be intensified with rigor. In this case, commercial banks are advised to constantly provide farmers with relevant trainings on financial literacy and further provide them with incentives that will encourage their participation into banking activities, this will allow them optimize value chain in agriculture because their market accessibility will increase as they can make bigger transactions through services of banks and other financial institutions. Banks should at the same time open window for agricultural insurance and sensitize these farmers on its importance in protecting their farm produce against risk as a result of accidents and many other unforeseen circumstances. If agricultural insurance scheme should be made known and available to farmers, many issues like farmers/herders’ clash bedeviling our dear country Nigeria would be addressed amicably, value chain agriculture will be optimized as losses incurred by any first victim would be covered for and there would be no need to retaliate, this will at least entrench their respective value chain capacity.
4. Federal and state governments should provide farmers with basic social amenities that will enhance their access to market as well as access to market information. This will enable them analyze market condition and thus aid them in making informed decisions in line with market demand and supply conditions. Also providing easy access to digital gadgets at grass root level would entrench the innermost capacity of smallholder farmers in the rapidly-changing world, because possibilities of achieving the aims and objectives desired to be achieved by most financial institutions are numerous, hence the use of technology and computers will enable them harness their potentials and leverage on other banking services to ensure that value chain is duly optimized. All these therefore allow; the agriculture to grow to it full potentials in facilitating the growth of the National economy at large.

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EFFECT OF FINANCIAL INCLUSION ON YOUTH EMPOWERMENT IN KATSINA STATE, NIGERIA: THE ROLE OF AGENCY BANKING

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Abstract
This study examined the effect of financial inclusion on youth empowerment in Katsina State Nigeria through the role of agency Banking. The study adopts a quantitative research design, and the sample consists of 447 Agency Banking enterprises in Katsina State. Leveraging Partial Least Squares (PLS) and Structural Equation Modeling techniques, we rigorously examined our hypotheses. The findings substantiated the envisaged direct correlations between geographical coverage, initiation of new bank accounts, customer transactions, and the efficacy of Agency Banking. Furthermore, the results affirmed the anticipated direct impact of agency banking on youth empowerment. Significantly, Agency Banking emerged as a crucial mediator in the nexus between financial inclusion and youth empowerment. To effectively realize the objective of empowering youth within these enterprises, the study concludes and recommend that both governmental bodies and financial institutions to accord precedence to financial inclusion initiatives through the avenue of agency banking.

Keywords: Youth Empowerment, Geographical Coverage, New account open Customer Transactions, Agency Banking.

Introduction

The global youth population, the largest in history, faces significant challenges of unemployment and economic hurdles (UNESCO, 2020). Particularly in Africa, where the youth demographic constitutes a substantial portion of the population, addressing youth empowerment stands as imperative for economic development (Runde, 2019; AfDB, 2018). Youth empowerment encompasses diverse interventions aimed at augmenting the capabilities and opportunities of young individuals (Jaiswal, et al., 2015). Through empowering youth with education, training, and access to resources, nations can harness their potential for economic growth and social progress (Omeje et al., 2020).

Recognizing the significance of youth empowerment in fostering socioeconomic development, Nigeria, as a developing nation, prioritizes this agenda (Solaja et al., 2019). Despite the potential of youth to propel economic progress, challenges such as unemployment and restricted access to financial services hinder their empowerment. Financial inclusion, defined as expanding access to formal financial services, emerges as a pivotal strategy to address these impediments (Efobi et al., 2014). Within the scope of financial inclusion, agency banking has emerged as a promising avenue to extend financial services to underserved populations, including the youth.

Financial inclusion stands acknowledged as a critical catalyst for poverty reduction and economic growth (World Bank, 2017). In Nigeria, the National Financial Inclusion Strategy (NFIS) was implemented to advance access to formal financial services (Kingsley et al., 2019). Financial inclusion initiatives aim to provide individuals, especially those in low-income groups, with access to banking, credit, and savings facilities (Diniz, et al., 2012). By broadening financial access, these initiatives aim to enhance individual welfare, stimulate economic activity, and foster inclusive development (Naceur, et al., 2015).

Agency banking, a component of financial inclusion strategies, involves the provision of financial services through third-party agents on behalf of licensed financial institutions (Central Bank of Nigeria, 2019). This approach enables banks to reach underserved populations in remote areas where traditional banking infrastructure is lacking (Chude & Chude, 2014). Through agency banking, individuals can conduct banking transactions such as deposits, withdrawals, and transfers at agent locations, thereby enhancing their financial access and convenience.

Despite previous studies emphasizing the importance of financial inclusion and youth empowerment, limited research exists on the specific impact of agency banking on youth empowerment. This study aims to fill this gap by examining how agency banking contributes to youth empowerment in Katsina State, Nigeria. By exploring the mediating role of agency banking in facilitating financial inclusion and empowering youth, this research aims to provide insights into effective strategies for promoting youth economic participation and social inclusion.

This study employs a quantitative survey among youth populations in Katsina State to assess their level of access to financial services and their perceptions of agency banking. A questionnaire was set and data were collected from financial institutions, government agencies, and youth organizations, to gather quantitative data on the impact of agency banking on youth empowerment.

The findings of this study will provide empirical evidence on the relationship between financial inclusion, agency banking, and youth empowerment. By analyzing survey data and interview responses, this research will identify the key factors influencing youth access to financial services and the role of agency banking in addressing these barriers. The results will contribute to a better understanding of how financial inclusion policies and initiatives can be tailored to meet the needs of youth populations, particularly in underserved regions like Katsina State.

Youth empowerment is crucial for sustainable development, and financial inclusion plays a vital role in facilitating youth economic participation and social inclusion. Agency banking has emerged as a promising strategy for extending financial services to underserved populations, including youth in remote areas. By leveraging the potential of agency banking, policymakers and stakeholders can enhance youth empowerment efforts and promote inclusive growth and development in Nigeria and beyond.

Relationships Between Financial Inclusion, Agency Banking and Youth Empowerment

Numerous studies have extensively investigated youth empowerment, financial inclusion, and employment generation from diverse perspectives. Awino and Muchelule (2021) scrutinized the determinants of successful youth empowerment projects in Kenya, highlighting the importance of management skills and stakeholder participation. Alawad et al., (2020) examined the determinants of youth unemployment in Jordan, emphasizing gender disparities and the crucial integration of females into the labor market. Ainab and Lewa (2019) shed light on the impacts of youth empowerment on Federal governance in Somalia, advocating for the empowerment of youth to unleash their potential. Ndagijimana et al., (2018) delved into factors influencing youth employment in Rwanda and its relationship with poverty reduction.

In Nigeria, Inegbedion et al., (2022) investigated the link between inclusive finance and entrepreneurship creation among banking agency operators, while David et al., (2022) analyzed the impact of financial inclusion on agency banking and economic activities in Benue State. Meanwhile, Morrison and Shapiro (2016) emphasized agency banking as a convenient form of banking benefiting both customers and banks, highlighting the necessity of proper authorization.

Additionally, studies from various countries such as Kenya, Nigeria, Zimbabwe, Indonesia, Ethiopia, and Bangladesh have offered insights into the role and challenges of agency banking in enhancing financial inclusion and youth empowerment. These studies have informed hypotheses regarding their relationships in Katsina State, Nigeria (Ayegbeni, 2020; Akighir et al., 2020).

Theories are essential and effective tools that shape the development of knowledge by linking observed phenomena and guiding research, thereby helping to build conceptual frameworks that inspire understanding (Imenda, 2014). Bedeian and Bedeian (2016) asserted that “there is nothing as practical as a good theory.” This study uses youth empowerment theory and agency theory to underpin its theoretical framework.

Zimmerman (2000) recently articulated empowerment theory, connecting individual well-being with the broader social and political environment. He argued that people need opportunities to participate in community decision-making to improve their lives, organizations, and communities. Although the roots of this theory trace back to Marxist sociological theory, youth empowerment should focus on broader community transformation, relying on the development of individual potential (Zimmerman, 2000).

Agency Theory, introduced by Jensen and Meckling (1976), has been widely adopted due to its broad applicability. This theory posits that the delegation of responsibility by the principal and the resulting division of labor promote a productive and efficient economy. The expansion of financial services from banking halls to community locations through agency operators, which increases financial inclusion and empowers the operators, aligns with this study. Agency Theory provides a framework to understand the dynamics of relationships where one party (the principal) delegates authority to another party (the agent) to act on their behalf.

Materials and Methods

This paper collected data from Agency banking businesses in Katsina State, Nigeria, using a self-administered questionnaire. A total of 486 respondents were selected through a simple random sampling technique from the sampling frame. The study adopts a cross-sectional approach, gathering data at a single point in time (Sekaran, 2013). Prior to distribution, the questionnaires underwent pretesting to evaluate the appropriateness of the wording, layout, and comprehensiveness of the constructs. Five experts reviewed the questionnaires, and necessary modifications were made based on the pre-test results, integrating them into the final questionnaire. Out of the 486 questionnaires distributed, 447, or 91%, were retrieved and utilized for analysis. The majority of the participants were male (75%) and married (69%). On average, the participants were relatively young, around 40-46 years old, with an average of 8 years of experience in the current industry and 6 years in startup ventures. Additionally, the majority (72%) possessed at least a B.Sc./HND degree.

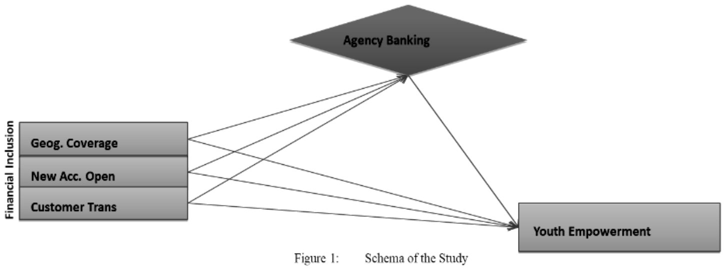

Figure 1: Schema of the Study

While previous studies have utilized various scales to measure the constructs examined in this research, this paper carefully selected the most suitable ones based on their psychometric properties, relevance, and current applicability (Kingsley et al., 2019; Akighir et al., 2020; Khan & Raza, 2020). These selected scales were then adapted for this study after assessing their reliability and validity. Furthermore, all items were rated on a 5-point Likert scale.

Results and Discussion

This study employs PLS-SEM (Partial Least Squares Structural Equation Modeling), specifically Smart-PLS, for data analysis. PLS-SEM is a variance-based structural equation modeling method capable of assessing both inner and outer models, and it stands as one of the most commonly utilized tools in social and behavioral science research for analyzing quantitative data. It offers greater statistical power compared to many other available statistical tools. Moreover, it adeptly handles complex models, including the assessment of second or higher-order constructs (Hair et al., 2014; Henseler et al., 2009).

Descriptive Analysis of the Latent Constructs

The latent variables' descriptive statistics in this study was computed using their means and standard deviation. From Table 1, the highest mean is observed in Youth Empowerment M = 3.8862 and Geographical Coverage, on the other hand, exhibits a lower mean (M = 2.5145).

Table 1: Descriptive Statistics

Constructs	Mean	Std. Deviation	N
Youth Empowerment	3.8862	.69541	447
New Account Opening	3.5585	.84616	447
Geographical Coverage	2.5145	.80889	447
Customer Transaction	3.1780	1.25963	447
Agency Banking	3.0368	1.04236	447

Common Method Variance (CMV)

To check the possibility of CMV, Harman's One Factor Test (Podsakoff et al., 2012) was conducted. The eigenvalues show no single factor accounted for > 50% of the variance and the first factor accounted for only 17.7% of the total variances indicating that CMV may not be a worrying case in this study.

Measurement (outer) Model

We evaluate the outer reflective items by assessing individual item reliability, internal consistency reliability, convergent validity, and discriminant validity to ensure they meet the necessary standards of reliability and validity. Initially, we establish internal consistency reliability, guided by the literature suggesting that all elements should signify the same underlying concept, indicating they are one-dimensional (Henseler, 2009).

To examine convergent validity, we employ the widely used Average Variance Extracted (AVE) technique (Hair et al., 2014; Tabachnick & Fidell, 2007; Henseler, 2009). Each latent variable's AVE averages above 0.5 (50%), demonstrating that each construct can explain more than half of the variance in its measuring items (Fornell & Larcker, 1981).

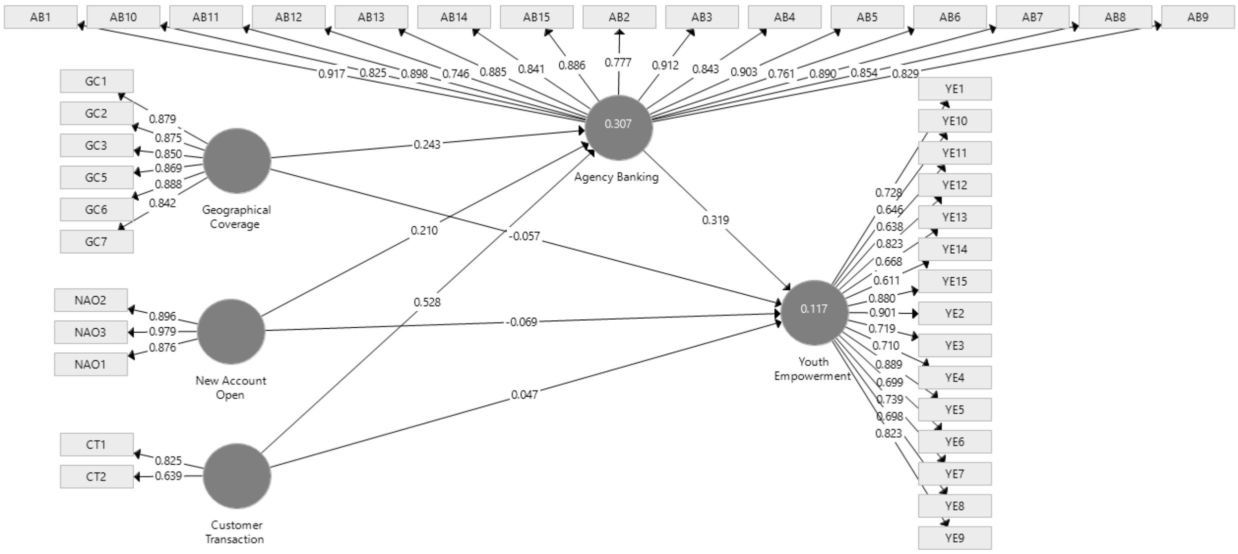

Figure 2. Measurement Model

We assess the discriminant validity using two criteria, AVE-SV (Fornell & Larcker, 1981) and hetero- trait-monotrait (HTMT) matrix. Using the AVE-SV technique in Table 3, the constructs passed discriminant validity test as the diagonal values were greater than the horizontal and vertical values.

Table 2: Discriminant Validity – Fornell and Larcker Criterion

Constructs	Agency Banking	Customer Transaction	Geographical Coverage	New Account Open	Youth Empowerment
Agency Banking	0.853				
Customer Transaction	0.496	0.738			
Geographical Coverage	0.154	-0.007	0.867		
New Account Open	0.036	-0.141	-0.407	0.918	
Youth Empowerment	0.331	0.215	0.020	-0.041	0.750

We evaluate the Heterotrait-Monotrait (HTMT) ratio, considering the two thresholds of 0.85 (Kline, 2016) or 0.90 (Gold et al., 2001) for discriminant validity assessment. A value below these thresholds indicates satisfactory discriminant validity. Additionally, we assess HTMT inference, where a confidence interval (CI) value below 1 indicates discriminant validity.
In this study, as depicted in Table 2, none of the values in the matrix meets or exceeds either of the two benchmarks. Moreover, the highest upper limit confidence interval value is below 1, confirming the achievement of discriminant validity.

Table 3: Results of Heterotrait-Monotrait Ratio (HTMT)

Constructs	Agency Banking	Customer Transaction	Geographical Coverage	New Account Open	Youth Empowerment
Agency Banking					
Customer Transaction	0.163				
Geographical Coverage	0.152	0.800			
New Account Open	0.067	0.526	0.432		
Youth Empowerment	0.290	0.548	0.101	0.070	

Assessment of the structural model

After analyzing and fitting the measurement model, it's crucial to assess the validity of the structural model. Various criteria, including R2, β, f2, Q2, and collinearity (Inner VIF), need evaluation during this process. Once these criteria are met, the next step is to explore the causal relationship between independent and dependent variables.
To examine the structural model in this study, a series of structural equations were employed to demonstrate the theoretical model for investigating the inner path model (Chin, 2010). The following measurements were utilized to evaluate the structural model: R2 for endogenous variables, β, f2, Q2, and collinearity (Inner VIF) (Chin, 2010; Henseler et al., 2009).

Table 4: R-square result

	R Square	R Square Adjusted
Agency Banking	0.307	0.302
Youth Empowerment	0.117	0.109

Substantial > 0.25; Moderate > 0.12, Weak > 0.02 (Cohen, 1989)

Effect size (f^2)

The F^2 value from 0.02 to 0.15 represents a small effect, the value from 0.15 to 0.35 represents medium effect, and the F^2 values above 0.35 represent a large effect (Sarstedt, Ringle & Hair, 2017).

Table 5: F-square result

	Agency Banking	Youth Empowerment
Agency Banking		0.080
Customer Transaction	0.392	0.002
Geographical Coverage	0.070	0.003
New Account Open	0.052	0.004

Large: f2 effect size > 0.35; Medium: 0.15 < f2 effect size < 0.35; Small: 0.0 2< f2 effect size < 0.15;

Testing of Direct Effect

The results depicted in Fig. 3 and Table 7 highlight the path coefficients representing the direct effects of various relationships on Youth Empowerment and Agency Banking. For Youth Empowerment, the findings indicate that geographical coverage (H1), new account openings (H2), and customer transactions (H3) do not demonstrate statistically significant direct effects, with T values of 0.867 (p=0.386), 1.341 (p=0.180), and 1.021 (p=0.308), respectively. Thus, these outcomes fail to provide adequate evidence to support hypotheses H1, H2, and H3, suggesting that the influence of geographical coverage, new account openings, and customer transactions on Youth Empowerment is not statistically significant within the examined context.

In contrast, the results concerning Agency Banking provide strong support for hypotheses H4, H5, H6, and H7. Geographical coverage (H4), customer transactions (H5), and new account openings (H6) exhibit significant positive direct effects on Agency Banking, with T values of 4.694 (p=0.000), 17.615 (p=0.000), and 3.102 (p=0.002), respectively. Furthermore, the relationship between Agency Banking and Youth Empowerment (H7) also demonstrates a significant positive direct effect, with a T value of 6.736 (p=0.000).

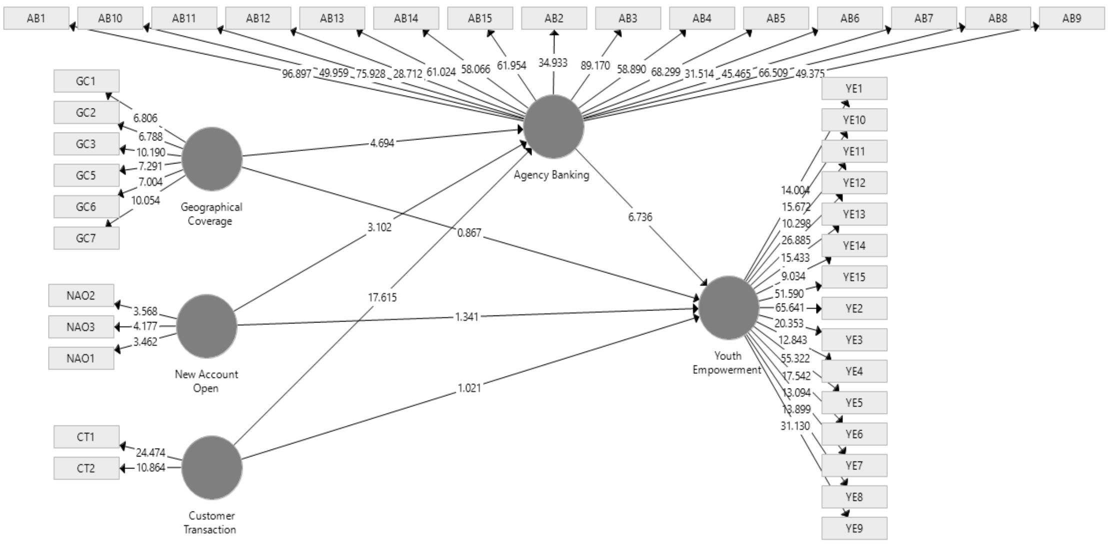

Figure 3: Structural model with path coefficient and p-values from Bootstrapping test

Table 7: Path coefficient result (Direct Effect)

Relationship	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	2.5%	97.5%	Decision
H1 Geographical Coverage -> Youth Empowerment	-0.057	0.066	0.867	0.386	-0.165	0.093	Not Supported
H2 New Account Open -> Youth Empowerment	-0.069	0.052	1.341	0.180	-0.104	0.088	Not Supported
H3 Customer Transaction -> Youth Empowerment	0.047	0.046	1.021	0.308	-0.023	0.156	Not Supported
H4 Geographical Coverage > Agency Banking	0.243	0.052	4.694	0.000	0.134	0.335	Supported
H5 Customer Transaction -> Agency Banking	0.528	0.030	17.615	0.000	0.472	0.591	Supported
H6 New Account Open -> Agency Banking	0.210	0.068	3.102	0.002	0.080	0.298	Supported
H7 Agency Banking -> Youth Empowerment	0.319	0.047	6.736	0.000	0.209	0.398	Supported

Testing Indirect Effect

The findings reveal that geographical coverage (H8), new account openings (H9), and customer transactions (H10) exert statistically significant indirect effects on Youth Empowerment through their influence on Agency Banking. Geographical coverage demonstrates an indirect effect with a beta coefficient of 0.077 and a T value of 3.858 (p=0.000), supporting hypothesis H8. Similarly, new account openings (H9) and customer transactions (H10) exhibit indirect effects with beta coefficients of 0.067 (T value: 3.023, p=0.003) and 0.168 (T value: 6.142, p=0.000), respectively, thereby supporting hypotheses H9 and H10. These findings suggest that Agency Banking acts as a mediating factor, transmitting the influence of geographical coverage, new account openings, and customer transactions to significantly contribute to Youth Empowerment.

Discussion

While numerous studies have explored the relationships between the constructs examined in this study, there are still gaps that remain unexplored. This paper seeks to bridge these gaps by investigating the connections among these constructs within the context of Small Financial Businesses in the northern region of Nigeria. The results presented above offer support for the propositions that financial inclusion, represented by geographical coverage, new account openings, and customer transactions, positively relates to agency banking businesses and also between agency banking and youth empowerment. However, the study found that geographical coverage, new account openings, and customer transactions have no direct impact on youth empowerment. Instead, agency banking indirectly influences the relationships between financial inclusion and youth empowerment.

These findings contribute to and extend previous research in several ways. To the best of our knowledge, no prior research has integrated, measured, and empirically tested the relationships among these variables in the entrepreneurial context of a developing country.

Therefore, this study represents a significant effort to integrate these variables into a single framework and assess their interconnectedness.

Firstly, the paper reveals financial inclusion as a significant predictor of agency banking. This suggests that entrepreneurs, particularly agency banking owners, who establish a relationship with financial inclusion are empowered. Additionally, the study identifies a significant relationship between agency banking and youth empowerment. The results of the PLS-SEM path modeling demonstrate a significant and positive association between agency banking and youth empowerment.

These findings are consistent with previous research indicating a positive and robust relationship between agency banking and youth empowerment in other economies. Several factors may explain this supportive result, including the involvement of third parties in agency banking, which assume tasks traditionally performed by bank officers. Moreover, agency banking benefits clients by reducing transaction costs, extending operating hours, and minimizing queues, all of which contribute to its positive impact on youth empowerment.

Conclusion and Recommendations

In conclusion, the research objectives were achieved. The results of this study showed that financial inclusion positively influences agency banking, which in turn positively impacts youth empowerment. Agency banking mediates the relationship between financial inclusion and youth empowerment, supporting four direct relationships and three indirect relationships. The findings demonstrated high correlations between financial inclusion and agency banking and between agency banking and youth empowerment, indicating high levels of perception and engagement among owners and employees. This suggests that creating an enabling environment with effective financial inclusion measures and strategies can lead to significant youth empowerment, resulting in job creation and reduced unemployment.

Furthermore, the study established the mediating effect of agency banking on the relationship between financial inclusion and youth empowerment. This research contributes to the literature on financial inclusion and highlights the importance of factors influencing youth empowerment in entrepreneurship within a developing country. However, the insights provided are limited to the context in which the data were collected. Despite representing a rare investigation into predictors of youth empowerment in the context of entrepreneurship, further studies, especially in other countries, are warranted. Such research could provide insights into how youth empowerment varies across different nationalities, thereby broadening our understanding of this crucial phenomenon, particularly in developing countries.

This paper recognizes several limitations that future studies could address. First, the cross-sectional nature of this study prevents drawing causal conclusions from the results. Future research should consider using a longitudinal design to explore causal relationships. Additionally, the lack of demographic variables in this study hindered the identification of their effects on the model. Future research could benefit from including demographic variables to better predict youth empowerment. Moreover, while this study identified a relationship between agency banking and youth empowerment, more research is needed to understand how these constructs are interconnected.

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EFFECT OF CORPORATE GOVERNANCE ON SUSTAINABILITY REPORTING OF LISTED DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

It has been observed that Nigerian banks have low disclosure in respect to environment, social, governance. A corporate governance mechanism plays a significant role to ensure adequate disclosure. The aim of this study is to examine the effect of corporate governance on sustainability reporting of listed deposit money banks in Nigeria for the period of 2013 to 2022. It is pertinent to note that corporate play's significant role in ensuring disclosure. The sample size of the study was 13 listed deposit money banks in Nigeria. The study adopted correlational and ex-post facto research design. Also, the data were analyzed with the aid of multiple regression model based on Logistic regression. This study found that audit committee legal expertise and audit quality are determinants of sustainability reporting of listed deposit money banks in Nigeria. While, board independence and ownership are not determinants of sustainability reporting of listed deposit money banks in Nigeria. However, a discussion on the role of corporate governance is necessary. The paper calls for more studies on whether corporate governance determines sustainability reporting in Nigeria. This conclusion is important for shareholders and regulators to appreciate that board remuneration, legal expertise, and audit quality have an impact on sustainability reporting and their independence and ownership have no bearing on sustainability reporting.

Keywords*:* Audit committee, independence, legal expertise, ownership, remuneration

Introduction

Corporate governance and sustainability reporting has begun to develop interest (Mnif & Borgi, 2020; Yahaya & Alkasim, 2021; Umar et al., 2021; Githaigi & Kosgei, 2022; Abdulwahab et al., 2023). Nwsimloo et al., (2020) publicized that a number of theories have been applied in studies on the association between corporate governance and sustainability reporting, including stakeholders' theory and agency theory amongst others. Prior research in the corporate governance and sustainability reporting tie has modeled the association with little emphasis (Rezee, 2009). However, corporate governance and sustainability reporting is not implemented arbitrarily, as one to prevent explanation. Araissi et al., (2016) suggested that there is dissimilarity in what is implementable and also in expression of impact. Yet, rather little attention is paid to the connection. This is a weakness of past research on the association amid corporate governance and sustainability reporting. Empirical findings showing that there is considerable difference in sustainability reporting as it is implemented (Ahmed et al., 2018).

In the previous periods, financial regulatory bodies are anxious with corporations' approach towards sustainability reporting. There is low form of environmental, social and governance reporting in Nigeria. The Global Reporting Initiative (2019) has emphasized on the need to settle on the degree at which company organizations impacted on the people, surroundings as well nation's financial system during reporting of comprehensive financial and non-financial information which inform the investors as well as other stakeholders about the duty and transparency as well as the legality of the trade process. Sustainability reporting is essentially aim at ensuring the correctness and trustworthiness of business operations, aside the business impact on governance, social, financial as well as surroundings (Githaig & Kosgei, 2022).

Correspondingly, the World Business Council for Sustainable Development as cited by Nelson and Grayson (2017) deem sustainability reporting as the companies open account which necessitate the corporate situation on monetary, environmental and social magnitude behaviors. Board of directors are governing bodies of corporate entities that are frequently seen to be accountable for formulating business guiding principles and approach of their businesses in the course of effectual plans pedestal on the established objectives and the center worth of an entity. Sideways, the formulation of business policies of an organisation, board of directors are frequently seen to be in charge ensuring that an inclusive periodic financial and non-financial information to their different stakeholders about the universal activities and comfort of the businesses throughout. That serves as a means of accessing the level of transparency and accountability of the management which may eventually decrease information irregularity linking the board and stakeholders (Herda et al. 2012). Similarly,

Mnif and Borgi (2020) and Nursimloo et al., (2020) opined that boards of directors are responsible for ensuring a sustainability reporting within an entity. In view of the importance of sustainability reporting, a number of studies were conducted in different part of world particularly in relation to sustainability reporting including: Beji et al., (2021), Cicchiello et al., (2021), Buallay et al., (2020), Bektur and Arzova (2020) and Ahmad et al., (2018) among others.

Additionally, comparable studies have been conducted in Nigeria including: Chinonyelum and Ndubuisi (2022), Ndalu et al., (2021), Eberhardt-Toth (2017), Haladu and Salim (2016), Dibia and Onwuchekwu (2015), Ejoh et al., (2014), Asuquo (2012), Asaolu, et al., (2011) and Enahoro (2009) among others. Yet, to the best of our knowledge these studies do not focus on corporate governance attributes in relation to sustainability reporting of listed deposit money banks in Nigeria for the time frame of 2013 to 2022. Hassan et al., (2020) and Yahaya et al., (2022) in their studies they do not cover up to 2022 financial year. Thus, this gap needs to be filled. Therefore, bearing in mind the momentous role of listed deposit money banks in Nigeria, this study focused on corporate governance and sustainability reporting for the period of 2013 to 2022 in order to fill the existing knowledge gap from the reviewed literatures. This study considered corporate attributes represented by (board independence, remuneration, and ownership) and sustainability reporting as dependent variable of listed deposit money banks in Nigeria. The particular objectives are as follows:

i. To examine the cause of board remuneration on sustainability reporting of listed deposit money banks in Nigeria.
ii. To investigate the role of board independence on sustainability reporting of listed deposit money banks in Nigeria.
iii. To examine the effect of board ownership on sustainability reporting of listed deposit money banks in Nigeria.

The findings of this study will serve as a basis for additional studies. In view of that, the findings will serve as guide for decision making policies of the banks in Nigeria. The outcome of the study will further serve as essential information to all the relevant regulatory authorities including the Apex Bank of Nigeria, Nigerian Deposit Insurance Corporation, Nigerian Securities and Exchange Commission, among others. Other stakeholders could deem the upshot of the study valuable for making decision. Introduction, literature review, methodology, results and discussion, and conclusion and recommendations represent the structure of this study.

Literature Review

Jaturat et al., (2021) looked into how the characteristics of the board of directors affect sustainability reporting and how corporate governance acts as a middleman. The results of the study show that compensation motivation has an effect on how companies talk about sustainability. Al-Amosh and Khatib (2021) looked at ownership structure-ESG reporting in Jordan. They did this by looking at 51 annual reports of Jordanian industrial companies listed from 2012 to 2019. The results showed how bad it is for block holders to own shares and for managers to own shares. Oyekale et al., (2021) looked at CG-environmental SD in 72 nonfinancial corporations for 2012-2020. Remuneration committee's effect on environmental sustainability reporting is small but positive.

Agyemang et al. (2020) looked at board-environmental information reporting in China. They assessed thirty-four companies for 2000 to 2018. There was not a clear link between incentive (pay) characteristics and environmental reporting index. Alotaibi (2020) looked at 119 non-financial companies that were listed on the Saudi stock market between 2015 and 2017 to find out what made them tell the public about their environmental sustainability. The results of this paper showed that the age of a company is an important factor. Marwa et al. (2020) used a sample of 81 nonfinancial corporations quoted on the SBF 120 index for 2012-2017 to study the relationship between audit quality and environmental reporting. They found a link between the level of voluntary reporting of environmental information and the environmental auditor's BIG 4 and debt level that was statistically significant.

Viana and Crisóstomo (2020) analyzed the effects of ownership concentration on the social and environmental reporting of 1,252 annual observations of 252 companies from 2010 to 2014. The results showed that social and environmental reporting by Brazilian companies is related to the number of votes they get. In the same way, Khaireddine et al., (2020) established positively-statistically significant relationship between board independence and sustainability reporting among 82 sample firms from 2012 to 2017. Also, Gardazi et al., (2020) looked at the link between the corporate's characteristics and the energy industry in Malaysia's sustainability reporting. It was found that there is a strong and positive link between board independence and reporting about sustainability.

Agyemang et al., (2020) observed the effect of corporate characteristics on environmental accounting information reporting for listed mining companies in China. They looked at thirty-four mining corporations for 2000/2018. Board independence, as measured by independent directors, and the fact that the CEO is not also the board chairman showed that EADI has a good and important relationship with the company. Moreover, Vitolla et al., (2020) looked into the link between board independence and sustainability reporting at 134 international companies. It was found that there is a strong link between board independence and the quality of sustainability reports. Dewi et al., (2019) looked at managerial ownership and environmental reporting at 117 corporations for 2015-2017. They found empirical evidence of this effect. The study's results showed that managerial ownership is good for environmental reporting. Gerged (2020) used a sample of 500 firm-year observations in

Jordan to assess CG-environmental reporting. Based on the results of this study, it seems that managerial ownership and ownership concentration are linked to less environmental information being shared in Jordan.

Also, Al-Shaer and Zaman (2019) used a sample of UK FTSE350 companies from 2011 to 2015 to look at sustainability-related goals in CEO compensation contracts. The results showed the potential of assured sustainability reports. Haque (2017) used 256 non-financial UK firms over a 13-year period (2002–2014) to study the effects of corporate characteristics and sustainable compensation policy on carbon reduction initiatives and greenhouse gas (GHG) emissions of a firm. ESG based payment plan is linked to carbon reduction efforts in a good way. In view of the forgoing, the reviewed literatures failed to cover the 20222 financial year. Stakeholders' theory of Freeman (1986) was found suitable to support this research.

This research formulated null hypotheses in line with the above objectives.

$H0_1$: Board remuneration has no significant impact on sustainability reporting of listed deposit money banks in Nigeria.

$H0_2$: Board independence has no significant effect on sustainability reporting of listed deposit money banks in Nigeria.

$H0_3$: Board ownership has no significant effect on sustainability reporting of listed deposit money banks in Nigeria.

Methods and Materials

This research employed correlational and ex-post facto research design. Data were gotten from secondary source. The population of the study consists of 13 listed deposit money banks in Nigeria. As a result, the research used a census sampling technique to look at all the 13 banks. In addition, 10 years period was covered from 2013 to 2022. Multiple regression techniques were utilized.

Table 1: Variables Measurement and Source

Variables	Measurements	Source
Dependent Variable		
Sustainability Reporting (SUST)	1 is tagged to firm with annual reports with sustainability impact information and 0 for otherwise.	Abdulwahab et al., (2023) & Abdulwahab et al., (2022).
Independent Variables		
Board Remuneration (BREM)	Directors' payment divided by sales.	Agyemang et al., (2020) & Oyekale et al. (2021).
Board Independence (BINP)	Non-executive directors divided by board size.	Abdulwahab et al., (2023) & Haruna et al. (2018).
Board Ownership (BOWN)	Directors' holdings divided by total shares.	Dewi et al. (2019).
Control Variables		
Audit Committee Legal Expertise (ACLE)	Ratio of audit committee members with legal knowledge as well as member of Nigerian bar association to the overall number of audit committee members.	Abernathy et al. (2014).
Audit Quality (BIG4)	1 is assigned to firms that have PWC, Deloitte, E&Y and KPMG as external auditors and 0 otherwise.	Abdulwahab et al., (2023) & Bala et al. (2022).

Source: Generated by the Authors, 2024**.**

The model of this research is represented below:

$SUSTA_{it} = \beta_0 + \beta_1 BINP_{it} + \beta_2 BREM_{it} + \beta_3 BOWN_{it} + \beta_4 BALE_{it} + \beta_5 BIG4_{it} + \varepsilon_{it}$

While:

SUSTA = Sustainability Reporting
BREMU = Board Remuneration
BINDE = Board Independence
BOWN = Board Ownership
ACLE = Audit Committee Legal Expertise
BIG4 = Big4 Auditors
β_0 = Intercept
$\beta_{1\text{-}5}$ = Coefficient of the explanatory variable
i = Firms (13 banks)
t = Time (10 years)
ε = Error term

Results and Discussion

Descriptive statistics gives basic features of a dataset i.e. mean, minimum, maximum and standard deviation, which are presented in summary and describes the data sample and its measurements.

Table 2: Descriptive Statistics

Variables	Obs.	Min	Max.	Mean	Std. Dev.
SUST	130	0.000	1.000	0.508	0.502
BREM	130	0.070	13.260	12.305	1.409
BINP	130	0.190	0.830	0.790	0.089
BOWN	130	12.550	68.250	62.143	14.429
ACLE	130	0.090	0.260	0.140	0.047
AQ	130	0.000	1.000	0.708	0.457

Source: Extracted from STATA 13 by the Authors, 2024.

As shown in the Table 2, the number of observations is 130 (130 firms over 10 years) and sustainability reporting (SUST) averages 0.508 with a standard deviation (spread) of 0.502, which is less than the mean, suggesting that the variable is stable for the period under review of the listed deposit money banks in Nigeria. The minimum and maximum of SUST are 0.000 and 1.000 respectively. Likewise, board remuneration averages 12.305 with standard deviation of 1.409 and minimum and maximum of 0.070 and 13.260. Additionally, board independence averages 79% with standard deviation of 8.9% and minimum and maximum of 19% and 83%. Board ownership averages 62.143 with standard deviation of 14.429. This implies that the average of board ownership stood at 62% of listed DMBs in Nigeria. 12.550 and 68.250 represent the minimum and maximum values of board ownership respectively.
Audit committee legal expertise (control variable) averages 0.140 with standard deviation of 0.047. This implies that the average of audit committee legal expertise stood at 14% of listed DMBs in Nigeria. 0.090 represents the least proportion of audit committee legal members and 26% represents the highest proportion of audit committee legal members of listed DMBs in Nigeria respectively. Lastly, audit quality (control variable) averages 0.708 with standard deviation of 0.457. This implies that the average of audit quality stood at 70% of listed DMBs in Nigeria. 0.000 represents the minimum value of audit quality and 1.000 represents maximum value of audit quality of listed DMBs in Nigeria respectively.

Table 3: Correlation Matrix

Variables	SUST	BREM	BIND	BOWN	ACLE	AQ
SUST	1.000					
BREM	0.122	1.000				
BIND	-0.011	0.329	1.000			
BOWN	-0.004	0.210	0.328	1.000		
ACLE	0.385	- 0.087	0.054	0.107	1.000	
AQ	0.450	0.147	0.245	0.048	0.234	1.000

Source: Extracted from STATA 13 by the Authors, 2024.

In summary, Table 3 indicates that board remuneration is positively related with sustainability reporting of listed deposit money banks in Nigeria. On the contrary, board independence and board ownership are negatively related with sustainability reporting of listed deposit money banks in Nigeria. For control variables, audit committee legal expertise and audit quality are positively related with sustainability reporting of listed deposit money banks in Nigeria.

Table 4: Diagnostic Test (Multicollinearity)

Variables	VIF	Tolerance Value	
BIND	1.28	0.784	
BREM	1.17	0.856	
BOWN	1.16	0.866	
AQ	1.14	0.877	
ACLE	1.09	0.915	
Mean VIF			1.17

Source: Extracted from STATA 13 by the Authors, 2024.

The variables are free from multicolinearity, this is because none of the VIF of the variables is up to 6 (Gujarati, 1995).

Table 5: Summary of Logistic Regression Model Result

Variables	Coefficients	Z-value	P-value	
BREM	0.367	2.02	0.044	
BIND	-0.135	-1.81	0.070	
BOWN	-0.006	-0.40	0.687	
ACLE	0.507	2.60	0.009	
AQ	0.303	3.84	0.000	
Pseudo R^2				0.279
Wald Chi^2				50.21
Prob. Chi^2				0.000

Source: Extracted from STATA 13 by the Authors, 2024.

Table 5, revealed that board remuneration has a positive and significant association with sustainability reporting of listed deposit money banks in Nigeria, evidenced from the coefficient value of 0.367 and p-value of 0.044 which is significant at 5%. This result signifies that an increase in the remuneration paid to board member will lead to frequent sustainability reporting activities of listed deposit money banks in Nigeria. Hence, the first formulated null hypothesis is rejected.

Also, board independence is negative evidenced from the coefficient value of -0.135 and significant at 5% level as it relates to sustainability reporting of listed deposit money banks in

Nigeria. This implies that in every 1% increase in board independence, sustainability reporting will decrease by 13%. Therefore, the second null hypothesis is rejected.

Similarly, the results of board ownership in relation with sustainability reporting of listed deposit money banks in Nigeria is negative evidenced from the beta coefficient value of -0.006 and insignificant at all level. This signifies that board ownership do not encourage listed deposit money banks in Nigeria to report its sustainability. Thus, the third null hypothesis is accepted.

In addition, the control variables: audit committee legal expertise and audit quality documented a statistically positive significant relationship with sustainability reporting of listed deposit money banks in Nigeria. Lastly, the model explained whistle blowing policy at 28%, thereby attributing 72% to error term (i.e. variables not included in this research).

Conclusion and Recommendations

This study examines the effect of corporate governance on the sustainability reporting of listed deposit money banks in Nigeria. Two broad conclusions are drawn from the results of the paper: audit committee legal expertise and audit quality are determinants of sustainability reporting of listed deposit money banks in Nigeria. While, board independence and ownership are not determinants of sustainability reporting of listed deposit money banks in Nigeria.

Nevertheless, a discussion on the role of corporate governance is indispensable. The study calls for more studies on the association between corporate governance and sustainability reporting in the Nigerian milieu. This conclusion is key to shareholders and regulators to realize that board remuneration have bearing on sustainability reporting of listed deposit money banks in Nigeria. While, their equity holdings by members of the board and their independence have no bearing on sustainability reporting of listed deposit money banks in Nigeria. Accordingly, the findings of this research will serve as essential information to the regulatory authorities like; Central Bank of Nigeria, Nigerian Securities and Exchange Commission etc. Other stakeholders may consider the outcome of the study useful for decision making.

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DETERMINANTS OF E-NAIRA ACCEPTANCE AMONG MICRO-SMALL AND MEDIUM ENTERPRISES (MSMEs) IN NORTH-EASTERN NIGERIA

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Abstract

The Central Bank of Nigeria (CBN) introduced eNaira to simplify and enhance micro and low-cost payments, aiming to facilitate the realization of a digital economy. This paper investigated the factors influencing the acceptance and usage of eNaira among Micro, Small, and Medium Enterprises (MSMEs) in Northeast Nigeria. A sample of 444 MSME owners/managers was surveyed using a modified framework called the Unified Theory of Acceptance and Use of Technology (UTAUT), aiming to predict their intention to use eNaira. The researcher argues that level of awareness, perceived usefulness, perceived ease of use, attitude towards eNaira, perceived security, social influence, and perceived government policy are significant determinants of MSMEs' intention to use eNaira, where perceived ease of use and perceived usefulness mediate the relationship between awareness and attitude towards eNaira. The findings revealed that the level of awareness has a significant influence on PU and PEOU among MSMEs, which subsequently influences their attitude towards eNaira. While perceived government policy has the strongest influence on MSMEs intention to use eNaira. The study extends existing models of digital currency acceptance, by providing governments, policymakers, and financial market operators with an understanding of how eNaira acceptance is developed in the context of MSMEs in Nigeria. The study recommends that the CBN should increase public awareness about eNaira and channel government support interventions through eNaira wallets.

Keywords : Acceptance, eNaira, MSMEs, Nigeria

Introduction

The Central Bank of Nigeria Digital Currency (CBDC), also known as e-naira, has been introduced as a digital currency to modernize financial systems and enable efficient and instantaneous transactions (Brezo & Bringas, 2012). However, concerns about its usage may hinder its widespread adoption. This study aims to investigate key determinants that could promote the acceptance of eNaira as a payment method among citizens in Nigeria. The advantages of eNaira include reduced transaction costs, increased security, mitigation of chargeback risks, enhanced user-friendliness, and robust mobile device support (Baur et al., 2015; Krause, 2016).

The emergence of digital currencies in developing countries is relatively new, often leaving citizens unaware of its complexities (Shahzad et al., 2018). To facilitate its acceptance and implementation, it is crucial to investigate and predict the factors influencing the adoption of this technology. However, there is limited empirical research in Nigeria, particularly in the Northeast region, focusing on the factors determining the acceptance of eNaira. This research examines the factors influencing the adoption of eNaira by Micro, Small, and Medium Enterprises (MSMEs) in Northeast Nigeria. It aims to identify key characteristics that facilitate its acceptance.

Literature Review

Concept of eNaira

The Central Bank of Nigeria (CBN) has introduced the eNaira, a digital currency that functions as both a means of exchange and a store of value. Launched on October 25, 2021, and aims to simplify financial transactions for all segments of society without intermediaries. The CBN supplies eNaira to licensed financial institutions, which distribute it to individuals through their treasury wallets. Transactions are facilitated by the Nigerian central switch, the Nigeria Inter-Bank Settlement System Plc. To mitigate disintermediation risks, daily transaction and cumulative balance limits are imposed. The Central Bank of Nigeria (CBN) believes that eNaira will enhance financial inclusion in the economy, but some practitioners argue that financial illiteracy among Nigerians may hinder its adoption. This has prompted researchers to explore factors that will facilitate eNaira adoption among MSMEs in Nigeria.

Concept of Micro-Small and Medium Enterprises

The Micro-Small and Medium Enterprises Agency of Nigeria (SMEDAN National Policy on SMES, 2015) defines micro enterprises as those with a total asset of less than N10 million and a workforce of 10 or less. Small enterprises have assets of more than N10 million but not above N100 million, with a workforce of above 10 but not more than 49 employees. Medium enterprises have assets of more than N50 million but not above N1 billion, with a workforce between 50 and 199 employees. In Nigeria, there are 41.5 million MSMEs, including 41.4 million micro-enterprises and 73,081 small and medium enterprises (SMEDAN National Policy on SMES, 2015). They contribute about 50% to GDP, 7.64% of export receipts, 86.3% of the national workforce, and account for 99.8% of businesses. Major challenges in the sector include access to finance, value chains, and markets, as well as obtaining finance, finding customers, and infrastructure deficits (National Survey on SMES, 2017). Addressing these challenges is crucial for addressing Nigeria's social and economic problems, particularly with an alarming rate of youth unemployment at 42.5%, the need to address the challenges of MSMEs through enhancing financial inclusion that leads to job creation, cannot be overemphasized. Hence the introduction of eNaira is one of the efforts of the Government to enhance the payment system and boost financial inclusion among MSMEs and the public.

Theories of Technology Acceptance and Use

The adoption of new technologies remains a challenge due to the advancement of information technology. Theories such as the Theory of Reason Action (TRA), Theory of Planned Behavior (TPB), and Innovation Diffusion Theory (IDT) have been developed to explain the mechanisms behind technology adoption (Arfi et al., 2021). The Theory of Reason Action (TRA) emphasizes attitudes and subjective norms as essential factors in influencing behavior. The Technology Adoption Model (TAM) predicts user adoption in information systems, emphasizing perceived usefulness and ease of use. However, TAM has been criticized for its simplicity (Shachak et al., 2019). The Unified Theory of Acceptance and Use of Technology (UTAUT) was formulated by Venkatesh et al., (2003), integrating various theories and models to explain user intention to embrace innovation and their subsequent usage behavior (Nur & Panggabean, 2021). The Theory emphasizes the importance of performance, effort, social influence, and facilitating conditions as primary catalysts for user acceptability (Venkatesh et al., 2003; Zhao & Bacao 2021).

Unified Theory of Acceptance and Use of Technology (UTAUT) Model in eNaira Acceptance

The UTAUT model is a more suitable approach for studying the acceptance of eNaira, as it incorporates several developed theories and has a 70% higher prediction efficiency than the TAM model (Christine, 2018). The social influence component, which is neglected by the TAM model, is also integrated into the UTUAT framework. This study argues that the traditional UTAUT model may have limited ability to explain MSMEs user adoption due to the nature of eNaira. The model has been successfully extended to study the adoption of many technologies (Al-Okaily et al., 2020). Several studies have found that awareness, perceived security, and government policy are key factors that impacts the consumer's acceptance of a new payment technology (Johnson et al., 2018; Khalilzadeh et al2017; Shao et al., 2018). This study aims to validate these factors and extend the UTAUT model to better understand the factors influencing eNaira acceptance among MSMEs in North-east Nigeria.

Research Model and Hypotheses Development

This paper modifies the original UTAUT model developed by Venkatesh et al. (2003) with constructs of awareness, perceived security, and perceived government policy.

Awareness

Awareness is crucial for understanding and accepting a new technology, such as eNaira. It involves consumers' knowledge about the product's existence, benefits, quality, compatibility, and usability (Gafoor, 2012). This study suggests that creating awareness about eNaira's benefits and usage is essential before adoption. Awareness helps people recognize the ease of use and effectiveness of a product or service (Aloudat et al., 2014; Devanur & Fortnow, 2009; Shareef et al., 2011). However, it doesn't directly determine citizens' intents (Almuraqab, 2017). This research aims to evaluate the level of awareness among Micro, Small, and Medium Enterprises (MSMEs) regarding the adoption of eNaira as an alternative currency.
Hypothesis 1 (H1): Increased awareness of eNaira will positively impact MSMEs' perceived ease of using eNaira.

Hypothesis 2 (H2): Enhanced awareness of eNaira will certainly influence MSMEs' perceived usefulness of eNaira.

Perceived Ease of Use and Attitude towards eNaira

Perceived ease of use (PEOU) of eNaira pertains to the level of effort users need to exert when utilizing eNaira (Davis, 1989). Given that eNaira is primarily utilized for swift small payments by the general public (Li, 2014), its ease of use is anticipated to significantly shape users' attitudes towards adopting eNaira.

Hypothesis 3 (H3): The perceived ease of use of eNaira significantly impacts users' attitudes towards adopting eNaira.

Perceived usefulness and attitude towards eNaira

Perceived usefulness (PU) of eNaira refers to users' belief in the ability of eNaira to enhance their consumer experience (Venkatesh et al., 2003). Assertiveness towards eNaira is defined as an individual's evaluation of the behavior, such as preferences or aversions. The perceived usefulness of eNaira is expected to enhance users' preference for it, leading to a positive emotional inclination. eNaira is projected to enhance users' experience by addressing issues like cash payment inconveniences, change management, and counterfeit currency concerns.

Hypothesis 4 (H4): The perceived usefulness of eNaira significantly influences users' attitudes towards adopting eNaira.

Attitude and intention

The Unified Theory of Acceptance and Use of Technology (UTAUT) model suggests that attitudes towards a behavior, such as eNaira adoption, are influenced by individuals' positive or negative sentiments. Consumer psychology suggests that only those with a favorable attitude towards eNaira are likely to exhibit enthusiasm, significantly impacting its intent to use it. This causal relationship is likely to be equally relevant to eNaira adoption, as demonstrated by Shin and Kim's research.

Hypothesis 5 (H5): Attitude towards eNaira significantly effects the intent to adopt and use eNaira.

Perceived Government Policy

Perceived government policy in eNaira implementation refers to consumers' belief in government support for the digital currency, including tax incentives, grants, and social welfare interventions. This support can boost confidence in eNaira's benefits and future applications, increasing users' willingness to use eNaira wallets. To effectively implement eNaira, superficial government strategy should be incorporated into the UTAUT model and users' concerns regarding management policy should be explored.

Hypothesis 6 (H): Perceived government policy considerably influences MSMEs' intention to use eNaira.

Perceived Security of eNaira

Perceived security refers to the belief in a technology's ability to transfer sensitive information without breach or leakage (Merhi et al., 2019). Consumers in Nigeria are concerned about cyber security susceptibility, and the challenges associated with online transactions, (Wazid et al., 2019) particularly the adoption of eNaira. Data breaches, leakage, theft, and damage from hackers and cybercriminals pose significant risks. While the UTAUT2 did not consider security in technology acceptance, other scholars have identified user security perception as a critical inhibitor of mobile-banking acceptance and growth (Apau & Lallie 2022; El-Masri & Tarhini, 2017). Without consumers being convinced of the security of eNaira, their trust in these systems will be non-existent. Therefore, the perceived security of eNaira ensures users believe it is safe to use.

Hypothesis 7 (H7): The perceived security of eNaira significantly influences MSMEs' intention to use eNaira.

Social Influence

Social influence, influenced by influential individuals like friends, parents, or leaders, can significantly accelerate the adoption of new technologies, as demonstrated in studies on smartphone and mobile payment adoption (Verkasalo, et al., 2010), with social influence positively impacting young people's intentions to adopt mobile payments (Majumdar & Pujari 2021). Thus, we hypothesize:

Hypothesis 8 (H8): Social influence has a significant positive impact on MSMEs' objective to use eNaira.

Intention

The primary construct in the UTAUT framework is intention, which refers to the user's willingness to utilize eNaira, encompassing a strong inclination or occasional aspiration to use it (Venkatesh et al., 2003). The inclination towards adopting new technologies significantly impacts their actual usage. Research by Jaradat and Rababaa (2013) focused on e-commerce adoption and highlighted that intentions to use e-commerce influence its actual utilization. Drawing from UTAUT and related models, it has been demonstrated that the intention to engage with mobile finance directly correlates with its actual usage. Therefore, Hypothesis 9 posits that the intention to use eNaira positively influences its actual utilization among MSMEs operators.

Methods and Materials

This research aims to examine the factors influencing the adoption of eNaira in Nigeria by employing a survey methodology utilizing a structured questionnaire designed to assess the constructs expected to predict the intention to utilize eNaira. The questionnaire items for the variables were derived from prior studies (Almuraqab & Jasimuddin, 2017; Shahzad et al., 2018; Shin, 2009; Venkatesh et al., 2003). This study expanded the UTAUT model by integrating awareness, perceived security, and government policy into the original UTAUT, which include perceived ease of use, social influence, perceived usefulness, attitude, and intention to use eNaira.

The PWC MSMEs Survey (2020) reveals Nigeria's MSMEs, comprising 41.5 million, with micro-enterprises and 73,081 small, medium, and enterprises. This study focused on six Northeast Nigerian states, Adamawa, Borno, Bauchi, Gombe, Taraba, and Yobe. A random sampling technique was used to select 400 MSMEs using Yamani (1973) sampling technique, with 33% added to account for non-response bias. 600 questionnaires were distributed in the six North-eastern states using cluster sampling, resulting in 100 MSMEs in each state. The survey form was established through consultations by an expert opinion panel. The questionnaire collected demographic data and primary survey information. The responses were analyzed using Structural Equation Modeling with the help of AMOS software, a second-generation, covariance-based tool. AMOS was chosen for its ability to handle data within a reasonable sample size, analyze normally distributed input data, apply to complex models, manage reflective constructs, and suitability for theory testing.

Results and Discussion

Measurements

Participants were requested to respond to survey inquiries using the direct metrics established by Ajzen (2002). All indicators mostly rely on the findings of previous studies. The assessment items were derived from pre-existing validated measures and were meticulously reformulated to accurately represent the unique attributes of eNaira. The questions were assessed using a 7-point Likert scale, which ranged from "strongly agree" and to "strongly disagree". The scale was derived from previously validated instruments.

Data Analysis

The research used SPSS 23.0 for descriptive statistics, reliability, and exploratory factor analyses, and Amos 26.0 for Structural Equation Modeling (SEM). A comprehensive evaluation of the dataset was performed, including tests for discriminant validity, composite reliability, convergence validity, and goodness of fit. The variables used in the study were derived from existing research findings, satisfying the criteria for reliability and validity assessments. The latent variables in the study conformed to these criteria. Cronbach's alpha indicated satisfactory levels of reliability for all constructs. The effectiveness of the model was dependent on its explanatory power and fit with the dataset. The fitness indices of the consumer acceptance model for eNaira exceeded the recommended thresholds in the relevant literature, confirming its suitability for the dataset under investigation.

Empirical results

The study analyzes the structural links of the suggested model by computing the path coefficients amongst the covert variables.

Hypothetical test

Based on the model goodness-of-fit data, the completely fit of the model is deemed satisfactory. The test findings indicate that all nine groupings of connections are confirmed. The findings mainly corroborate the suggested paradigm, demonstrating the novel functions of awareness and felt security and perceived government policy in eNaira adoption.

Table 1: Model fit Statistics

Fit statistic	Recommended value and resource	Model	Supported
GFI	> 0.90 (Bagozzi & Yi, 1988)	.840	No
AGFI	> 0.80 (Etezadi-Amoli & Farhoomand, 1996)	.811	Yes
NFI	> 0.90 (Hu & Bentler, 1999)	.943	Yes
CFI	> 0.92 (Hair et al., 2010)	.964	Yes
IFI	> 0.90 (Bentler, 1989)	.964	Yes
TLI	> 0.90 (Hair et al., 2010)	.960	Yes
PGFI	> 0.50 (Bentler, 1994)	.711	Yes
PCFI	> 0.50 (Bentler, 1994)	.859	Yes
PNFI	> 0.50 (Bentler, 1994)	.840	Yes
SRMR	< 0.08 (Hair et al., 2010)	.049	Yes
RMSEA	< 0.05–0.08 (Byrne, 2001; Herry & Stone, 1994)	.059	Yes

The AGFI (adjusted the goodness-of- index), GFI (the goodness-of- index), NFI (normed fit index), CFI (compared fit index), IFI (incrementally fit index), and RFI (relative fit index) are all measures used to assess the quality of fit in statistical models. The PGFI is a measure of goodness-of-fit based on parsimony, the PCFI is a comparative fit index that takes into account parsimony, and the PNFI is a norme fit index that also considers parsimony. The

SRMR (standard root mean square residual) and RMSEA (approximately root mean square error) are two statistical measures used to assess the fit of a model in goodness.

Figure 1: The structural model

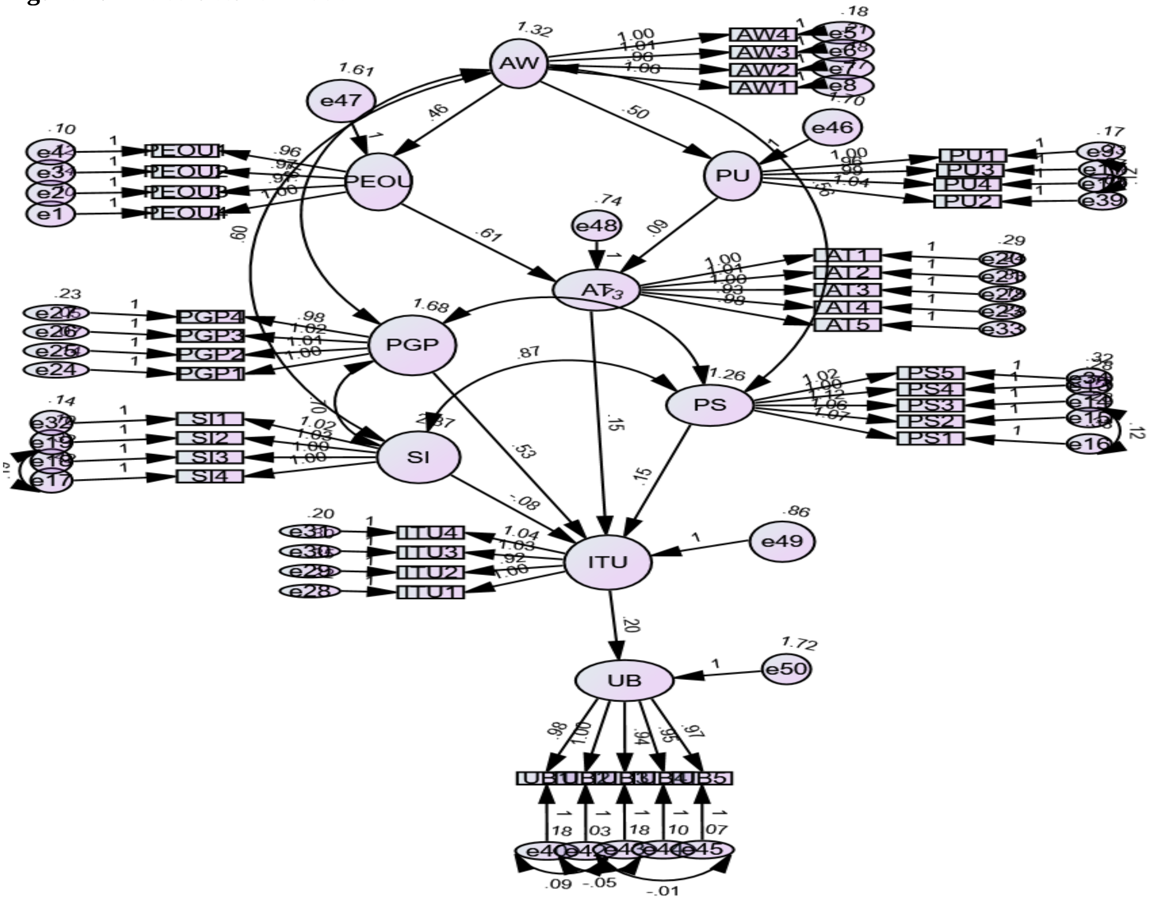

Table 2: Hypotheses Test

Hypotheses	Path	Coefficient	S.E	C.R	P.Value	Decision
H1:	**AW→ PU**	0.502	0.056	8.89	***	Sustained
H2:	**AW→ PEOU**	0.458	0.054	8.407	***	Sustained
H3:	**PU→ AT**	0.089	0.031	2.887	0.004	Sustained
H4:	**PEOU→ AT**	0.608	0.034	17.694	***	Sustained
H5:	**AT→ ITU**	0.151	0.039	3.868	***	Sustained
H6:	**PS→ ITU**	0.151	0.054	2.819	0.005	Sustained
H7:	**PGP→ ITU**	0.525	0.043	12.12	***	Sustained
H8:	**SI→ ITU**	-0.082	0.036	-2.299	0.021	Sustained
H9:	**ITU→ UB**	0.196	0.052	3.74	***	Sustained

****p* value < 0.001; **p* value < 0.05

Table 2 displays the outcomes of the structural relationships between the planned constructs. The analysis reveals that awareness of eNaira significantly influences the perceived usefulness (0.502, P value < 0.001) and ease of usage (0.458, P value < 0.001) of eNaira. Furthermore, perceived usefulness and ease of usage of eNaira positively impact consumers' attitudes towards eNaira, with coefficients of 0.089 (P value < 0.005) and 0.608 (P value < 0.001) respectively. The association between the critical ratio (C.R.) is a measure that supports the perceived usefulness and attitude. Shin, (2009) stated that it is derived by dividing the covariance estimate by its standard error. Arbuckle (2005) states that C.R. values greater than 1.96 and 2.32 are considered statistically significant at the 0.05 and 0.01 significance levels, respectively. Therefore, an easier eNaira usage can lead to a more positive attitude towards eNaira. A positive attitude towards eNaira is a crucial determinant of user intention to utilize eNaira services.

Moreover, perceived government policy and security of eNaira significantly influence consumers' intention to use eNaira. Conversely, social influence has a negative impact on consumers' intention to use eNaira in Nigeria. This negative relationship may stem from the financial elites' skepticism towards eNaira, leading to cautiousness among the public in adopting a new payment method. Financial elites express concerns that eNaira could result in financial disintermediation and job losses in the financial sector. Additionally, the full adoption of eNaira could potentially compromise individuals' financial privacy, as the Central Bank of Nigeria (CBN) would have direct access to monitor individuals' wallet balances.

Notably, perceived government policy exerts the most significant influence on eNaira acceptance, likely due to the expectation that the government will offer support interventions through the eNaira wallet, particularly in the Small, Medium and Enterprises (SME) sector. Overall, the impact of intention to use eNaira on eNaira usage behavior is statistically significant (0.196, P value & lt; 0.001).

Technological innovations in financial firms have led to cashless societies globally. The Central Bank of Nigeria's eNaira aims to revolutionize electronic payments in Nigeria. This study aims to identify factors influencing eNaira acceptance among Micro, Small, and Medium Enterprises (MSMEs) in Nigeria. The insights can help the CBN enhance eNaira acceptance by increasing public awareness, improving security features, and providing support interventions.

Theoretical implications

This research aims to examines the factors influencing the adoption of eNaira by Micro, Small, and Medium Enterprises (MSMEs) in Northeast Nigeria, using the UTAUT model, which incorporates factors like perceived security and government policy. The model is validated through SEM test and empirical evidence, predicting SMEs' intentions and explains the key determinants of eNaira adoption among SMEs in Nigeria. Factors like awareness, trust in security, and government regulations are crucial for widespread adoption. Social influence negatively impacts intentions to use eNaira. Perceived Ease of Use and Perceived Usefulness positively impact individuals' attitudes towards eNaira. The findings emphasize the need for increased efforts to raise awareness and direct government support programs through eNaira wallets.

Practical Implications

The research suggests that the implementation and use of eNaira is influenced by various factors, including user behavior, perceived security, and government policy. It emphasizes the importance of analyzing user behavior to understand how new technology is being adopted and creating strategies for improving user experiences. AI technology can be used by CBN to provide instructional materials for customers to secure eNaira transactions. The study also suggests that government policy plays a significant role in eNaira acceptance, suggesting that specific policy measures should be implemented to encourage its use. Implementing eNaira for government transactions can help reduce costs associated with physical money production, such as printing and minting. Additionally, eNaira usage can reduce corruption, improve financial inclusivity, and support population welfare.

Conclusions and Recommendations

The findings of this revealed that CBN can make eNaira more acceptable by creating more awareness about eNaira among the public and the MSME sector in particular; enhancing eNaira security features; providing support interventions using eNaira, and routing government financial transactions through eNaira wallets. This study therefore recommends as follows:

1 CBN need to intensify efforts to create more awareness about the eNaira among the public, especially in the SMES sector.
2 CBN need to enhance the security features of eNaira, this will go a long way in positively enhancing the perceived security of eNaira wallets in the SMES sector.
3 The study also recommends that government need to use eNaira to provide support interventions to the public and the SMES sector, and
4 Route some financial transactions through eNaira wallets.

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MODERATING ROLE OF TEAM DYNAMICS ON THE RELATIONSHIP BETWEEN TEAM SUPPORT, TEAM TALENT, TEAM-BASED INCENTIVES AND EMPLOYEE PERFORMANCE IN CERAMIC MANUFACTURING ORGANIZATIONS IN KOGI STATE

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Abstract

This study explores the moderating effect of team dynamics on the relationship between team support, team talent, team-based incentives, and employee performance in ceramic manufacturing organizations in Kogi State, Nigeria. Using a cross-sectional design, the research examines the impact of team support, team talent, and team-based incentives on employee performance. The study population consisted of 503 employees from five ceramic manufacturing organizations in Kogi State. A sample size of 298 respondents was determined using Dillman's formula, with 263 valid responses ultimately analyzed. Data was collected through structured questionnaires using a Likert scale. Analysis techniques included descriptive statistics, Partial Least Squares Structural Equation Modeling (PLS-SEM), and bootstrapping, implemented through SPSS and SmartPLS software. The findings reveal significant effects of team support, team talent, and team-based incentives on employee performance, with team dynamics playing a moderating role in the relationship between team support and employee performance. The study provides valuable insights for management in ceramic manufacturing organizations to enhance employee performance through fair incentives, talent development, and supportive team dynamics.

Keywords: Employee performance, Team-based incentives, Team dynamics, Team support, Team talent

Introduction

The manufacturing sector, crucial for economic growth and employment, faces challenges impacting employee performance (Jalal, 2016; Kimeu, 2018; Merandeiro, 2017; Onyekwelu et al., 2018). Nigeria's ceramic industry, a significant player, grapples with talent retention and sectoral barriers (Faruna, 2018; Dipak & Ata, 2018; Adenikinju & Chete, 2019). In contrast, the United States' manufacturing sector demonstrates economic prowess (Robert, 2015). Effective teamwork, talent development, and supportive environments are vital in addressing these challenges (Ngozi & Frederick, 2020). This study explores the moderating role of team dynamics in ceramic manufacturing organizations in Kogi State, Nigeria, focusing on team support, talent, incentives, and employee performance.

This study addresses low employee performance in Nigerian ceramic manufacturing companies, focusing on the role of team dynamics. It aims to fill a significant gap by examining how team support, talent management, and incentives interact within the unique socio-economic environment of Nigerian ceramic organizations. By providing locally relevant insights, the research seeks to inform management practices and policy-making in this crucial industrial sector, contributing to the understanding of workplace dynamics in Nigerian manufacturing companies.

Employee performance is critical for organizational success, necessitating a team-oriented culture (Belbin, 1981). This study contributes to existing knowledge by empirically supporting the moderating role of team dynamics in enhancing employee performance (Jalal, 2016; Ngozi & Frederick, 2020). Belbin's team role theory and Tuckman's stages provide the theoretical framework, emphasizing teamwork's impact on performance (Belbin, 1981; Tuckman, 1965). The study aims to enrich literature and guide organizational practices in ceramic manufacturing organizations.

Literature Review

Team support is conceptualized as a relative property of the team, which refers team support to the availability of broad helping behaviors given to team members, possessing four distinct facets: emotional, informational, instrumental, and appraisal Anat (2004); Griffin, Patterson and West (2001), introduced a comprehensive model of team support. According to the model, team support is not only about being warm, emphatic and caring. Rather, team support is a multidimensional concept containing four distinct facets; emotional support, informational support, instrumental support and appraisal support. Team support describes interaction processes among team members and represents the vehicles that transform team inputs to both immediate and longer individual and team outcomes. The more team members provide and enact support of all kinds, the greater the improvement in team members' mental health (Griffin, et al., 2001), team learning capacity, and team performance (Drach-Zahavy & Anat, 2007). In this study team support is the ability of team member to give a helping hand among themselves in the workplace to improve team performance, hypothesized as follow:

H_{01}: Team support has no significant effect on the employees' performance in Ceramic Manufacturing Organizations in Kogi State.

Team talent encompasses a multifaceted understanding derived from historical origins and contemporary definitions. Originally referring to a unit of weight in ancient civilizations, talent has evolved to encompass a broad spectrum of attributes crucial for organizational success. Definitions by Thomas and Craig (2008) emphasize talent as the amalgamation of experience, knowledge, skills, and behaviors that individuals bring to work, contributing either immediately or in the long term to organizational performance. Tansley (2011) expand on this, defining talent as individuals capable of making a significant difference through their contributions or potential. This concept integrates employees' skills, cognitive abilities, values, work preferences, and potential contributions, as highlighted by various scholars (Stahl et al., 2007; Ulrich, 2007; González-Cruz et al., 2009; Silzer & Dowell, 2010; Bethke-Langenegger, 2012; Ulrich & Smallwood, 2012; Cheese et al., 2008). In the context of this study, team talent signifies a group's collective ability to leverage their expertise, knowledge, and strengths to accomplish specific tasks effectively and achieve organizational goals, hypothesized as follow:

H_{02}: Team talent has no significant effect on the employees' performance in Ceramic Manufacturing Organization in Kogi State

Team-based incentives, also referred to as rewards, play a pivotal role in motivating employees and fostering collective professional achievement within manufacturing organizations. This study recognizes the interchangeability of the terms rewards and incentives and emphasizes the importance of understanding this dynamic for designing effective team-based incentive plans (Bolch, 2007). These incentives serve as motivators for employees to collaborate effectively towards achieving organizational goals, encompassing both monetary and non-monetary rewards (McQuerrey & Lisa, 2019).

However, it is crucial to structure incentives carefully to avoid unintended consequences that may hinder individual initiative and overall business objectives. Team-based rewards are formally provided to work teams or individual team members as a way to boost productivity and acknowledge exemplary performance (Heneman & Von Hippel, 1995). The implementation of such reward systems not only engages employees actively but also reinforces their sense of community and the organizational mission (Anku-Tsede & Kutin, 2013). In this context, team-based incentives represent tangible benefits or rewards, such as services or monetary compensation, aimed at motivating team members to enhance their performance. Which in this study is hypothesized as follow:

H_{03}: Team-based incentives have no significant effect on the employees' performance in Ceramic Manufacturing Organizations in Kogi State.

Team dynamics in manufacturing organizations are crucial for organizational growth and national development. It encompasses various aspects such as dealing with differences, trust, creating a meaningful context, conflict resolution, and effective leadership roles within the team (Curry et al., 2012). Team dynamics also include communication patterns, decision-making styles, and team culture (Johnson, et al., 2000). These dynamics, including competence, trustworthiness, cooperation, and individual dynamism, significantly influence team processes (Lumsden, & Lumsden, 2000). In this study, team dynamics are defined as the unique interactions among team members in the workplace, affecting employee performance through factors like team support, talent, and incentives, considering both internal and external team environments. Hence this study hypothesized as follow:

H_{05}: Team dynamics does not moderate relationship between team supports and employees' performance in Ceramic Manufacturing Organizations in Kogi State.

H_{06}: Team dynamics does not moderate relationship between team talents and employees' performance in Ceramic Manufacturing Organizations in Kogi State.

H_{07}: Team dynamics does not moderate relationship between team-based incentives and employees' performance in ceramic manufacturing organizations in Kogi State.

Materials and Methods

The research design employed a quantitative approach, utilizing a survey research design within a cross-sectional framework to gather data from employees of ceramic manufacturing organizations in Kogi State. The population consisted of 503 employees across five organizations, and a sample size of 298 respondents was determined using Dillman's formula, which was developed in the early 1970s by Dr. Don A. Dillman and adjusted for potential non-responses. The data collection method involved primary sources, specifically structured questionnaires administered to employees to measure variables like team support, team talent, team-based incentives, team dynamics, and employee performance on a Likert scale. Employee performance was measured using a 16-item scale by Motowidlo and Van Scotter (1994), while team support, team talent, team-based incentives, and team dynamics were assessed using items adapted from Jon Maxwell's (1977) Team Assessment Questionnaire (TAQ) 2.0 and Team Effectiveness Questionnaire (TEQ) 2.0. The instruments demonstrated high internal consistency with Cronbach alphas above 0.70, confirming their reliability and validity. A pilot test with 30 respondents was conducted to validate the measures, ensuring internal consistency reliability and discriminant validity using Smart PLS3 software. Data analysis included descriptive and inferential statistics using SPSS, with missing values addressed through serial mean replacement and adhering to guidelines for data deletion based on missing values.

Results and Discussions

Descriptive statistics in the form of means and standard deviations for the variables of this study were computed. Table 1 presents the result of the analysis.

Table 1 Descriptive statistics of the studied variables

Construct	N	Mean	Std. Deviation
Team Support	263	3.16	1.17
Team Talent	263	3.58	0.71
Team-Based Incentive	263	3.45	0.75
Team Dynamics	263	3.08	0.86
Employees Performance	263	3.61	0.86

Source Field Survey, 2024

In this study, statistical measures like the mean and standard deviation were used to analyze data collected through a five-point Likert scale, providing valuable insights into employee perceptions and experiences. Mean values above the midpoint of 3.0 indicated positive sentiments, while standard deviation showed the variability in responses. For instance, team support had a mean of 3.16 and standard deviation of 1.17, suggesting a positive perception of mutual support among employees. Similarly, team talent showed a mean of 3.58 and standard deviation of 0.71, indicating a high level of perceived talent utilization. Team-based incentives had a mean of 3.45 and standard deviation of 0.75, signaling satisfactory incentive schemes. Team dynamics recorded a mean of 3.08 and standard deviation of 0.86, reflecting dynamic job roles. Lastly, employee performance had a mean of 3.61 and standard deviation of 0.86, indicating satisfactory job performance. These statistics offer comprehensive insights into employee perspectives and organizational dynamics within ceramic manufacturing organizations in Kogi State.

Table 2 Construct Reliability and Validity

Construct	**Items**	**Loadings**	**CA**	**CR**	**AVE**
Employee Performance	EP1	0.675	0.798	0.869	0.624
	EP 3	0.780			
	EP 4	0.871			
	EP 5	0.863			
	EP 6	0.652			
	EP 7	0.712			
Team Dynamic	TD10	0.748	0.935	0.908	0.721
	TD3	0.795			
	TD4	0.665			
	TD6	0.758			
	TD7	0.875			
	TD9	0.889			
Team-Based Incentive	TB1	0.754	0.927	0.905	0.774
	TB3	0.723			
	TB6	0.789			
Team Support	TS1	0.927	0.83	0.886	0.661
	TS2	0.960			
	TS3	0.958			
	TS4	0.915			
Team Talent	TT2	0.690	0.856	0.913	0.777
	TT3	0.770			
	TT6	0.828			

Source Field Survey, 2024

The results of assessment of internal consistency reliability and convergent validity in measuring constructs within the study is shown in Table 2. It emphasizes the importance of using composite reliability over Cronbach's alpha coefficient due to its consideration of item loadings. The study sets a benchmark for composite reliability between 0.7 and 0.95, and all constructs, including employee performance, team dynamics, team-based incentives, team support, and team talent, met or exceeded this benchmark. Items with low loadings were deleted, while those contributing to average variance extracted (AVE) were retained. The AVE values for each construct indicated high loadings, demonstrating adequate convergent validity as recommended by previous studies (Hair et al., 2014; Bagozzi & Yi, 1988; Chin, 1998; Fornell & Larcker, 1981). This study discusses the assessment of convergent validity through Average Variance Extracted (AVE) values, following the recommendations of Fornell and Larcker (1981) and Chin (1998) for establishing adequate convergent validity. The AVE values, as outlined in Table 4.5, demonstrate high loadings (>.50) on their respective constructs, indicating satisfactory convergent validity. This validity measure assesses how well a latent construct correlates with its items, with higher AVE values (> 0.5) indicating that the construct explains a significant proportion of variance in its indicators. The AVE values for employee performance, team dynamics, team-based incentives, team support, and team talent in this study range from 0.624 to 0.777, highlighting the robust convergent validity of all constructs examined.

Following the convergent validity is the discriminant validity, emphasizing the distinction between latent constructs within a model based on empirical standards. Using the Heterotrait-Monotrait (HTMT) approach, which compares correlations within constructs to correlations between constructs, the study assessed discriminant validity. The recommended HTMT standard of 0.85 or less by Kline (2011) was followed, with Gold et al. (2001) suggesting a maximum threshold of 0.90. The results, presented in Table 3, demonstrate that all reflective latent constructs in the study achieve discriminant validity, as evidenced by higher square roots of their Average Variance Extracted (AVE) values compared to their correlations with other constructs. This indicates clear distinguishability between constructs, reinforcing the uniqueness of each construct in capturing specific aspects not covered by others, thereby confirming the validity of the measures utilized in the study.

Table 3 Hetrotrait-Monotrait Ratio (HTMT)

Constructs	EP	TD	TD*TI	TD*TS	TD*TT	TB	TS	TT
EP								
TD	0.672							
TD*TB	0.073	0.557						
TD*TS	0.469	0.199	0.527					
TD*TT	0.156	0.311	0.316	0.618				
TB	0.514	0.176	0.350	0.189	0.596			
TS	0.591	0.291	0.120	0.248	0.096	0.691		
TT	0.367	0.303	0.127	0.131	0.146	0.492	0.593	

Source Field Survey, 2024

Model assessment was done using the goodness of fit of the model to ensure meaningful estimates and conclusions are drawn in this study. Following Henseler, Hubona, and Ray (2016), the study utilized the Standardized Root Mean Square Residual (SRMR) to evaluate model fitness, with Hu and Bentler (1999) suggesting a threshold of <0.08 for a good fit. The results, as presented in Table 4, indicated an SRMR coefficient of 0.079 (7.9%), which falls below the recommended benchmark of 0.08 (8%) by Hu and Bentler (1999). This suggests that the model used in the study fits the dataset well, ensuring the reliability and validity of the conclusions drawn from the research.

Table 4 Model fit Using SRMR

	Saturated Model	Estimated Model
SRMR	0.079	0.079
d_ULS	2.364	2.364
d_G	0.889	0.89
Chi-Square	1624.518	1624.349
NFI	0.816	0.816

Source Field Survey, 2024

The study examined the coefficient of determinant (R^2 value) following Chin's (1998) guidelines, which classify R^2 values of 0.67, 0.33, and 0.19 as large, medium, and small, respectively, in PLS-SEM path modeling. The results in Table 5 indicated that all the independent variables collectively explained 60.3% of the variance in employee performance, meeting the criterion for moderate variance explained (Chin, 1998). This finding suggests a substantial influence of the studied variables on employee performance within ceramic manufacturing organizations in Kogi State.

Table 5 Coefficient of Determinant (R Squared)

Construct	R Square	Assessment criterion by Chin, (1998)
Employee Performance	0.603 (60.3%)	Medium

Source Field Survey, 2024

The structural model results of the study, encompassing both direct and moderating hypotheses, were analyzed to assess the predictive power of external models and the relationships between their constructs. Employing a bootstrapping procedure with 5,000 bootstrap samples as recommended by Hair et al. (2017) and Sarstedt et al. (2014), the study evaluated the significance of path coefficients. The results, presented in Table 6, demonstrated significant relationships between Team Dynamics, Team Support, Team-Based Incentives, and Team Talent with Employee Performance. These relationships were evidenced by large T-statistics (> 1.96) and p-values close to zero, leading to the rejection of the null hypothesis in favor of the alternative hypothesis. However, no significant relationships were observed between the interactions of Team Dynamics and Team-Based Incentives or Team Talent with Employee Performance, as indicated by smaller T-statistics (< 1.96) and relatively large p-values (> 0.05), resulting in a failure to reject the null hypothesis for these cases.

Specifically, Team Dynamics showed a significant positive effect on employee performance, emphasizing the importance of cohesive and collaborative team dynamics in enhancing employee performance, which led to the rejection of the null hypothesis regarding Team Dynamics' impact. Similarly, Team-Based Incentives, Team Support, and Team Talent were found to have significant positive effects on employee performance, rejecting the respective null hypotheses and highlighting the influence of incentives, support mechanisms, and employee talent on performance within ceramic manufacturing organizations in Kogi State. However, the moderating effects of Team Dynamics on the relationships between Team-Based Incentives and Team Support with employee performance were varied, with significant positive moderation observed in the case of Team Support but no significant moderation in the case of Team-Based Incentives, indicating complex dynamics within the organizational setting.

Table 6 Path coefficient of the structural model

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
$H0_1$.TD→EP	0.206	0.206	0.050	4.167	0.000	Rejected
$H0_2$.TB→EP	0.306	0.299	0.045	6.810	0.000	Rejected
$H0_3$.TS→EP	0.573	0.575	0.038	15.156	0.000	Rejected
$H0_4$.TT→EP	0.168	0.174	0.038	4.388	0.000	Rejected
$H0_5$.TD*TB→EP	0.012	0.004	0.033	0.369	0.712	Fail to reject
$H0_6$.TD*TS→EP	0.237	0.231	0.055	4.289	0.000	Rejected
$H0_7$.TD*TT→EP	-0.046	-0.041	0.043	1.062	0.288	Fail to reject

Source Field Survey, 2024

This study examined the relationship between team support (TS) and employee performance (EP) (t=15.156; $p < 0.05$), revealing that team support has a statistically significant effect on employee performance. The findings are consistent with prior research by Bello and Adebayo (2014), Ben Moussa and El Arbi (2020), Bianco and Venezia (2019), Delice et al. (2019), and Bernd and Gabriel (2006), all of which also found positive correlations between team support and employee performance. Moreover, this study explored the moderating role of team dynamics (TD) in this relationship (t=4.289; $p < 0.05$), finding that team dynamics influence how team support impacts employee performance. This aligns with Edson's (2018) Teams Dynamics Theory (TDT) and Erik's (2014) Belbin's Team Role Theory (BTRT), which suggest that team functioning and collaboration are vital for overall team performance. These findings not only validate previous theories but also provide empirical evidence for the significance of team dynamics in enhancing the impact of team support on employee performance in organizational settings.

The study's findings revealed a strong effect of team talent (TT) on employee performance (EP) (t=4.388; $p < 0.05$). This indicates that assembling individuals with notable talents and skills in a team setting positively impacts overall employee performance within these organizations. This aligns with prior research conducted by Mba (2015), Eva (2013), Bianco, and Venezia (2019), and Delice et al. (2019), which also observed significant and positive associations between talent and employee performance in different contexts. However, concerning the moderating influence of team dynamics (TD) on the relationship between team talent (TT) and employee performance (EP) (t=1.062; $p > 0.05$), the study did not find a substantial moderating effect. In essence, team dynamics did not significantly interact with team talent to affect employee performance levels in these organizations, contrary to the expectations proposed by Edson's (2018) Teams Dynamics Theory (TDT) and Erik's (2014) Belbin's Team Role Theory (BTRT), which suggest that team dynamics play a crucial role in optimizing team talent. These findings emphasize the importance of talent in enhancing employee performance but also indicate a need for further exploration to understand the complex dynamics between talent, team dynamics, and employee performance within this specific organizational context.

The study's findings also revealed a statistically significant effect of team-based incentives (TB) on employee performance (EP) (t=6.810; $p < 0.05$), indicating that incentivizing employees based on team achievements positively affects their overall performance. This aligns with prior research by Mba (2015), Eva (2013), Bianco and Venezia (2019), Hua (2012), and Martono et al. (2020), which similarly observed a strong and positive association between team-based incentives and employee performance across different contexts. However, the study also explored the moderating influence of team dynamics (TD) on this relationship and found no significant moderation (t=0.369; $p > 0.05$), indicating that the impact of team-based incentives on employee performance remains consistent regardless of team dynamics. This contradicts the expectations proposed by Edson's (2018) Teams Dynamics Theory (TDT) and Erik's (2014) Belbin's Team Role Theory (BTRT), suggesting that team dynamics play a significant role in how team-based incentives affect performance. Nevertheless, these findings emphasize the effectiveness of team-based incentives in motivating employees and improving performance in ceramic manufacturing organizations in Kogi State, emphasizing the importance of implementing robust incentive programs within these contexts.

The study also revealed that team dynamics (TD) has a statistically significant effect on employee performance (EP) (t=4.167; $p < 0.05$), highlighting the impact of internal team functioning on overall performance. This finding contrasts with previous studies by Carron and Eys (2012) and Delice, Rousseau, and Feitosa (2019), which also noted a positive relationship between team dynamics and employee performance. The disparities in findings can be attributed to contextual variations, methodological differences, evolving trends,

sample demographics, and measurement techniques, reflecting the inherent complexities within social science research concerning human behavior and organizational dynamics.
The practical implications of this study for ceramic manufacturing organizations in Kogi State emphasized several key strategies to improve employee performance. Creating a supportive team environment through team-building activities and effective communication channels is crucial, as supported by previous research (Bello & Adebayo, 2014; Delice, Rousseau, & Feitosa, 2019). Additionally, recognizing individual talents and leveraging them within teams, along with implementing team-based incentives, can significantly enhance performance (Mba, 2015; Eva, 2013; Bianco & Venezia, 2019; Hua, 2012; Martono et al., 2020). Managing team dynamics is equally vital, as it influences collective performance within teams (Carron & Eys, 2012; Delice, Rousseau, & Feitosa, 2019). These strategies, rooted in academic research, offer actionable insights for managers in ceramic manufacturing organizations to foster a conducive work environment and drive overall organizational success through improved employee performance.

Conclusion and Recommendations

The study utilized PLS-SEM to investigate the relationship between teamwork components and employee performance, focusing on ceramic manufacturing organizations in Kogi State. It found significant direct relationships between team support, team talent, team-based incentives, and employee performance. Notably, team dynamics were found to significantly moderate the relationship between team support and employee performance. However, no significant moderating effect was established for the relationships between team-based incentives or team talent and employee performance. Based on these findings, I believe that a well-rounded approach to team management is key for improving employee performance in Kogi State's ceramic manufacturing organizations. The results show that team support, talent, and incentives all play important roles. However, the varied effects of team dynamics suggest that a single approach won't work for all situations. In my view, managers should focus on creating supportive team environments while also considering how team dynamics affect other aspects of teamwork. This means tailoring team strategies to fit each organization's specific needs and culture, rather than using a one-size-fits-all approach. The study contributes to the existing literature by highlighting the moderating role of team dynamics in enhancing employee performance. It also identifies limitations, such as the focus on a specific industry and region, suggesting the need for further research in different contexts.
Overall, the findings provide valuable insights for both theoretical understanding and practical application in organizational and managerial practices.

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ENTREPRENEURIAL BEHAVIOUR AND THE PERFORMANCE OF SMALL AND MEDIUM SCALE ENTERPRISE IN KWARA STATE

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Abstract

This research looked at how entrepreneurial conduct affected small- and medium-sized businesses' ability to survive in Kwara State. This study examines the mindset of entrepreneurs as shown by their inventiveness, risk-taking, business acumen, and inventiveness and how these qualities impacted SMEs' success. The study focused on 650 small and medium-sized businesses that were situated in the city of Ilorin. Data was gathered from a sample of 250 SMEs in the city of Ilorin that were chosen using a stratified random sampling procedure using a self-administered questionnaire. With the use of the Statistical Package for Social Sciences (SPSS), descriptive and inferential statistics were used to analyse the collected data. Multiple regression analysis and correlation were used to assess the data and evaluate the hypotheses. According to the research, SMEs' success was significantly impacted by their innovativeness, inventiveness, business acumen, and willingness to take risks. The research came to the conclusion that understanding elements that are directly linked to entrepreneurial mentality, such as growth mindset, creativity, motivation, and risk-taking propensity, is crucial in order to develop ways to boost the entrepreneurial mindset. The study therefore recommended that in order to foster innovation among current and future entrepreneurs, policy makers and other stakeholders should build on their entrepreneurial behaviour and approaches to boost the performance of SMEs towards the achievement of sustainable growth.

Keywords: Business Alertness, Creativity, Entrepreneurial Behaviour, Innovativeness, Risk taking

Introduction

According to the World Trade Organisation (2016) and PwC's MSME Survey report (2020), MSME performance across the globe, from America to Europe, Asia, Africa, and especially developing nations, accounts for 90% of business enterprises, 50% of employment, and 40% of GDP in developing economies. MSME behaviour is also crucial to MSME performance. As a result, organisational management and entrepreneurship have given rise to the concept of entrepreneurial behaviour (EB) (Inegbedion, 2022). Consequently, creative, proactive, risk-taking, and valuable strategic person seeking opportunity business are associated with entrepreneurial behaviour (EB) (Amabile et al., 2006).

The World Bank's 2022 report forecasts that 600 million jobs will be needed by 2030 to accommodate the world's growing labor population. Consequently, many governments worldwide have prioritized the development of SMEs. Generally, SMEs are crucial due to their ability to generate employment and economic output on a global scale. They represent 90% of all businesses and over 50% of employment opportunities globally. In emerging economies, registered SMEs contribute up to 40% of the GDP, with this figure rising significantly when including informal SMEs.

Many variables impacting MSME performance, survival, and development make them very vulnerable to failure, both in Nigeria and throughout the world. The value chain, market, and availability of funding for the development of creative and entrepreneurial ideas are the main obstacles impacting their performance. According to PwC's research from 2020, there are deficiencies in infrastructure, insufficient opportunities for consumers and the market, and difficulty obtaining financing. Political and behavioural aspects of people are among the others factors affecting the performance of SMEs in reaching their potentials (Terkula & Adudu, 2017). Therefore, these elements have the ability to manipulate and influence MSME operators' behaviour, encouraging them to be creative and adventurous when coming up with new ideas and taking on riskier ventures.

According to the Schumpeterian Innovation Theory, entrepreneurs who encounter certain mitigating circumstances could have unfavorable perceptions while starting a new company, creating a new product, or looking for new market opportunities. This could deter people from making riskier, aggressive ventures, creating fresh innovation, investing in creative ideas, and exploring new chances (Inegbedion, 2022). The growth and productivity of MSME performance globally, and specifically in Nigeria, are impacted concurrently.

As stated by Bird et al., (2022): "As solo entrepreneurs or as part of a team of entrepreneurs in the start-up or early stages of organisation creation, usually the first six to seven years," the notion of entrepreneurial behaviour focuses on the specific, theoretical acts of people. It takes the form of a distinct unit of distinct actions that viewers may see. The external economic and social players that shape a firm's decisions on direction, course of action, and ultimately performance is known as the institutional framework. Business performance is concerned with the expansion and survival of the company as well as ultimately achieving the owners' objective (Khalid et al., 2023).

It is noteworthy to say that several studies have examined the conduct of persons who start their own businesses due to the peculiarities seen in these individuals. It is well recognized that entrepreneurs have certain traits that set them apart from other individuals. These traits include the capacity for taking calculated risks, a penchant for innovation, and a propensity to seize commercial chances ahead of rivals. What is known as entrepreneurial conduct is the result of combining two or more of these traits. The capacity to see business opportunities and ideas, work on them, and find the material and financial resources needed to make them a reality are all components of entrepreneurial behaviour (Akande et al., 2021).

Because small businesses are so important to the growth of the economy and creation of jobs, the government and other stakeholders in Nigeria, and particularly in the southwest, are very worried about their survival. Martin and Namusonge (2022) estimated that small and medium-sized businesses (SMEs) account for around 99.7% of all businesses worldwide. 53 percent of the private workforce in Nigeria is engaged by small businesses, which also generate 51 percent of the GDP of the private sector and 47 percent of sales (Oyedijo, 2012). Numerous academic works have connected the success of small businesses to the existence of entrepreneurial traits or behaviours that many entrepreneurs display. Taking risks and being innovative are prominent traits of this conduct. Research has shown that company owners with these attributes would be able to operate lucrative and successful enterprises (Shamsu & Fakhrul, 2023).

Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) (2013) further explains that SMEs performed very poor and even below expectations simply due to the problem associated with attitudes and habits of entrepreneurs, who are not proactive in making timely and strategic decisions when presented with challenges, yet small businesses are said to create employment and contribute to the nation's gross domestic product. Additionally, it was discovered that the rate of SME failure and premature death was influenced by a lack of entrepreneurial spirit, desire, awareness, and good planning, as well as a bad record system that resulted in insufficient capital (Ayeni & Osho, 2011). Even though SMEs are important to the Nigerian economy, little is known about the characteristics of entrepreneurial behaviour that might improve a company's ability to run efficiently. The primary goal of this research is to determine how much entrepreneurial conduct affects the survival or performance of small businesses in Nigeria.

Literature Review

Entrepreneurial Behaviour

According to Middleton (2012), entrepreneurial behavior is defined as a set of behaviors exhibited by business owners that persistently modify, clarify, and position opportunities until they are deemed acceptable by the market and generate new business opportunities as the primary result. Three words best sum up Shane's (2012) description of entrepreneurial behaviour: finding, assessing, and seizing business opportunities. Akala (2015), on the other hand, described entrepreneurial behaviour as the entirety of the procedure, task, and operations connected to opportunity searching and business setup. This refers to the habit of looking for possibilities, seeing chances, making sense of the world, forming organisations, introducing products or services, exchanging ideas, and growing.

Furthermore, it is believed that a variety of social, cultural, economic, political, and psychological elements interact to produce entrepreneurial behavior. Although entrepreneurship may be seen from a variety of perspectives, for the sake of this study, it is defined as the traits and attributes that an entrepreneur exhibits. Therefore, characteristics and traits that may be used to characterize entrepreneurs can be defined as entrepreneurial behaviours. Even better are those characteristics and traits that set entrepreneurs apart from other types of company owners in the community (Eniola & Chima, 2019). Moreover, the assortment of behaviors demonstrated by the entrepreneur may be characterized as entrepreneurial conduct. By continuing to define and adapt prospects and present such conduct as marketable, these acts ultimately result in the creation of new ventures (Middleton, 2020).

According to Bird and Schjoedt (2021), cited in Cavus et al. (2023), "it is the study of human behaviour involved in identifying and exploiting opportunities through creating and developing new ventures as well as exploring and creating opportunities while in the process of emerging organisations." According to Bird and Schjoedt (2021), as cited by Cavus et al., (2023), human behaviour is involved in identifying and exploiting opportunities through the creation and development of new ventures, as well as exploring and creating opportunities while in the process of emerging organisations. According to Akande et al., (2021), entrepreneurial behaviour is any newly developed set of behaviours used by businesses to try to take advantage of business possibilities that their competitors have overlooked or failed to recognise. According to the scholar, businesses engage in entrepreneurial activity on a basic level when they enter new markets, grab the attention of potential clients, or creatively combine their current resources (Oyedokun, 2014). Kuratko (2002) described entrepreneurial behaviour as consisting of three dimensions: one, risk-taking-the readiness to commit large amounts of resources in pursuit of an entrepreneurial opportunity, where the reasonably possible failure would be the opportunity; two, pro-activeness-doing what is necessary to complete the pursuit of an entrepreneurial opportunity; and three, innovativeness-looking for creative solutions to problems or needs.

Entrepreneurial Risk-taking Behaviour

"The ability of the entrepreneur to recognise risk at its onset and to identify ways to reduce, transfer, or share the risk" is the definition of risk-taking (Ogunsiji & Ladanu, 2010). The capacity and desire of a company to seek strategic and well-planned business possibilities in the marketplace, even when the results of these chances are unknown, have also been defined as risk-taking (Lumpkin & Dess, 2001). The author further emphasized that entrepreneurs take measured risks by making sure the chances are in their favor by implementing tactics like forming partnerships with suppliers, investors, and business partners to share and absorb their inherent business and financial risk. Given its centrality in entrepreneurial activity, risk-taking's significance in EO may also be demonstrated (Akpabli et al., 2023).

Risk-taking has been shown to positively impact SMEs' long-term survival (Neneh, 2021). Similarly, Just et al. (2014) discovered a high positive correlation between taking risks and growth profitability and form performance. On the other hand, risk-taking has been shown to have a strong negative correlation with sales growth (Gürbüz & Aykol, 2009). Furthermore, Zhou and de Wit (2009) found no evidence of a connection between employment growth and taking risks. Hughes and Morgan (2007) clarified, however, that businesses that exhibit risk aversion perform worse because they are unwilling to recognise and seize market possibilities.

The term "risk-taking propensity" describes a person's inclination to either accept or avoid taking risks in dangerous situations (Fatai et al., 2018). In the past, taking risks has been associated with entrepreneurship, and entrepreneurs are often depicted as having a greater propensity for taking risks than other people (Littunen, 2000). The definition of entrepreneurship, which emphasizes an entrepreneur's willingness to take calculated business risks, demonstrates the long-standing association between risk-taking and entrepreneurship (Leko et al., 2006). Risk-taking skills have been associated with entrepreneurs, and this is what sets them apart from other people. According to Kreiser (2011), a firm's risk-taking orientation reveals how much uncertainty it can tolerate. However, Naldi et al., (2007) noted that a company cannot advance if its risk tolerance is too low.

Entrepreneurial Innovation

Rauch et al., (2009) depict innovativeness as the organisation’s capability to connect in new ideas or to initiate and generate processes that may result in new products. Covin and Miles (2009) opined that devoid of innovation, entrepreneurship cannot subsist and that innovativeness is a critical component of entrepreneurship continued existence strategies. In lieu of this, in his inquiry, Coulthard (2007) deduced that innovativeness is not the most important constituent for entrepreneurship survival. Landstrom et al., (2015) assert that creativity is the underpinning of innovativeness, which leads to development of products, services, processes, markets, and technology. Innovativeness tends to shore up novelty in the conception of new products and services. By mounting assurance to innovate products and processes, business can perk up their operations in the market and advance their profitability. Innovative firms by and large have a wider podium of skills and knowledge which gives them recompense over their rivals.

Covin and Miller (2014) conceptualised two models on innovation related to a firm’s objective and the class of organization; the conventional and the entrepreneurial models. In the conservative or conventional model, a company uses its ground-breaking practice as a way of protection and reprisal against its rivals. This is designed in an endeavor to sustain or recover market position. The entrepreneurial model depicts a company that constantly and forcefully promotes innovative practices internally which gives the organization an advantage over its rivals.

Innovation can also be achieved through administrative innovativeness as evidenced by Landstrom et al., (2015) which refers to a valuable and resourceful management backed up by contemporary information systems, control measures, and organizational arrangement. More so, it can also be resolved in the course of technological innovation which is connected with research and development ensuing in the development of new products and processes. Business with innovative thoughts would be able to perk up existing product and develop new products or processes ensuing in new market creation. Innovation is an important ingredient of entrepreneurship and any other apparatus of entrepreneurship characteristics are a corollary of innovation (Covin & Miller 2014).

The significance of innovation as a causal variable to the measurement of entrepreneurship characteristics and performance is irrefutable. Quiet number of scholars has empirically established the significance of innovation and the optimistic relationship between innovation and business performance (Rauch et al., 2009; Coulthard, 2007). The above assertion justify that a business involving entrepreneurship behaviour is likely to widen skills to handle uncertainty, innovate to convene opportunities and threats, foresee and envisage the path and character of market change, tolerate risk, and offer autonomy to its staff. All these figure the company's entrepreneurial competence to advance and perk up firm's performance (Adebayo et al., 2023).

Entrepreneurial Creativity

The ability to generate original and practical ideas in any field is known as creativity. The ability of employees to generate innovative and practical ideas is referred to as creativity. It is where creativity begins. According to Lackéus (2015), creativity is the ability to create something new, which is reflected in the process of launching and operating a business. As a result, creativity is essential to the entrepreneurial process. The capacity to start a new company, introduce novel items to the market, establish new branches and offices, experiment with cutting-edge technology, and explore untapped areas is what defines an entrepreneur. The development of novel, perhaps helpful, concepts or goods has been defined as creativity. These concepts may originate from within or outside, but the entrepreneur will typically look for and recognise viable answers that are influenced by internal capabilities to some extent (Fillis & Rentschler, 2020).

Creativity, according to Amabile et al., (1996), is the ability to generate original and practical ideas in any field. She continued by saying that anything must be different from previous work in order to be deemed creative; it also has to be valuable, relevant for the task at hand, accurate, and meaningfully expressive. According to Halim and Marzdi (2020), creativity is essentially the act of coming up with unique, relevant, and creative solutions to issues. When an organisation is creative, it can capitalize on possibilities that arise from shifting environmental conditions. The development of new products heavily relies on creativity, which may be cultivated through three methods: morphological procedures, visual confrontation, and brainstorming (Salavou & Lioukas, 2024). Edem and Umoh (1999) defined creativity as a process that modifies a cultural symbolic realm. For instance, innovation includes the creation of new machines, ideas, and melodies. He went on to say that the qualities of creativity include the capacity for creation and manifestation, investment in new ventures, and inventive skill production. To put it briefly, innovation is a subset of creativity.

Entrepreneurial Alertness

When describing the entrepreneurial process of opportunity detection, Kirzner was the first to adopt the term "alertness" (Lobo et al., 2023). According to Kirchner (1997), alertness is a process and viewpoint that enables certain people to be more conscious of alterations, shifts, opportunities, and missed opportunities. From an economics standpoint, Kirzner (1999) further defined attentiveness as the capacity to recognise possibilities that have been missed without having to look for them. A practicing posture based on a few cognitive processes and capacities, including past knowledge and experiences, pattern identification, information processing abilities, and social interactions, have been the basis for the development and advancement of our understanding of alertness by more recent academics (Cheng et al., 2022).

The condition of active attention characterised by high sensory awareness, such as being vigilant, fast to respond to emergencies or threats, or having quick perception and action, is called alertness. According to Kirzner (1979), attentiveness is the capacity to recognise chances that others may miss. In the world of business, attentiveness is the capacity to spot possibilities that others might miss. It is made up of a judgment component that concentrates on assessing recent facts, shifts, and changes to determine whether or not they would indicate a business opportunity with potential for profit. It entails observing the surroundings, looking for information, and making connections between disparate pieces of data after determining whether or not new information offers an opportunity (Kirzner, 1979).

Small and Medium-Sized Businesses

Small and medium businesses (SMEs) play a major role in every nation's economic development. Small and medium-sized business owners are the engines of the economy and play a significant role in social and economic growth. The SME sector is widely acknowledged as a significant contributor to rising economies on a worldwide scale. Small and medium-sized businesses, or SMEs, are the foundation of any country, developed or developing. This is especially crucial for emerging nations whose economies continue to struggle with unemployment and poverty. Nair (2022) asserts that small enterprises are a productive means of reducing poverty. In the majority of emerging economies, it improves job chances. Numerous studies have discovered that the majority of small-scale enterprises are responsible for creating both job and self-employment options.

Small businesses have a critical role in promoting social justice, rural economic activity, economic growth, and poverty reduction. Modest and medium-sized businesses are ones that operate on a modest scale and employ a minimum number of people. Numerous studies have discovered that small businesses contribute significantly to the nation's GDP (gross domestic product) and that small and medium-sized businesses have raised the GDP rate. The contribution of small enterprises to the nation's growth is significant. In an expanding economy, it also offers job chances for the jobless (Islam et al., 2021).

Review of Theory

Schumpeterian Innovation Theory

According to Professor Joseph Schumpeter's thesis, innovation is a distinct role of the entrepreneur. According to the Schumpeterian idea (Hisrich et al., 2013), the entrepreneur is the main force behind economic progress and is responsible for introducing new technologies. Some have referred to Joseph Schumpeter as the founder of both (irregular) growth theories and entrepreneurship. Entrepreneurs are strong participants in today's international marketplaces. Businesses may collectively set the rules of the game in the main market sectors since they control the majority of the world's commodity marketplaces (Rauch et al., 2009).

Schumpeter's entrepreneurial endeavors seem to mark a watershed in the history of entrepreneurship (Schumpeter, 1950). Schumpeter's theory of entrepreneurship goes beyond just starting and operating enterprises profitably, which is essentially a static or stagnant definition of entrepreneurship. Schumpeter's seminal work, The Theory of Economic Development, which predicted a new age of economic growth via entrepreneurship, serves as the foundation for his theory. This suggests that the free enterprise system is very dynamic and adventurous, always reaching new commercial heights with innovative goods and services (Ghannajeh et al., 2015; Afzali& Ahmed, 2016). The source of innovation and the growth engine is entrepreneurship.

The role of the innovator-be, innovator, developer, promoter, initiator, and recognizer of technological advancements, as well as the person who successfully introduces them, was highlighted by Schumpeter (Samuelson, 1980). According to Samuelson (1980), the inventor in the context of business is an entrepreneur whose role it is to engage in entrepreneurship, which is the source of all company innovations and advancements as well as the primary driver of economic progress. Entrepreneurship, invention, business, and economic development are therefore the steps in the process of economic development. "Innovate or perish" is the motto of Schumpeter as profit is the incentive for entrepreneurship.

Materials and Methods

In order to evaluate the relationship between entrepreneurial behaviour and the survival of small and medium-sized businesses in Kwara State, this study uses a quantitative methodology. A self-administered questionnaire was used as part of the survey approach to find out what the target beneficiaries thought about the relationship between entrepreneurial behaviour and small- and medium-sized business survival in Kwara State. The survey included 650 licensed small and medium-sized enterprises in the city of Ilorin. Using the Taro Yamane sample size determination formula, 250 SMEs made up the study's sample. Additionally, a stratified random sample approach was utilized, and SPSS was the analysis tool of choice.

Results and Discussion

Table 1: Correlation Statistics for Linear Relationship between Variables

Variable	SMEs Performance	Innovativeness	Creativity	Business Alertness	Risk Taking
SMEs Performance	1				
Innovativeness	.487**	1			
Creativity	383**	463**	1		
Business Alertness	.426**	359**	345**	1	
Risk Taking	.428**	274**	451**	413**	1

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

Table 2: Multicollinearity Analysis Test for Independent Variables

Variables	Tolerance	VIF
Innovativeness	0.708	1.413
Creativity	0.941	1.062
Business Alertness	0.640	1.562
Risk Taking	0.623	1.605

Table 3: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.870[a]	.721	.688	.879	1.612

a. Predictors: (Constant),Risk Taking, creativity, business alertness, innovativeness
b. Dependent Variable: SMEs Performance

Sources: *Researcher's Survey, 2024*

Table 4:ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.186	1	25.073	1279.091	.000[b]
	Residual	9.714	99	.051		
	Total	69.652	101			

a. Dependent Variable: SMEs Performance
b. Predictors: (Constant), Risk Taking, creativity, business alertness, innovativeness

Sources: *Researcher's Survey, 2024*

The impact of the independent factors on the dependent variable was evaluated in the study. The study's results are shown in Table 5, where the multiple regression models' coefficient of determination (R2) is around 0.721. This indicates that innovativeness, originality, business alertness, and risk-taking together account for 72.1% of the variation in the performance of SMEs. The model was fit or none of the parameters were equal to zero, as shown by the ANOVA (F test) results, which corroborate the findings and yield a significance-adjusted R square ($F = 32.186$, $\rho<0.05$). Furthermore, the Durbin Watson test resulted in a value of 1.612, which is less than two, suggesting low autocorrelation and no impact on the study's outcome. The variance inflation factor was interpreted using the rule of thumb, which is a general guideline that isn't meant to be perfectly precise or dependable in all circumstance.

Test of Hypotheses

Table5: Multiple Regression Model

Variable	Coefficient	Std. Error	Beta	t-Statistics	Sig.	Tolerance	VIF
(Constant)	2.196	.578		3.797**	.215		
Innovativeness	.346	.099	.330	3.500**	.001	0.708	1.413
Creativity	.265	.091	.282	2.913**	.004	0.941	1.062
Alertness	.204	.020.297	2.031**	.045	0.640	1.562	1.562
Risk Taking	.293	.083.208	2.888**	.038	0.623	1.605	1.605

a. Dependent Variable: Performance of SMEs

According to the first hypothesis (H01), innovativeness has no discernible impact on the performance of SMEs. Nonetheless, the results of the study indicated that innovativeness had significant coefficients of estimation based on $\beta 1 = 0.330$ (p-value = 0.001, which is less than α 0.05) suggesting that the null hypothesis, according to which innovativeness has no appreciable impact on the performance of SMEs in Kwara State, is rejected. This suggests that the performance of SMEs increases by 0.330 units for every unit rise in the positive impact of innovativeness. Additionally, the t-test result of 3.500 indicated the impact of innovativeness, indicating that the parameter's standard error is less than the parameter's effect.

The second hypothesis (H02) claimed that the performance of SMEs is not much impacted by innovation. We reject the null hypothesis and find that creativity has a substantial impact on the performance of SMEs in Kwara State, as shown by the significant coefficients of estimation for creativity ($\beta 2 = 0.282$, p-value = 0.004, smaller than α 0.05). This shows that the performance of SMEs increases by 0.282 units for every unit rise in the beneficial influence of creativity. Additionally, the t-test result of 2.913 indicated the impact of creativity, indicating that the parameter's standard error is less than the parameter's effect.
The third hypothesis (H03) claimed that the performance of SMEs is not much impacted by business awareness. Based on the research results, we can infer that creativity has a substantial impact on the performance of SMEs in Kwara State. Specifically, $\beta 2 = 0.297$ (p-value = 0.045) indicates that business alertness had coefficients of estimate that were significant. Therefore, we reject the null hypothesis. This suggests that there is a 0.203 unit rise in SMEs' performance for every unit increase in the beneficial influence of creativity.
Additionally, the t-test result of 2.031 indicated the impact of business alertness, indicating that the parameter's standard error is less than the parameter's effect.

The fourth hypothesis (H04) claimed that taking risks had no appreciable impact on the performance of SMEs. But according to the study's results, risk-taking had significant coefficients of estimate ($\beta 2 = 0.208$; p-value = 0.038, less than α 0.05), so we may reject the null hypothesis and come to the conclusion that risk-taking affects SMEs' performance in Kwara State. This suggests that there is a 0.208 unit rise in SMEs' performance for every unit increase in the positive impact of taking risks. Additionally, the t-test result of 2.888 indicated the impact of taking risks, indicating that the parameter's standard error is less than the parameter's effect.

Conclusion and Recommendations

The research concludes that understanding elements that are directly linked to entrepreneurial mentality, such as growth mindset, creativity, motivation, and risk-taking propensity, is crucial in order to develop ways to boost the entrepreneurial mindset of entrepreneurs. Therefore, the research recommended that in order to foster innovation among current and future entrepreneurs, policy makers and other stakeholders should build on their entrepreneurial behaviour and approaches to boost the performance of SMEs towards the achievement of sustainable growth.

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EFFECT OF JOB SATISFACTION AND EMPLOYEE COMMITMENT ON ORGANIZATIONAL PERFORMANCE IN NIGERIA BREWERIES

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Abstract
Manufacturing firm plays a key role in the life of a nation as well as an individual; underperformance of this sector has been witnessing recently. This study seeks to examine the effect of job satisfaction and employee commitment on organizational performance in Nigerian breweries. Survey research design was employed using Questionnaire. The population of the study was 1,852, and out of which 299 responses were due for data analysis. Statistical package for social sciences SPSS version 23 was used to analyze the data, the result revealed that job satisfaction has a significant and positive effect on organizational performance. In the same vein employee commitment has a positive and significant influence on organizational performance. The study recommends that the management of the company should improve and provide all the necessary treatment that is beneficial, timely and fair for employees that will improve employees job satisfaction and commitment that results to organizational performance.

Keywords: Employee commitment, Job satisfaction, Organizational Performance.

Introduction

Organizational performance plays a vital role in an economy of every nation of the world. This is because, it contributes to the GDP of every country, provision of employment opportunities and benefits to the stakeholders (Li, et al.,2021). Organizational performance is a description of the achievement level for task implementation in an organization, in an effort to execute the purposes, mission, goals and the organizations vision. Mehreen and Ali, (2022); Andrews and Smits, (2018) stated that organizational performance plays an indispensable role in the economy of Nigeria as the further revealed the annual growth rate of the manufacturing sector on quarterly basis stood at 50.60% this is clear evidence that the manufacturing sector is contributing to the economy of Nigerian.

The Nigerian Breweries PLC (NBPLC) is a brewery manufacturing industry incorporated in 1946 and commenced production in 1949 which is the largest brewing company in Nigeria. As a major brewing company, it has continued to play major roles in establishing ancillary businesses which includes manufacturing of bottles, cans, plastics as well as service providers including in the hospitality sector, transport, advertising and marketing communication. According to the Nigeria Breweries Plc. 2022 Annual Report and Accounts, performance in ancillary business and operating activities increased to 25.7% between 2021 and 2022 which has contributed to growth of the manufacturing sector.

Nevertheless, considering the substantial contributions of this sector, in the studies of Nelson, Chiamaka and Collins, (2019), Oguka, et al., (2020) have stated that the contribution of this manufacturing sector is declining over the years. Statistics has proven that in the year 2020 the Real contribution of this sector to GDP in the fourth quarter of 2020 was 8.60%, lower than the 8.74% recorded in the fourth quarter of 2019, this shows that the contribution of manufacturing sector is declining. Past studies such as (Adhan, et al., 2020: Nasution, et al., 2020) posited that organizational performance is influenced by several factors such as job satisfaction, organizational commitment among others, where organizational culture becomes a habit and tradition that must be done and carried out by each employee of the organization and the performance of company will improve.

Job satisfaction is an antecedence of organizational performance, and organizational performance is the contingent to job satisfaction because employees who do not feel comfortable and appreciated will tend not to give their best, so automatically, employees will not focus and concentrate on their work. According to Arief, et al., (2021), employee job satisfaction, is not just doing the work, but is also related to other aspects such as interacting with colleagues, superiors, following specific rules and work environments that are often inadequate or less desirable. The level of job satisfaction of employees will be reflected in the feelings of employees towards their work, which can be manifested in the form of a positive attitude towards everything they face and the tasks assigned to them. Odhiambo, et al., (2014) asserted that this type of employee no longer views work as a burden of duty and coercion but sees work as fun. Therefore, job satisfaction is an important variable to consider in the management of human resources, because is one of the predictor of organizational performance.

Employee commitment is another antecedence of organizational performance as proven by Kim and Beehr, (2020), which stated that, maintaining and increasing employee commitment is one method to improve organizational performance for companies or cooperative to stay competitive and survive competition pressure (Roy & Majundar, 2020). Employee commitment is an attitude reflecting the employees loyalty to their organization. It is also the ongoing process in Organizational learning effect which the employees express their concern of the organization and the achievement of organizational goals (Pang & Lu, 2018); the understanding of the commitment of an employee will contribute positively to the management of the company in managing its employees. The employees’ commitment is a factor that can affect the success of the company in the face of the business environment changes Roy et al., (2020).

Past researchers such as (e.g., Nelson, Chiamaka & Collins, 2019; Sholesi, Adewale & Adeniyi, 2022; Meyer & Allen, 1997) have averred from their studies that job satisfaction and organizational commitment have an influence on the performance of organization, which also, is the function of the type of treatment employees receives from the management of the organization.

Literature Review

Organizational performance

In contemporary society, organizational performance is the actual output of an organization as measured against intended output or goals and objectives (Odiri, 2016a, 2016b). Organizational performance relates to factor like increasing profitability, improved service delivery, obtaining the best results in important areas of organizational activities (AlMulhim, 2020). In recent times, numerous organizations have attempted to manage their performance using balanced scorecard approach where performance is assessed in multiple dimensions via financial performance (e.g. shareholder returns), customer service, social responsibility (corporate citizenship community outreach), employee stewardship among others. In the study of (Odhiambo, et al., 2014), Organizational performance is defined as the execution of tasks by employees in accordance with a predetermined measurement standard set by management while utilizing resources in a dynamic environment.

According to Kane (1996) posited that, organizational performance can be regarded simply as the record of outcome achieved by an organization. In the work of Motowidlo and Schmidt (1997) viewed organizational performance as the values and overall benefits an organization receives from a given employee over a given period of time. It is worthy of note that organizational performance is a multi-dimensional concept that is measured across different organizational levels. Therefore, it is necessary to operationalized specific concepts that contribute to organizational performance within the context of industry in order to sustain performance in the organization (Odhiambo et al., 2014). Therefore, this study adopts the definition of Kane (1996).

Job Satisfaction

Job satisfaction is an important issue for an organization this is because job satisfaction is series of individual perceptions that will affect the attitudes and behaviour of the employees while working. Once the employees job satisfaction is created, then the employees organizational commitment will be built. Different scholars and researchers define the concept of job satisfaction in different ways, for example Luthans (2011) believes that job satisfaction is the result of workers' perceptions of how their work provides something that is considered important to them. Hasibuan (2012) defines job satisfaction as an individual emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. There is no absolute measure of the level of job satisfaction because each individual has different standards of satisfaction.

Jones and George (2012) define job satisfaction as "the collection of feelings and beliefs that people have about their current jobs, is one of the most important and well-researched work attitudes in organizational behavior". Employee job satisfaction is the extent to which an individual's desires, expectations, and needs are fulfilled by his or her employment in an organization (Szilagyi, 1977). According to Mitchell and Lason (1987), job satisfaction is one of the important issues in organizational behavior that has been studied by many scholars worldwide. Locke and Latham (1990) suggest that job satisfaction is an interesting or positive emotion toward a job based on personal working experiences and evaluations. In this way, job satisfaction is an attitude resulting from how employees perceive their work to deliver the value is considered important to the organization and them-selves.

The factors that are normally used to measure the job satisfaction of an employee according to Robbins and Judge (2015), namely: 1) The work itself (work itself), 2) Salary / Wage (pay), 3) Promotion (promotion), 4) Supervision, 5) Co-workers (workers). Based on the description above, it can be blended in this study that job satisfaction is a feeling of pleasure or discontentment felt by members of the organization for their role or work in the organization with indicators of feelings towards the work itself, feelings towards wages, feelings towards promotions, feelings towards supervisors, feelings towards teamwork, and feelings about the work situation respectively.

Ho_1: Job satisfaction has no significant positive effect on organizational performance.
The null hypothesis is rejected. This implies that job satisfaction has a significant positive effect on organizational performance.

Employee Commitment

For the organization that will develop a sustainable competitive advantage while achieving the company goals that require a positive behavior change from the employees, the company must be able to build a strong commitment as a top priority in human resource development policy Hendri, (2019). Dinc, et al., (2018), employees with a strong commitment will be more serious while working, they will be more loyal and will always think positively about the organization. The employees commitment is a relatively strong identification and involvement of a person in his organization as stated by Jameel, and Ahmed, (2019).

Employee commitment is attitude reflecting the employees loyalty to their organization. It is also the ongoing process in organizational learning effect which the employees express their concern of the organization and the achievement of organizational goals (Hendri, 2019). The understanding of commitment will contribute positively to the management of the company in managing its employees. Top and Gider, (2013) postulated that, the employee's commitment is a factor that can affect the success of the company/organization in the face of the business environment changes. If the employee's commitment reflects the identification and involvement in the organization, then the company will get the benefit of the growing loyalty and the achievement of the better emerging employees as postulated by the author.

Employee commitment involves organizational members volunteering with the organization as an attitude (Robbins & Judge, 2009). Meyer and Allen, (1997) emphasized that, it as a psychological association between an institution and its employees. Similarly, (Scholl, 1981) describes it as an attribute that keeps employees working hard even when their organizational expectations are not fulfilled or when they perceive a lack of fairness in the outcomes of their evaluations, therefore, this study adapt the definition of Meyer and Allen, (1997).

Ho_2: employee commitment has no significant effect on organizational performance.
The null hypothesis is rejected. This implies that employee commitment has a significant positive effect on organizational performance.

Review of Empirical studies

Job satisfaction and organizational performance

Past researchers conducted a number of empirical researches on job satisfaction on organizational performance, Latief and Suharyanto, (2020) conducted a study on the effect of job satisfaction and organizational culture on employee performance. Finding Job satisfaction has a positive and significant effect on employee performance. Hendri, (2019), assert that the mediation effect of job satisfaction and organizational learning effect of the employee performance. Finding of the study has proven positive effect on job satisfaction and organizational commitment.

Also in the studies of Siengthai and Pila-Ngarm, (2016) and Wang, (2015) have equally proven a positive and significant relationship between job satisfaction on employee and organizational performance, nevertheless, the above mentioned studies were critiqued, some of the study has small sample size others used one independent variable only e.g., job satisfaction others did not conduct confirmatory factor analysis tests such as validity and reliability test, VIF, thus, this study address the above issues accordingly.

Employee commitment and organizational performance

Employee commitment remains one of the cornerstones of organizations because of the attitudes and perceptions it generates among the actors of an organization (Folorunso et al., 2014). Existing meta-analyses (empirical studies) have indicated that employee commitment is associated with organizational performance, which is one of the most critical objectives of an organization in the study of (Mathieu and Zajac, 1990; Jaramillo et al., 2005). Establishment with highly engaged individuals perceives and considers the objectives, values, and interests of their organizations as their own. Therefore, they make sincere efforts to meet the expectations of the organization by working harder.

These efforts are perceived through improved performance, in daily tasks by increasing the quality of employee attitudes and behavior (O'Reilly and Chatman, 1986; Baca-Motes et al., 2013; Grashuis and Cook, 2019). Thus, improved attitudes and behaviors would directly contribute to increased organizational efficiency and performance (Andrew, 2017; Ehijiele, 2018) as stated by these researches there is a positive and significant relationship between employee commitment and organizational performance. However, these studies are critiqued because they considered only employee commitment whereas other important variable that may influence organizational performance were not considered and also an important preliminary test like VIF and multicollinearity test were not conducted in their studies.

Theoretical / Research Framework

This research is anchored on equity theory. This theory was first advocated by Adam (Ogundele & Okoruwa, 2006). The concept of equity demands that justice and fairness should dominate, for example in reward system (Obisi, 2005; Fajana, 2002). When people feel that they are being treated in an inequitable and unfair fashion, the theory argues that they will be motivated to engage in activities aimed at restoring feelings of equitable treatment (Onabanjo, 2004). This implies that in an organization like Nigerian Breweries where employee benefits, compensation, recognition or incentives are equitably distributed and consistently provided, the workforce tend to put more efforts in terms of job satisfaction and commitment by playing a key role in the manufacturing process so that the organization production process can be improved.

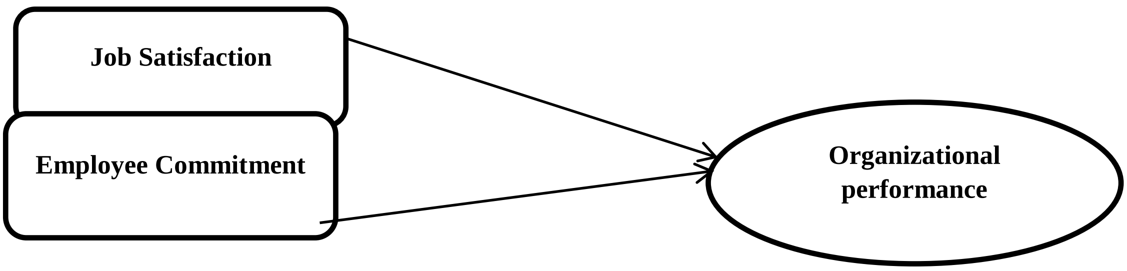

Figure 1.0

The independent variables in this study are job satisfaction and employee commitment while the dependent variable is organizational performance

Methods and Materials

The research design adopted for this study is survey research design; the survey research design enables the researcher to determine the effect of job satisfaction and employee commitment on organizational performance through the use of questionnaire to generate data. The study was carried out in Nigeria breweries PLC South-East, Nigeria. A total of four Nigeria breweries comprising of two federal government owned Nigeria breweries and two states owned Nigeria breweries were sampled for the study. The brewing companies cut across breweries firms that have factories and operate in the south east viz, Nigerian Breweries PLC, Onitsha, Owerri, Enugu and Aba. The unit of analysis in the study comprises of the staff in the sampled Nigeria breweries, population of the study was made up of 1,852 and sample size for the study was 299, which was determined using Krejcie & Morgan, (1970) table. To test the validity of the instrument (questionnaire) face and content validity was conducted. Test-retest technique was used to achieve Reliability. The instrument for measuring organizational performance was developed by Kaplan and Norton (1996), job satisfaction instrument was developed by Wu and Lu (2012) finally, and the questionnaire for operationalizing employee commitment was developed Meyer and Allen (1 991). All the instrument were adapted and measured on five-point likert scale ranging from 1 strongly disagree to 5 strongly agree respectively. The data generated were analyzed using correlation statistics, this was necessary for this study because the researcher sought to establish the strength and direction of the relationship between different sets of data. The study also adopted multiple regression models. The multiple regression models examined the extent of relationship between the independent variables and organization performance which is the Dependent Variable. 317 questionnaires were distributed to the respondents, out of which two hundred and ninety-nine (299) copies were properly filled and found relevant to the study. Therefore, the analysis in this section was based on the two hundred and ninety-nine relevant copies. The first section covers the demographic features of the respondents. The second section analyzed the data relevant to research questions while the final section tests the hypotheses earlier formulated.

Results and Discussions

Table 1: Data Presentation and Analysis

Variables	Cronbach's Alpha	No of Items
Job satisfaction	.724	7
Employee commitment	.785	9
Organizational performance	.712	9

Source: SPSS Ver. 23

To measure the consistency of the questionnaires and the overall reliability of constructs that it is measuring, a reliability test was carried out based on Cronbachs Alpha coefficient. A reliability coefficient (alpha) is higher than or equal to 0.7 considered as acceptable reliability Hair et al., (2014). Therefore, the reliability test accomplished that all the items of the pilot questionnaire has been reliable since the scores of the test was higher than 0.7.

Multicollinearity

According to Ghozali (2009), multicollinearity tests aim to determine whether the regression model has a correlation among the independent variables. The condition for multicollinearity test is as follows, according to Kothari and Garg (2014), a VIF figure above >=5 shows serious multicollinearity in that study.

Table 2: Collinearity Statistics

Constructs	Tolerance	VIF
Job satisfaction	.732	1.367
Organization commitment	.732	1.367

Source: SPSS Ver. 23

VIF Coefficient in this study is less than 5. Therefore, the independent variables in this study are not extremely or highly correlated thus, it is presumed that the study is free from multicollinearity.

Table 3: Normality test: Skewness and Kurtosis

Variables	N	Minimum	Maximum	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job Satisfaction	299	1.00	5.00	3.3211	-.501	.141	-.994	.281
Commitment	299	1.00	5.00	3.7391	-.867	.141	-.332	.281
Performance	299	1.00	5.00	3.5987	-.771	.141	-.292	.281

Source: SPSS Ver. 23

Similarly, the study employed both statistics and graphical methods as stated by (Hair et al., 2010; Tabachnick & Fidell, 2013; Field, 2009) to check the normality. Kline (2016) maintained that skewness values of more than 3 and kurtosis of more than 10 signify a problem, while the values of skewness and kurtosis of more than 20 denote a serious problem of non-normality. Based on the result generated as shown in table above, both the *Skewness* and *Kurtosis* of metric variables were below the critical value of *2.58* (Bhatti, Sundram & Hoe, 2012; Verma & Dwivedi, 2013).

Table 4: Correlation Matrix of Dependent and Independent Variables

Constructs	1	2	3
job satisfaction	**1**		
organization commitment	.518**	**1**	
organization performance	.379**	.507**	**1**

Source: SPSS Ver. 23

The relationship between each independent variable and the dependent variable are expected to be strong while the relationship between each pair of independent variables is expected to be low. This is because, according to Gujarati and porter (2009), a correlation coefficient between two independent variables above or equal to 0.8 is considered excessive and may indicate the existence of multicollinearity. However, the table above shows that all the correlation coefficient between the pairs of the independent variables is less than <0.8, thus, suggesting that the two independent variables can be well fitted into one regression model.

Multiple regression analysis was employed to determine the effect of the independent variables on the dependent variable. The essence is to ascertain the effect of job satisfaction and organizational commitment on organizational performance. The results are presented in tables below

Table 5: Summary of Regression Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.525[a]	.275	.270	1.03301	1.901

a. Predictors: (Constant), Organizational Commitment, Job Satisfaction
b. Dependent Variable: Organizational Performance

Source: SPSS Ver. 23

The table above indicates that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.275. This implies that 27.5% of the variation in organizational performance is explained in job satisfaction and organizational commitment. This was supported by adjusted R^2 of 27.0%. The Durbin-Watson statistics was employed to check for autocorrelation in the model. Durbin-Watson statistics of 1.901 shows that the variables in the model are not auto-correlated and are therefore, reliable for predictions.

Conclusion and Recommendations

This study examined the effect of job satisfaction and employee commitment on organizational performance with particular reference to Nigeria breweries in South-East. Data generated through questionnaire were analyzed using percentages and multiple regression analysis. The study found that increase in job satisfaction of employee has a significant positive effect on organizational performance. The study also found that the commitment of employees has a significant positive effect on organizational performance. Based on the foregoing, the study concludes that job satisfaction and employee commitment have a significant positive effect on organizational performance in the sampled Nigeria breweries in South-East. Based on the findings, the study recommends that:

1. Employees of organization, most especially Nigerian breweries should be treated with justice by providing for them all the necessary work place benefit, by Nigeria breweries managers and authorities this will create a sense of job satisfaction among the employees.
2. Management should ensure constant review of their reward policy in order to ensure that they are in line with the current realities so as to motivate their employee to be committed to their organizations in order to improve performance.

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AUDIT COMMITTEE CHARACTERISTICS ON EARNINGS MANAGEMENT OF LISTED INDUSTRIAL GOODS COMPANIES IN NIGERIA

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Abstract

This study examines the impact of audit committee characteristics on earnings management of listed industrial goods companies in Nigeria from 2012 to 2021.The number of industrial goods firms is fifteen (15), out of which nine (9) were used for analysis. The study seeks to examine the effect audit committee characteristics (as measured by audit committee financial expertise, audit committee meetings) have on earnings management of listed industrial goods companies in Nigeria. The method of data collection for the study was secondary and data were extracted from sources, such as the sampled firms annual reports and accounts. The study uses STATA 13.0 as a tool for the data analysis. The results show that there is positive significant relationship between audit committee financial expertise, audit committee meetings and audit committee size on earnings management of listed industrial goods companies in Nigeria. The research concludes that there is a positive and significant relationship between audit committee financial expertise and earnings management of listed industrial goods companies in Nigeria. Audit committee meeting and earnings management of listed industrial products corporations in Nigeria have a positive and significant association. Finally, there is a positive and significant association between the firm size and the earnings management of listed industrial goods companies in Nigeria. Leverage has a positive association with earnings management. The study recommends that listed industrial goods companies in Nigeria should engage experts audit members who have specific knowledge and expertise and also the corporations should hold regular meetings to oversee financial reporting process and internal control of listed industrial goods companies in Nigeria. Also, the management of listed industrial goods companies in Nigeria should enhance the size of their firms since it has the ability to increase the earnings of listed industrial goods firms in Nigeria. The firm should monitor its leverage since it can improve financial performance.

Keywords: Audit Committee, Audit Committee Meetings, Audit Committee Size, Earnings Management, Financial Expertise, Industrial Goods firms

Introduction

Globalisation and harsh competition have increased pressure on organizations to develop their effective corporate governance mechanism. This crisis arose as result of inherent conflicts of interest between Shareholders and corporate management. This contradiction involves the establishment of rules to govern the behavior of those involved in company management. Following the recent high-profile accounting scandals, investors have expressed an interest in the topic of quality financial reporting (Aderemi, 2019).

Earnings management occurs when executives use their judgment in financial reporting and transaction structuring to change financial reports in order to intentionally swindle some stakeholders about the company's fundamental financial performance or to influence contractual outcomes based on reported accounting figures (Almomani & Obeidat, 2013).

The audit committee's core commitment is to supervise the process of financial reporting and to examine managers' performance patterns that involve earnings manipulation (Yahaya, & Awen, 2021). In recent years, regulators have questioned the usefulness of audit committees in ensuring that financial statements are accurately stated and free of earnings management (Onyabe, et al., 2018). The audit committee's function in checking financial reporting has been reinforced by corporate governance in some nations as a result of the several company failures in certain industries (Hussaini & Gugong, 2015).

Audit committee members should also have specific knowledge and skills in financial reporting, auditing, and internal controls (Xie, 2017). To analyse the quality and integrity of financial accounts, audit committee members should have a solid understanding of accounting principles and financial reporting standards (such as Generally Accepted Accounting Principles or International Financial Reporting Standards). More Audit Committee meetings, according to Abbott (2016), are connected with fewer fines for deception and aggressive accounting. Previous studies have shown that the size of the Committee and the members' financial expertise can have a significant impact on earnings management monitoring, therefore having unconventional directors on the Audit Committee is beneficial. Earnings management, on the other hand, reduces required dependability and therefore its importance.

As result, if wages are to retain their relevance, strategies for improving the reporting of quality earnings must be developed. Following the global financial crisis of 2008, there is a rising need to look upward for evidence of earnings reliability. Corporate financial reporting failure has increased in recent decades, posing a severe dilemma for people who rely on this information. When the American energy business enron went bankrupt in 2001, the country became suspicious of window-dressed accounts. After reorganizing its finances, the company eventually declared bankruptcy. Auditing industrial products companies in Nigeria also necessitates auditors having a thorough understanding of the industry, its unique issues, and appropriate accounting and reporting standards. To properly address these audit challenges, auditors must maintain professional skepticism, practice due investigation, and stay current on industry advancements and legislative changes.

It is thought that analyzing the composition of audit committees and how companies in the industrial goods manufacturing industry handle their revenues is critical. As a result, high-profile controversies involving organisations such as Enron, Xerox, and WorldCom Regulators formal lover the world is becoming more cognizant of the supervisory role that audit committees play in the financial reporting process (Aderemi, 2019). Following the affair, financial markets lost faith in financial reporting, and market participants chastised the accountants and auditors. Consequently, governments and regulatory agencies began to adopt increasingly stringent corporate regulation systems.

The Audit Committee is the most important of the oversight committees because it is responsible for reviewing both audited and unaudited financial accounts in order to ensure reliable reporting and reduce the likelihood of unethical or abusive accounting practices on the part of management (Hussaini & Gugong, 2015). Despite the existence of this watchdog, several enterprises have failed. Kraft Heinz Company Plc, Klynveld Peat Marwick Goerdeler, Granite Construction Company, Intercontinental Bank Plc, and Oceanic Bank are a few instances. The study would contribute to regulatory body such as the Nigerian Exchange Group (NGX) , Financial Reporting Council of Nigeria (FRCN) and legislatures, in financial policies such as corporate government policies, regulations and implementations of rules on code of corporate governance, if need be, for improvement on overhaul and other lapses not address in 2018 code of corporate governance to attract and encourage foreign investors. Policy maker can use insight from this study to shape financial regulations and corporate governance commission.

The study would be of significant to future researchers who may be interested in studying corporate governance mechanisms and earnings management, it has advance previous study by providing theoretical, practically related variables on how the empirically affects each other, information are knowledge in making suggestions and references for future studies. Academics, on the other hand, can't seem to agree on whether audit committee features are related to earnings management.

Despite the fact that certain studies showed negative links, Beasley and Selterio, (2001) discovered positive relationships in similar works (Yang & Krishman, 2005; Lin, et al., 2006; Beasley & Salterio, 2001; Kuang & Sharma, 2013). Nonetheless, several studies produced contradictory results (Nelson & Jamil, 2012). However, the researcher finds that few studies in Nigeria have made an effort to explain the contrasting findings, especially in Nigerian registered industrial goods enterprises. This represents a lost opportunity. As such, this study investigates the effect of audit characteristics and earnings management of listed Industrial Goods companies in Nigeria. Therefore, this study sought to ask the following specific questions:

i. What is the effect of audit committee financial expertise on earnings management of Nigeria's listed industrial goods companies?

ii. What is the effect of audit committee meetings on earnings management of listed industrial goods companies in Nigeria?

Objective of the Study

The main objective of the study is to examine the effect of audit committee characteristics on earnings management of listed Industrial Goods companies in Nigeria.

The specific objectives are:

i. To examine the effect of audit committee financial expertise on earnings management of Nigeria's listed industrial goods companies.

ii. To examine the effect of audit committee meetings on earnings management of listed industrial goods companies in Nigeria.

Literature Review

This section reviews the different literature on audit committee characteristics and earnings management in respect to the conceptual framework, theoretical framework and empirical review. This sub-section discusses the concepts of audit committee characteristics such as audit committee financial expertise, audit committee meetings and earnings management.

The audit committee of a company is defined as "a committee appointed by the board of directors to act as a liaison between the board and the external auditors; this committee typically comprises of the majority of non-executive directors and is supposed to keep a distant and dispassionate view of the company's operations" (Habbash, 2010). The traits, makeup, and practices of the audit committee inside an organization are referred to as audit committee characteristics. The audit committee is a subcommittee of the board of directors in charge of reviewing the financial reporting process, internal controls, and audit activities (Appah & Appiah, 2011).

Audit Committee Financial Expertise are audit committees that are in charge of assessing and evaluating the organizational ethics climate, financial records, legislative compliance, institutional management, and information procedures. According to Gurusamy (2017), having the right individuals with the right degrees of knowledge can significantly improve a company's financial performance. Accounting errors can be avoided with the presence of an accounting or financial professional (Kallamu & Saat, 2015). Similarly, having financial specialists on the audit committee reduces conflicts between management and external auditors while also improving financial and non-financial reporting. The audit committee colleagues should undoubtedly have the necessary abilities and knowledge to carry out these responsibilities (Yahaya & Onyabe, 2022).

H_{01}: Audit committee financial expertise has no significant effect on earnings management of Nigeria's listed industrial goods companies.

Audit Committee Meetings is more vital than ever to hold regular audit committee meetings. Such gatherings could help to reduce the agency's difficulty and eliminate asymmetric data. If regular meetings are held, shareholders and all Investors may be able to obtain accurate and timely .data to facilitate effective financial decisions as a result, regular Audit Committee meetings are an important aspect that can have a significant impact on the financial success of a company. Morrissey (2011), for the Audit Committee, recommends four social problems in one year.

Core (2010) sets audit committees, which meet periodically to raise the clarity and receptivity of recorded revenue, and consequently to Improve the standard of income. To determine whether the regularity of meetings affects financial performance. In order to assess whether the frequency of meetings influences the excellence of financial statements, Guthrie and Turnbull (2014), used the number of meetings and found the favorable association. However, on the effect on the existence of the volatility of financial announcements by the meeting of the audit committee. Lin (2012), no association between periods and existence of financial-related detailing of repeated audit Committee meeting. The regulatory regime for which audit committees conduct meetings to administer monitoring and internal management systems is more likely to contribute to effective outcomes.

H_{02}: Audit committee meetings has no significant effect on earnings management of listed industrial goods companies in Nigeria.

Earnings management is defined as "a deliberate interference in the external reporting of finances process for the purpose of creating personal gain" by Schipper, (1989). Management is "earnings-managing" when it has the authority to influence reported income through accounting decisions (Roman, 2009). Earnings management, as defined by Healy and Wahlen, (1999), arises when managers exercise their discernment in financial reporting and transaction structuring to manipulate financial reports in order to mislead some stakeholders about the company's underlying economic performance or influence contractual outcomes that rely on reported accounting principles.

Rahman et al., (2013) defined "earnings management" as the practice of "reasonable and lawful management decision making and reporting" with the purpose of delivering steady and predictable financial results. Considering the accounting profession's ethical principles and practices, this interpretation may no longer be valid. To determine materiality, information is considered relevant if its omission or distortion may have a significant influence on a user's capacity to make smart financial decisions. The Financial Accounting Standard Board (FASB), an X-ray of worldwide accounting standard-setters, defines materiality as the extent of an oversight or falsification of accounting data, when examined in conjunction with other criteria, raises the possibility that the company would break down.

Abdullahi (2022) investigates the effect of various audit committee characteristics and corporate performance in Bahrain. The effect of audit committee independence, size, and meeting frequency on company earnings (using ROE, ROA, and Tobin's Q) is investigated in this research. During 2005-2019, data from all intangible publicly listed businesses on the Bahrain Bourse were used. The findings revealed that organisations with independent audit committees and large audit committees perform ineffectively. It has also been demonstrated that the number of audit committee meetings has no effect on corporate performance.

Furthermore, no relationship was found between the number of audit committee meetings and corporate performance in this study. The results imply that shareholders might not understand the importance of corporate governance frameworks. A wide range of stakeholders, including investors, auditors, and regulators, should find the study's conclusions useful in their attempts to enhance business performance and assessment practices in developing nations.

Galal, Soliman, and Bekheit (2022) investigate the effect of Audit Committee Characteristics and Earnings Management: Evidence from Egyptian Stock Exchange Firms. The paper highlights the various contributions provided by each proxy and provides persuasive evidence demonstrating how an Audit Committee mechanism influences Earnings Management. The purpose of this research is to look at how the characteristics of the audit committee effect earnings management in Egypt. For the eight fiscal years from 2012 to 2019, a sample of 80 Egyptian non-financial enterprises registered on the Egyptian Stock Exchange was used.

Audit Committee 4 independence, Audit Committee size, the frequency of Audit Committee meetings, Audit Committee expertise, and Audit Committee gender are all examples of Audit Committee features. The purpose of this research is to look at how the characteristics of the audit committee effect earnings management in Egypt. For the eight fiscal years from 2012 to 2019, a sample of 80 Egyptian non-financial enterprises registered on the Egyptian Stock Exchange was used. Audit Committee independence, Audit Committee size, the frequency of Audit Committee meetings, Audit Committee expertise, and Audit Committee gender are all examples of Audit Committee features. Discretionary accruals are used as a proxy for Earnings Management. Panel data regression was used in the archival modeling study. Using a multiple regression model to evaluate the link between the variables, the findings show that Audit Committee Size, Audit Committee Expertise, and Audit Committee Gender have a significant negative effect on Earnings Management.

Furthermore, there is no significant relationship between Audit Committee Meetings and Earnings Management. Earnings Management and Audit Committee Independence have a favorable and significant link. This research makes multiple suggestions to Egypt's regulatory agencies on how to make improvements and strengthen firm internal governance systems, particularly the Audit Committee.

Williamson and Akpomedaye (2021) investigate the relationship between listed consumer product manufacturing companies in Nigeria's audit committee membership and earnings management. Using a sample of thirteen (13) listed consumer goods manufacturing firms in Nigeria over an eight-year period (2012–2019), the study used an ex-post factor research methodology. The ordinary least square regression technique was applied to analyze a pool of panel data obtained from the publicly available annual reports of the selected companies. The study found a significant correlation between the audit committee composition and the earning management of the studied organizations at a 95% confidence level, the study discovered that audit committee composition has a substantial relationship with earning management of sampled firms.

According to the study, the structure of audit committees has a negative but noteworthy effect on the management of earnings for listed consumer goods manufacturers in Nigeria. Based on the results, recommendations were made to increase the number of independent non-executive members on the audit committee in order to decrease the incidence of earnings management and other representational errors. Additionally, it was suggested that the Nigerian code of corporate governance include a clause regarding the tenure of these members in order to reduce the risk of familiarity and enhance the caliber of financial reporting.

The effect of corporate governance on the earnings management of American corporations was also studied by Chtourou et al., (2001). They used data from Compustat 1996 to conclude that boards with more economic expertise, autonomous directors, and energetic committees (as measured by board consultations) have lower levels of discretionary accruals. Through this evaluation, we look at how well earnings management is functioning in light of actual accruals. Numerous studies have looked at how audit committees affect the quality of financial reporting, profitability, and audits, and how they can affect earnings management because of their central role in good corporate governance.

According to Hassan's (2011) an analysis of the relationship between corporate governance and the accuracy of financial statements, instituting stricter measures of governance has resulted in a marked improvement in the accuracy of financial reporting. The study employed several proxy indicators, one of which was the audit committee's own procedures. Baxter and Cotter, (2012) found that instituting an audit committee enhanced the quality of profits while reducing the need for intensive earnings management. In an effort to raise auditing criteria.

Halim (2021) looks into how financial distress avoidance is impacted by the size of the audit committee, the Independent Commissioner, and the shareholder equity ratio. In this study, the sizes of the Audit Committee, Independent Commissioners, Shareholder Equity (SHE) Ratio, and Financial Distress were determined using the Altman Z-Score Model. Public companies that were listed between 2015 and 2017 on the Indonesia Stock Exchange (IDX) were the subjects of the investigation. Purposive sampling was used to select these samples, and multiple regression analysis was used to analyze the secondary data, resulting in a total of 19 organizations that fit the criteria. The study's findings indicate that there was no beneficial correlation between financial hardship avoidance and the effectiveness of the audit committee, as determined by the committee's size and the number of Independent Commissioners. In the meantime, the SHE ratio significantly and favorably influences the alleviation of financial issues.

The efficacy of audit committees in restricting earnings management in Indian firms was examined by Manta (2021). A sample of 130 BSE-listed companies' secondary data is gathered, and it is assessed over the course of three years, from 2013 to 2015. Bi correlations, logistic regression models, and multivariate linear regression are used in empirical analysis. Research indicates that the number of directorships held by audit committee members, the size of the committee, and the frequency of audit committee meetings all significantly affect the quality of earnings. It has been demonstrated that additional audit committee characteristics have little bearing on earnings management. The study's conclusions offer crucial information that regulators and firm boards can use to assess the performance of board audit committees and implement additional governance measures to help safeguard the integrity of financial statements.

Theoretical Review

In the area of corporate governance and financial reporting, the impact of the audit committee and earnings management team utilizing agency theory is a fascinating and pertinent topic. Understanding this effect and any potential conflicts of interest that can develop is made easier with the help of agency theory Lin et al., (2006). Agency theory contends that because ownership and control are separated in contemporary organizations, there is an intrinsic conflict of interest between principals, or shareholders, and agents, or managers. Managers, as agents, may be tempted to engage in earnings management practices to portray a better financial performance and secure their own interests, such as higher compensation or job security, at the expense of shareholders' interests.

On behalf of the shareholders (principals), the audit committee, which is normally made up of independent directors, is responsible for keeping an eye on the financial reporting procedure and supervising the management's decisions. By guaranteeing the accuracy and dependability of financial accounts and preventing shady earnings management techniques, a strong audit committee can lessen the agency problem (Beasley & Salterio, 2001). Agency theory suggests that a strong and effective audit committee can help mitigate the agency problem by aligning management's reporting incentives with shareholders' interests, enhancing the credibility and reliability of financial statements, and reducing the potential for opportunistic earnings management practices.

Materials and Methods

The study uses an ex-post facto research strategy, this is because the data already existed and the researcher had no intention of manipulating any of the variables. As a result, ex-post facto design is selected since the study tries to discover the different between numerous independent variables and independent variables. The listed industrial products businesses in the Nigerian Exchange Group make up the study's population (NGXGROUP), This is because the Nigerian Exchange Group (NGXGROUP) is a multy - asset exchange providing a home to the best African businesses listed in the Nigerian Exchange Group. The listed industrial products firms as of 2021 are displayed in table 1.

Table 1: Population of the Study

No.	Industrial Goods	Years of Incorp.	Year of Listing
1	African Paints (Nigeria) Plc.	16/03/1974	30/06/1996
2	Austin Laz & Company Plc.		
3	Berger Paints Plc.	01/09/1959	
4	Beta Glass Co. Plc.	02/06/1974	02/07/1986
5	Cap Plc.		
6	Cement Co. of North. Nig. Plc	15/08/1962	04/10/1993
7	Cutix Plc.	04/11/1982	08/12/1987
8	Dangote Cement Plc.	17/02/2010	26/10/2010
9	First Aluminium Nigeria Plc.	20/08/1960	11/05/1992
10	Greif Nigeria Plc.		
11	Lafarge Africa Plc.	24/02/1959	
12	Meyer Plc.	20/05/1960	
13	Paints and Coatings Manufactures Plc.	16/03/2001	02/11/2010
14	Portland Paints & Products Nigeria Plc.	03/09/1985	09/07/2009
15	Premier Paints Plc.	24/08/1982	07/03/1995

Source: NGXGROUP daily listing (www.ngxgroup.com.ng), 2023

The convenient sampling technique was adopted for the purpose is this study, because it is a sampling strategy that involves selecting participant based on their accessibility and availability. Thus, taking a current data frequently yields enough data points to provide statistical confidence in the results (Cvent, 2019). However, a two-point filter was used, and in order to be included in the sample, a firm must have been listed in NGXGROUP before 2012 and must have issued financial reports throughout the study period. As indicated in table 2, the application of the criterion resulted in the selection of 9 companies as the study's sample size.

Table 2: Sample Size

No.	Industrial Goods	Years of Incorp.	Year of Listing
1	Berger Paints Plc.	01/09/1959	
2	Beta Glass Co. Plc.	02/06/1974	02/07/1986
3	Cap Plc.		
4	Dangote Cement Plc.	17/02/2010	26/10/2010
5	Greif Nigeria Plc.		
6	Lafarge Africa Plc.	24/02/1959	
7	Meyer Plc.	20/05/1960	
8	Portland Paints & Products Nigeria Plc.	03/09/1985	09/07/2009
9	Premier Paints Plc.	24/08/1982	07/03/1995

Source: Generated from table 1

Model Specification

The following is the model used to empirically test the hypotheses formulated. The adoption of this model was in line with the work of Nelson and Jamil (2011), Yang and Krishnan (2005) and Baxter and Cotter (2013).

$$EM = f\ (ACF, ACM, FSZ\ \&\ LEV)$$

$$EM_{it} = \beta_0 + \beta_1 ACF_{it} + \beta_2 ACM_{it} + \beta_3 FSZ_{it} + \beta_3 FSZ_{it} + e$$

Where:

EM = Earnings management of Company i in year t

ACF = Audit committee financial expertise of Company i in year t

ACM = Audit committee meeting of Company i in year t

FSZ = Firm size of Company i in year t

LEV = Leverage of Company i in year t

β_0 = Is the constant (i.e., the intercept)

$\beta_1 = \beta_4$ = Is the coefficient of the independent variables (i.e., the slope)
e = Error term
i = Individual Company (9 firms)
t = Time period (10years)

Variable and their Measurement

Table 3: Variable and their Measurement

Variables		Measurement
DV	Earnings Management (EM)	Measured by absolute values of the residuals (discretionary accruals) using Modified Jones model by Dehow et al. (1995).
IVs	Audit Committee Financial Expertise (ACF)	Proportion of audit committee members with financial expertise (financial knowledge) in the audit committee to total number of the audit committee
	Audit Committee Meetings (ACM)	The number of meetings held by the audit committee during the year
CV	Firm Size (FSZ)	A control variable measured as natural logarithm of the Firms total assets
	Leverage (LEV)	Leverage is measured as the ratio of debt to equity (DeFond & Francis, 2005)

Sources and Methods of Data Collection

This study used secondary source of data for the purpose of this work, which consist annual reports and accounts of the sampled company obtained for analysis. It consists of existing information which may be useful for the purpose of the study at hand. The secondary data will be sourced from the company's financial report for the period of 10 years from 2012 to 2021 contained in the company's annual reports. This period is considered appropriate because it fall within the period when Nigerian exchange group experienced a remarkable developmental-changes as well as improvement in the policy framework of corporate governance. This is in terms of its structure, operational activities and increase in the number of listed companies and securities. Also, this period is considered long enough for the variables to form a pattern in combination with the economic and financial activities of the industries. The method of data analysis for the study was multiple regression. The response variable (represented by an equation) of a relationship can be predicted using regression and parameters. In statistical analysis, diagnostic checks are methods used to evaluate a statistical model's validity and underlying assumptions.

Results and Discussion

This section analyses and empirically evaluates the information collected for the study. It starts by examining descriptive statistics and a correlation matrix. It then presents the results of the regression and reviews the findings in light of prior research studies. It concludes with a discussion of the policy implications of the findings.

Descriptive Statistics

Descriptive statistics organize and compile the data in a way that is more relevant. The overview of the descriptive statistics for the variables are presented in table 4.

Table 4: Descriptive Statistics

VARIABLES	OBS	MEAN	STD. DEV.	MIN	MAX	KURTOSIS	SKEWNESS
EM	90	0.3048	0.2184	-0.05	0.399	0.3783	0.0005
ACF	90	0.9089	1.195	0.082	8.243	0.000	0.0000
ACM	90	3.7083	0.9444	2	5	0.0135	0.0000
FSZ	90	5.7920	0.8742	4	9	0.5829	0.0013
LEV	90	0.2130	0.3248	0.01	0.32	0.4451	0.0009

Source: STATA 2023.

Earnings management (EM) has a mean value of 0.3048 and a standard deviation value of 0.3184 which signifies that the data deviates from the mean by 0.184. ROA has a minimum and maximum value of -0.05 and 0.399 respectively. EM has a Kurtosis value of 0.3783 and skewness value of 0.0005. Audit committee financial expertise (ACF) has a minimum and maximum value of 0.82 and 8.243 respectively. The average and standard deviation of ACF is 0.9089 and 1.195 which signifies high level of dispersion. ACF has a Kurtosis value of 0.000 and skewness value of 0.000.

Audit committee meeting (ACM) has an average value of 3.7083 and a standard deviation value of 0.9444 which signifies that the data deviates from the mean. The minimum and maximum value of ACM are 2 and 5 respectively. ACM has a Kurtosis value of 0.0135 and skewness value of 0.000. Firm size (FSZ) has a minimum and maximum value of 4 and 9 respectively. FSZ has a mean value of 5.7920 and a standard deviation value of 0.8742, this signifies that the data deviates from the mean. FSZ has a Kurtosis value of 0.5829 and skewness value of 0.0013. Leverage (LEV) has a minimum and maximum value of 0.01 and 0.32 respectively. LEV has a mean value of 0.2130 and a standard deviation value of 0.3248, this signifies that the data deviates from the mean. LEV has a Kurtosis value of 0.4451 and skewness value of 0.0009.

Correlation Matrix

The correlation matrix explains the degree of relationship between the dependent and independent variables as well as the independent variables among themselves.

Table 5: Correlation Matrix

	EM	ACF	ACM	FSZ	LEV
EM	1				
ACF	0.3342	1			
ACM	0.6639	0.5762	1		
FSZ	0.1755	0.1369	0.1339	1	
LEV	0.4270	0.2489	0.3417	0.1312	1

Source: STATA, 2023

Audit committee financial expertise (ACF) has a positive association with earnings management (EM) of listed Industrial goods companies in Nigeria which can be observed from the computed values of coefficient of 0.3342. Audit committee meeting (ACM) has a positive association with earnings management (EM) which can be observed from the computed values of beta coefficient 0.6639, firm size (FSZ) have a positive association with earnings management (EM) of listed industrial goods companies in Nigeria which can be observed from the computed values of coefficient of 0.1755. Leverage (LEV) have a positive association with earnings management (EM) of listed industrial goods companies in Nigeria which can be observed from the computed values of coefficient of 0.4270. The relationship between the independent variables between themselves reveals that firm size (FSZ) and audit committee financial expertise (ACF) have a positive association amongst themselves. Also, audit committee meeting (ACM) and audit committee financial expertise (ACF) has a positive association among themselves. Leverage (LEV) and audit committee financial expertise (ACF) have a positive association amongst themselves.

Also, Audit committee meeting (ACM) and firm size (FSZ) has a positive association among themselves. Also, Audit committee meeting (ACM) and leverage (LEV) has a positive association. While, Also, leverage (LEV) and firm size (FSZ) has a positive association among themselves. The multicolinearity test reveals a tolerant value variance inflation factor of loss 1 and 10 respectively. That is, an instance in which two or more explanatory variables in a multiple regression model are highly linearly related is referred to as a situation with a high linear relationship. This specifies the absent of multicolinearity problem associated with the data of the study. Also, the VIF test for heteroskedacity shows a Chi2 value of 39.06 with the corresponding P-value of 0.000 which statistically significant at 1% level of significant. This signifies the non-existence of heteroskedastic problem associated with the data of the study. Also, it was necessary to test for fixed and random effect models and then Hausman test in order to decide between fixed and random effect model which one is to be adopted for the study. The result of Hausman test reveals a Chi2 value of 0.4308 p-value of 0.0000 which is significant at 1% level of significant. This means GLS fixed effect model is best regression result for the study, as such the study adopted GLS fixed effect regression model.

Table 6: GLS Fixed Effect Regression

	CO-EFFICIENT	T-VALUES	P-VALUES	TOLERANCE VALUE	V.I.F
CONSTANT	0.816	6.11	0.000		
ACF	0.147	1.98	0.046		1.51
ACM	0.734	5.16	0.000		1.50
FSZ	0.798	2.20	0.032		1.02
LEV	0.2319	2.04	0.037		1.06
R^2	0.4527				
Adjusted R^2	0.4372				
F-STATISTICS		29.23			
F-SIGNIFICANCE			0.0000		

SOURCE: STATA 2023

$EM_{it}=\beta_0+\beta_1 ACF_{it} +\beta_2 ACM_{it}+\beta_3 FSZ_{it} + \beta_4 LEV_{it} + \varepsilon_{it}$

Table 6 above shows R2 value of 0.4527 which signifies that 45% of the total variation of profitability of listed industrial goods companies in Nigeria caused by the combined effect of ACF, ACM, FSZ and LEV in the model of this study. The F-Statistics of the model stood at 29.23 with p-value of 0.0000 which is significant at 1% level of significant. This signifies that the model of the study is well fitted with the variables of the study.

Audit Committee Financial Expertise (ACF) and Earnings Management (EM)

The table 6 shows that there is a positive and significant impact between ACF and EM of industrial goods companies in Nigeria. This can be seen by the computed value of beta coefficient of 0.147with the corresponding P-value of 0.046 which is significant at 5%. There

is a positive and significant relationship between ACF and EM of industrial goods companies in Nigeria. The result of this study is not in line with the findings of Velnampy (2012).
Audit Committee Meetings (ACM) and Earnings Management (EM)

The table 6 shows that there is a positive and significant relationship between ACM and EM of listed industrial goods companies in Nigeria. This can be observed by the computed value of beta coefficient of 0.734 with the corresponding P-value of 0.000which is significant at 5% level of significant. Therefore, there is positive and significant relationship between ACM and EM of listed industrial goods companies in Nigeria. The result of this study is in line with the findings of Salawu (2009), Oke and Babatunde (2011), but it contradicts the findings of Olokoyo (2012).

Firm Size (FSZ) and Earnings Management (EM)
The table 6 shows that there is a positive and significant relationship between FSZ and EM of listed industrial companies in Nigeria. This can be shown by the computed value of beta coefficient of 0.798with the corresponding P-value of 0.032 that is significant. Therefore, there is a positive and significant relationship between FSZ and EM in Nigeria. The finding of the study is in line with the result of Salimand Yadav (2012) and it contradicts the findings of Luper and Isaac (2012) and Tailab (2014).

Leverage (LEV) and Earnings Management (EM)
The table 6 shows that there is a positive and significant relationship between LEV and EM of listed industrial companies in Nigeria. This can be shown by the computed value of beta coefficient of 0.2319 with the corresponding P-value of 0.037 that is significant. Therefore, there is a positive and significant relationship between LEV and EM in Nigeria. The finding of the study is in line with the result of Roman (2009) and Onyabe, et al., (2018).

Conclusion and Recommendations

Emanating from the data collected and the tests of the research hypotheses, the study concludes that Audit committee significantly affect earnings management in listed industrial goods companies in Nigeria. However, specifically the study concludes as thus;
Audit committee size significantly affects earnings management of listed industrial goods companies in Nigeria from the findings of the study. On the other hand, audit committee financial expertise significantly influences earnings management positively. Meanwhile, audit committee meetings equally depict positive effect on earnings management of Nigeria listed industrial goods businesses.
Based on the findings, the study recommends the followings;

1. The management of listed industrial goods companies in Nigeria should engage expertise audit members who have specific knowledge and expertise relevant to financial reporting, auditing, and internal controls in order to improve the firms' earning structure and overall performance of the firm.
2. The management of Nigerian listed industrial goods companies should hold regular meetings to oversee the financial reporting process, internal controls, and the audit function within an organisation.
3. The management of Nigeria's listed industrial goods companies should enhance the size of their firms since it has the ability to increase the earnings of Nigeria's listed industrial goods firms.

4. Nigeria's listed industrial goods companies should monitor of their firms leverage since it has the ability to increase the earnings of Nigeria's listed industrial goods firms.

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THE EFFECTS OF MONEY MARKET ON NIGERIA'S ECONOMIC GROWTH

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Abstract

The establishment of the financial market in Nigeria arose from the need to stem the influx of excess liquidity into the investment channel in London's financial market. Further considerations that necessitated the development of the financial institution in Nigeria includes; the improvement of efficient and effective monetary administration, promotion of deposit money banks (DMBs), Portfolio administration and also facilitating short-term capital mobilization. This research, therefore, explores the effects of the money market on Nigeria's economic growth between 1982-2022. The motivation for this research was necessitated by the need to appraise the operations of money market mechanisms in stimulating Nigeria's economic growth. Thus, the ARDL model was espoused to study the influence of money market tools on Nigeria's economic growth. The variables employed were; Real Gross domestic product growth rate (RGDPR) Treasury bills, Treasury Certificate, Development Stock, Certificate of Deposits, Commercial Papers, Bankers Acceptance, Federal Government Bonds (MMKTI), Financial Deepening (FD), and interest rate (ITR). The result of the ARDL analysis in the short run shows that money market instruments have an affirmative and significant influence on Nigeria's Economic growth. At the same time, the long–run, ADRL result shows that money market instruments have not made a substantial impact on Nigeria's economic growth because most of its instruments traded in the market are not yet fully developed coupled with unstable monetary policies and High interest rates. The remarkable progress witnessed in the 20th century is not in doubt symptomatic of future projections which may transform into bigger defies in the years to come. However, the Nigerian money market has in no doubt noted some substantial growth since its commencement; hence, a lot is still required to be done especially, in the areas of public awareness, improvement in operational efficiency, enhancement in the depth and breadth of the market and also building regulatory capacity. The study, however, recommended among others; increasing public awareness, Policy stability and reduction in the cost of loanable funds.

Keyword: ARDL, Economic Growth, Money Market Instruments.

Introduction

In various economies, financial institutions play a crucial role in facilitating the flow of capital. These institutions can be broadly classified into two categories: the money market, which specializes in short-term funding, and the capital market, which deals with long-term investments. The key difference between the two lies in the liquidity of the instruments traded. The money market is further divided into primary and secondary markets. The primary market focuses on raising new capital, while the secondary market enables the buying and selling of existing securities, allowing investors to easily liquidate their assets and recover their funds when needed.

The Nigerian financial institution like any other financial institution elsewhere in the world mainly exists as a source of liquidity for fine-tuning economic growth, and the major considerations being the safety, liquidity of financial instruments, and the rate of return, Nwosu and Hamman (2008). Commercial banks are the main Stakeholders in the money market, whereas, the institution primarily offers the center for the operation, management, and implementation of monetary policies (i.e. indirect instruments). The money market intermediates funds amongst the central bank, discount houses, and other financial institutions. The CBN functions as a lender of last resort to the markets, Iyiegbuniwe (2005). Money markets performance a crucial function in liquidity risk mitigation and monetary policy implementation. Contemporarily, money markets boast exceptional liquidity, surpassing many other financial markets. Thus, providing suitable mechanisms and customers for efficient trading. Similarly, the money market provides a re-financing platform for short- to medium-term funds, minimizing business liquidity risk. Hence, a well-functioning interbank market enhances the effectiveness of monetary policy, allowing its effects to permeate the economy. Therefore, the advancements in the money market smoothen the development of monetary transmission and also increase credit to the economy, resulting in better economic and social conditions for the nation.

Since the inception of the money market, its performance has been somehow promising, notwithstanding the constraint and structure rigidities that confront developing economies like that of Nigeria. Hence, a critical appraisal of the activities between 1960, 2008 and 2022 indicated a sturdy growth in the value of money market assets from a merger N20.3million in 1960, to ₦518.72 billion in 2000 and further rose to ₦ 2, 250.1 billion in 2007. Similarly, in the last quarter of 2021, there was also a sharp rise from ₦329.11 billion to ₦499.31 billion, in the preceding quarter (CBN 2022). Moreover, the banking system's liquidity surged by 26.6% to ₦197.84 billion from ₦156.30 billion in the previous year. This significant increase was primarily driven by three key factors: fiscal injections of ₦813.86 billion, repurchase agreements (repos) totaling ₦870.32 billion, and the repayment of Open Market Operations (OMO) bills amounting to ₦643.01 billion. Notably, the maturities of OMO bills and repos skyrocketed by 238.57% and 83.29%, respectively, compared to the previous month's levels of ₦189.92 billion and ₦474.83 billion (CBN 2022).

Consequently, the formation of a highly liquid market has become one of the foremost challenges confronting the money market, as it has complicated monetary management processes. A weak domestic payment system has also further weakened the effective liquidity optimization and has also clogged the growth of the money market. Specifically, the difficulties in tracking banks' position with the CBN has encouraged the maintenance of large reserve to meet settlement contingencies and hence mitigate inter-bank trading.

Furthermore, the absent of cost effective and efficient management systems of transferring ownership of assets in the secondary of money market pose a serious challenge to the market. It is also imperative to say that another major problem confronting the Nigerian financial institution and the economy in general today is the low level of capital formation for economic growth which is caused by high cost of living due to constant inflation plaguing the nation. Other notable problems are; high interest rate, low saving culture, etc. Consequently, Nigerian money markets lack the needed liquidity for a sustainable stock that can fund growth and development in the public and private sector.

However, several scholars have carried out a study on this subject matter with mixed outcome, while none have utilized the aggregated money markets instruments in studying the

Nigeria money market and economic growth. Most of the scholars either adopt some money market instruments while holding the other constant. Moreso, most studies carried out on money market and Nigeria's economic growth adopted nominal GDP as a measure of economic growth. There are some economic concerns about such empirical methods. Foremost, GDP measures the size of the economy instead of a measure of economic growth (Grossman and Helpman 2016, as cited from Ngwogwugwu, et al., 2021).

Furthermore, money market GDP represents a comprehensive measure of aggregate economic output, the inclusion of both Money Market GDP and aggregate GDP in the same econometric model can lead to multicollinearity, which can undermine the accuracy of the results by violating critical classical regression assumptions, such as independence and uncorrelated errors, and thereby producing biased and unstable estimates. Hence, there is a need to carry out a similar study using annualized percentage change in real GDP growth rate (RGDPR) as a measure of economic growth. Thus, this study adopted the aggregated money market instruments and annualized percentage change in real GDP (RGDPR) to proxy economic growth between 1982 – 2022.

Thus, this research aims to investigate the functioning and dynamics of the Nigerian money market, with a focus on two primary goals:
1. Examining the role of the Nigerian money market in driving economic growth.
2. Analyzing the effectiveness and impact of money market instruments in maintaining economic stability in Nigeria.

Literature Review

This section critically examines various works and theories related to the money market. For coherency, these sessions were categorized into conceptual and theoretical frameworks.

Conceptual Issues

a. Treasury Bills: These are promissory notes allotted by the CBN on behalf of the Federal Government. They are short-term securities which are distributed out by the federal government of the nation and are sold at a discount.
b. Treasury Certificates: Treasury certificates are a type of government security designed to bridge the maturity gap between short-term Treasury bills and long-term government securities, offering a medium-term investment horizon of one to two years and serving as a transitional instrument for investors.
c. Commercial Papers: The Central Bank of Nigeria (CBN) issues Commercial Papers, which are short-term promissory notes with a maturity period of 50 to 270 days, available in diverse denominations, serving as a convenient and short-term funding solution for companies and investors.
d. Certificates of Deposits: Certificates of Deposit (CDs) are financial instruments used by commercial banks to manage surplus funds, allowing them to lend to other banks. Additionally, CDs are a type of debt instrument issued by corporations, serving as a written promise to repay a loan, thereby providing evidence of the corporation's indebtedness.
e. Banker's Unit Fund: this fund is intended to swab surplus liquidity in the banking system, and also to smoothen the money market for the Federal Government stock.
f. Stabilization Securities: they are supplied by CBN basically to swab up idle cash in banks.

g. Money Market: This is a financial framework that facilitates the exchange of short-term liquidity, acting as an intermediary platform for trading short-term assets and instruments, such as commercial paper, treasury bills, and certificates of deposit

h. Economic growth: economic growth refers to a sustained and steady expansion in a country's economic output, typically measured by an increase in per capita income. It can also be characterized by a long-term upward trend in the rate of savings and investment, leading to a continuous and stable improvement in economic performance over time.

i. Financial market: this is a platform where various financial instruments, including short-term and long-term securities, are bought and sold. It encompasses a broad range of financial assets and liabilities with varying maturities, and comprises a network of institutions, instruments, and regulatory frameworks that facilitate the allocation of funds from surplus units to deficit units within the economy.

j. Financial sector: The financial sector is a multifaceted system that integrates various financial markets and institutions, working in tandem to deliver a range of financial services that support economic activity. These services encompass:

- Resource mobilization: gathering and allocating funds to fuel economic growth
- Financial intermediation: bridging the gap between savers and investors to facilitate capital flow
- Foreign exchange transactions: enabling international trade by facilitating currency exchange.

Empirical review on money market & economic growth

George & Chioma (2024) carried out a study on the link between money market instruments and Nigeria's economic growth from 1980 to 2020. They utilized secondary data and various money market variables, such as real GDP, treasury bills, commercial papers, bankers' acceptances, and monetary policy rate, their empirical results revealed that all the money market instruments used had an affirmative influence on Nigeria's economic growth during the period study. The study further concluded that money market instruments significantly contribute to economic growth in Nigeria. Based on their findings, the researchers recommended that policymakers should implement policies to enhance the development of the money market in Nigeria, increasing the availability of short-term securities and loans for investment. Additionally, they suggested reducing the cost of raising funds in the Nigerian money market to improve competitiveness and attractiveness.

Ishola, et al., (2021) conducted a study examining the impact of money market instruments on Nigeria's economic growth. Using various statistical tools, including ADF, Unit Root Test, OLS, and multiple regression analysis, their research revealed that Banker's Acceptance and Commercial Paper have a significant causal effect on GDP. However, Treasury Bills, Treasury Certificates, and Commercial Papers showed a positive but insignificant relationship with GDP in the long run. In contrast, Banker's Acceptance and Certificate of Deposits had a significant and positive impact on GDP in the long run. Based on their findings, the researchers recommended that the Nigerian money market be modernized to align with global trends and international standards, allowing for increased foreign investment and a broader range of tradable instruments.

Akinwale & Obagunwa (2020) studied the link between money market instruments and commercial banks' deposit mobilization in Nigeria from 1986 to 2017. Their empirical analysis employed advanced statistical techniques, which showed that commercial papers positively and significantly affect total deposits, whereas certificates of deposit and bankers' acceptance have a negative impact. The study also revealed that commercial banks rely heavily on money market investment opportunities due to the nascent state of the Nigerian money market. The researchers concluded that money market instruments have a partial but significant influence on commercial banks' deposit levels.

Ganiyat, et al., (2020) re-examined the nexus between the money market and economic growth in Nigeria using a SVAR model approach. Their analysis of quarterly data from 2000Q1 to 2018Q4 reveals that money supply growth, prime lending rates, and maximum lending rates have a negative but statistically insignificant impact on economic growth. Meanwhile, treasury bills rates have a positive but insignificant effect on GDP. The researchers recommend that monetary authorities should avoid policy inconsistency by allowing existing policies to take effect before introducing new ones, ensuring a more effective policy framework.

Gbenga, et al., (2021) studied the nexus between the money market and Nigerian economic growth, utilizing annual time series data from 1981 to 2018. Their empirical analysis, which employed FMOLS and Granger causality, revealed a significant and positive relationship between the money market and economic growth, with causality running from the money market to economic growth. The researchers emphasized the importance of a vibrant money market in driving economic growth in Nigeria. They advocated for government support through policies like tax incentives and interest-free loans to bolster the money market and foster economic expansion.

Vincent (2021) explored the nexus between the money market and Nigeria' economic growth using the ARDL and VECM methods. The study found that Bankers' Acceptance had a positive albeit insignificant effect on economic growth, while other money market instruments had a negative and insignificant influence on GDP. Nevertheless, the researcher suggested policy measures to enhance the money market's contribution to economic growth, including reducing credit costs, integrating the formal and informal sectors, and fostering a supportive environment for the market to thrive.

Victor et al., (2023) conducted a study on the effects of money market instruments on Nigeria's financial sector development, employing an ex-post facto design and ordinary least square method. Their findings indicate that depository charges, business papers, and government securities positively impact bank performance, while also identifying these instruments as key drivers of bank execution. However, the study noted that investors' awareness has a negative impact on bank performance. To address this, the researchers suggest that money market operators should adopt strategies and implement reforms that foster significant growth in the sector.

Appah and Tebepah (2023) examined the impact of money market instruments on price stability in Nigeria, employing a purposive sampling technique and time series data from 1981 to 2021. Their error correction model showed that certain money market instruments, such as treasury bills and commercial papers, had a negligible effect on the consumer price index, while others, like treasury certificates and development stocks, had a significant positive impact. The study concluded that money market instruments influence price stability in Nigeria in both the short and long term. The researchers recommended that the government implement effective price stabilization policies and ensure good governance to maintain price stability, which is essential for sustainable economic growth.

Tsintop & Bala (2023) in their study on the relationship between money market activities and Nigeria's economic growth from 1981 to 2020, utilizing time series data from National

Bureau of Statistics and CBN Statistical Bulletin. Their regression analysis identified Treasury bills and Banker Acceptance values as having a significant and positive impact on GDP, indicating a strong correlation between these money market instruments and economic growth. Although Commercial Paper values showed a positive impact, it was statistically insignificant. The study's findings suggest that policymakers should prioritize techniques to develop and support the money market in Nigeria, leading to sustained economic growth and development.

Theoretical Framework

From the above literature, it has been pointed out that the money market is a financial arrangement where short-term capital formation takes place, and where saving from the surplus unit of the society is made available to the deficit unit of the society. It becomes imperative to adopt some related theories to support the idea of this research work:

Quantity Theory of Money

This theory posits a direct link amid the money supply and price levels. Developed by Alfred de Foville, Irving Fisher, and Simon Newcomb, and later supported by Milton Friedman, this theory explains that an increase in the money supply initially lowers interest rates. As excess money chases limited goods and services, prices rise, leading to increased demand for loans, which drives interest rates down. However, after a time lag, the higher price level requires more money to finance increased economic activity, offsetting the initial surge in money supply. Consequently, interest rates revert to their original level, maintaining equilibrium.

Harrod-Domar model of economic growth of 1939

The Harod-Domar models were unconventionally proposed by Sir Roy Harrod of England and Professor Evesay Domar of the United States of America. The Harrod-domar model states that the rate of growth of national output National saving ratio (s) is inversely or negatively related to the Nation capital output rate $(K)\,\frac{DY}{Y} = \frac{S}{K}$

The Capital output ratio is the capital required to increase national output by one unit per annum.

According to Harrod-domar, for a Nation to grow or develop it must save and invest or decrease the incremental capital-output ratio which is to increase the productivity of capital or investment Angaye (1995).

The Harrod-Domar model express the significance of savings and investment in driving economic progress, with higher savings rates leading to faster growth. However, in reality, the relationship between savings, investment, and growth is more complex. While savings and investment are essential, they are not enough to guarantee growth. Certain underlying conditions must be in place, including developed financial markets, infrastructure, human capital, and effective institutions. Only when these conditions are met can savings and investment propel economic growth.

Materials and methods

This study is designed to critically appraise the effects of the Money Market in the growth process of Nigeria's economy using a quasi-experimental design to examine the causal relationships between key variables. The study investigates how the Money Market influences the Nigerian economy, focusing on the effects of various money market instruments, financial deepening, and interest rates on real gross domestic product growth rate. The variables analyzed includes; real gross domestic product growth rate (RGDPR), money market instruments such as; Treasury bills, Treasury Certificate, Development Stock, Certificate of Deposits, Commercial Papers, Bankers Acceptance, Federal Government Bonds (MMKTI), Financial Deepening (FD), and interest rate (ITR). By analyzing these variables, the study seeks to understand the role of the Money Market in driving Nigerian economic growth.

The study utilized the Auto-Regressive Distributed Lag (ARDL) model, estimated through the Ordinary Least Square (OLS) method, to analyze data obtained from the Central Bank of Nigeria (CBN) Bulletin spanning 1982-2022. To ensure the reliability of the results, several statistical tests were conducted:
- Augmented Dicky-fuller unit root test to verify the stationarity of the variables
- Bound co-integration and Johansen's co-integration tests to determine the long-run relationships among the variables
- CUSUM and Breusch-Godfrey serial correlation tests to assess the stability of the model

By employing these tests, the study aimed to ensure the accuracy and validity of its findings on the relationships between the variables.

Sample and sampling techniques

This study utilized the Autoregressive Distributed Lag (ARDL) model as its data analysis technique. The ARDL model was chosen for its versatility in handling variables with different integration orders, such as I(0) and I(1) variables, and its capability to simultaneously estimate both short-term and long-term coefficients. The ARDL model used in this study is represented as follows:

$$\Delta RGDPR_t = \dot{\alpha}_0 \sum_{t=1}^{n} \dot{\alpha}_1 \Delta RGDPR_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_2 \Delta MMKTI_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_3 \Delta FD_{t-i} + \sum_{t=1}^{n} a_4 \Delta ITR_{t-i} + \varepsilon_t \quad \text{.......(1)}$$

$$\Delta RGDPR_t = \dot{\alpha}_0 \sum_{t=1}^{n} \dot{\alpha}_1 RGDPR_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_2\ MMKTI_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_3\ FD_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_4\ ITR_{t-i} + +\lambda ECT_{t-1} \quad \text{.......(2)}$$

Equation 1 represents the short-run (ARDL) Model while Equation 2 is the error correction term (ECT).

Combining equations 1 and 2 we have

$$\Delta RGDPR_t = \dot{\alpha}_0 \sum_{t=1}^{n} \dot{\alpha}_1 \Delta RGDPR_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_2 \Delta MMKTI_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_3 \Delta FD_{t-i} + \sum_{t=1}^{n} \dot{\alpha}_4 \Delta ITR_{t-i} + +\dot{\alpha}_5 RGDPR_{t-1} + \dot{\alpha}_6 MMKTI_{t-1} + \dot{\alpha}_7 FD_{t-1} + \dot{\alpha}_8 ITR_{t-1} + \lambda ECT_{t-1} \quad \text{.......(3)}$$

Where:

RGDPR = Real Gross Domestic Product growth rate
MMKTI = Money market instruments
FD = Financial Deepening
ITR = Interest rate

$\dot{\alpha}_0$ = the constant term or intercept, representing the average effect on the dependent variable

$\dot{\alpha}_1$ - $\dot{\alpha}_4$ = the regression coefficients or parameters, measuring the impact of a one-unit change in the independent variables on the dependent variable, quantifying the extent to which changes in the independent variables influence the outcome of the dependent variable. In other words, the intercept ($\dot{\alpha}_0$) represents the base level of the dependent variable, while the regression coefficients ($\dot{\alpha}_1$ - $\dot{\alpha}_4$) represent the marginal effects of the independent variables on the dependent variable.

Δ = the first difference operator

εt = The error term that represents the combined impact of omitted variables, measurement errors, and other unobserved factors that influence RGDPR growth, beyond the variables explicitly included in the model.

$\lambda = (1-\sum_{t=1}^{p} \delta_i)$ = convergence coefficient or adjustment rate with a negative value, indicating the rate at which deviations from equilibrium are corrected or converged back to the long-run equilibrium.
It is pertinent to note that the negative sign indicates that the dependent variable is converging towards its equilibrium value, rather than diverging from it.
ECT = Long-run Equilibrium Adjustment
The Error Correction Term (ECT) represents the correction made in each period to move the dependent variable towards its long-run equilibrium value, accounting for any short-term deviations or discrepancies.
$\dot{\alpha}_1, \dot{\alpha}_2, \dot{\alpha}_3$, and $\dot{\alpha}_4$, are the short-run dynamic coefficient of the model.
While $\dot{\alpha}_5, \dot{\alpha}_6, \dot{\alpha}_7$, and $\dot{\alpha}_8$ represent the long-run multipliers or equilibrium coefficients of the model, capturing the long-term relationships and effects between the variables.
Long-run relationships among the variables were investigated using the Bounds Test. Additionally, the unit root test was conducted using the following equation:
$y_t = \beta + \delta_t + \rho y_{t-1} + \varepsilon_t$,
$-1 < p < 1$ and ε_t ~iid $(0, \sigma^2)$ (4)

Results and Discussion

Since, most macroeconomic variables are often trended, regressing such variables on each other may lead to spurious regression. Thus, it becomes, imperative to test for unit root to ascertain the stationarity of the variables. Consequently, ADF test was adopted in this study.

Table 1: Augmented Dickey-Fuller Unit Root test

Variables	Level	Critical Value @ 5% Level	Ist Difference	Included in the equation	Decision
RGDPR	-4.872277*	-3.610453	-	Intercept	1(0)
MMKTI	-7.205074*	-3.605593		Intercept	1(0)
FD	-0.712622	-3.605593	-5.796673*	Intercept	1(1)
ITR	-3.329589	-3.526609	-4.260285*	Intercept	1(1)

*Significant at 5% level
Source: Computed by the authors using E-Views 9

The result in Table 1 above showed that FD, and ITR, exhibit a random walk but become stationary after differencing once, while RGDPR and MMKTI were found to be stationary at level. Having ascertained that the variables are stationary at different levels of integration, that is; 1(0) and 1(1) and not 1(2), thus, ADRL becomes appropriate for our estimation. Consequently, we proceed to estimate our model using the ADRL model.

Table 2: Bound Test

Significant level	Lower bound	Upper bound	F-statistic
10%	2.72	3.77	17.53535*
5%	3.23	4.35	
2.5%	3.69	4.89	
1%	4.29	5.61	

*Significance at 5%

Source: Computed by the author using E-Views 9

Since the F-statistics of 17.53535 from the bound test result in Table 2 is higher than the critical upper bound of 4.35 at a 5 per cent (%) level of significance. Therefore, we conclude that there is a long-run relationship between money market instruments and Nigeria's economic growth.

Table 3: Johansen Cointegration Test

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.537356	63.23035	47.85613	0.0010
At most 1 *	0.406352	33.16928	29.79707	0.0197
At most 2	0.274411	12.83198	15.49471	0.1211
At most 3	0.008220	0.321914	3.841466	0.5705

Computed by the author using E-Views 9

The Johansen co-integration test detects two co-integrating relationships amid the variables, indicating the existence of a long-run equilibrium between money market instruments and Nigeria's economic growth. This finding suggests that these variables share a common stochastic trend, leading us to conclude that there is a significant long-run relationship between them. Consequently, we proceed to estimate the long-run Auto-Regressive Distributed Lag (ARDL) model to further investigate this relationship.

Table 4: Short-run ARDL Result with RGDPR as Dependent Variable

Variables	Co-efficient	STD Error	t-Statistics	Prob.
D(MMKTI)	0.015115	0.008232	1.836085	0.0754
D(FD)	3.370676	2.173075	1.551109	0.0130
D(ITR)	-0.117078	0.890338	-0.131499	0.8962
ECT(-1)	-0.998399	0.163737	-8.184446	0.0000

Source: Computed by the author using E-Views 9

The results presented in Table 4 indicate that money market instruments have a positive and significant effect on RGDPR (Real Gross Domestic Product), aligning with the findings of previous studies by Ishola et al., (2021), George et al. (2024), and Victor & Anastasia (2023). This suggests that money market instruments contribute to Nigeria's economic growth. Furthermore, financial deepening (FD) also has a positive and significant impact on RGDPR, consistent with economic theory, which posits that a well-developed financial system stimulates economic growth. This finding is also supported by Nwosu, et al., (2021), who found a positive relationship between FD and Nigeria's economic growth in the short term.

Conversely, interest rate (ITR) appears to have a negative and insignificant influence on RGDPR, which conforms with the economic theory, that high interest discourages investors and as a result retardate economic growth. This also conforms to the findings of George et al. (2024) and Ekpo (2017). This implies that interest rates within the period study have not been properly managed to stimulate economic growth. The ECT (-1) (Error-correcting term) of -0.998399 is well specified and is significant at a 5% (per cent) level. Moreover, the error correction term has the anticipated sign, suggesting a swift adjustment of approximately 99% from short-run disequilibrium to long-run equilibrium. This implies that deviations in RGDPR from its short-run equilibrium are rapidly corrected, converging towards the long-run equilibrium. In other words, the system exhibits a high degree of adjustment speed, with most of the discrepancies being rectified promptly.

Table: 5 Long-run ARDL Result with RGDPR as Dependent Variable

Variables	Co-efficient	STD Error	t-Statistics	Prob.
RMMKTI	0.001836	0.001357	-1.353584	0.1851
FD	0.709352	1.043445	-0.679817	0.5014
ITR	-0.087366	0.664962	-0.131384	0.8963
C	33.669480	17.327243	1.943153	0.0606

Source**:** Computed by the author using E-Views 9

Table 5 shows that money market instruments impacted positively but insignificant on Nigeria's economic growth within the period of study, implying that, although money impacted positively on economic growth their contribution is minuet to elicit economic growth. instruments equally, the financial deepening (FD) has a positive but insignificant impact on Nigerian economic growth (RGDPR) meaning that Nigeria's financial system has not been well-developed enough to sustain economic growth in the long run. This is also in line with the findings of Emmanuel & Vivian (2022). Similarly, the short-run interest rate (ITR) negatively impacted the RGDPR within the period of study. Thus, suggesting that interest rate policies in Nigeria have not been favorable enough to stimulate economic growth both in the short and long run.

Table 6: Granger causality rest

Null Hypothesis:	**Obs**	**F-Statistic**	**Prob.**
RMMKTI does not Granger Cause RGDPR	39	1.03517	0.3661
RGDPR does not Granger Cause RMMKTI		0.06613	0.9361
FD does not Granger Cause RGDPR	39	1.42643	0.2542
RGDPR does not Granger Cause FD		2.55186	0.0928
ITR does not Granger Cause RGDPR	39	0.39892	0.6741
RGDPR does not Granger Cause ITR		1.95371	0.1573
FD does not Granger Cause RMMKTI	39	0.32666	0.7236
RMMKTI does not Granger Cause FD		1.50325	0.2368
ITR does not Granger Cause RMMKTI	39	0.57145	0.5700
RMMKTI does not Granger Cause ITR		1.72542	0.1933
ITR does not Granger Cause FD	39	4.62844	0.0167
FD does not Granger Cause ITR		3.42944	0.0440

Source: Computed by the author using E-Views 9

The Granger causality test result in Table 6 indicate that RGDPR (Real Gross Domestic Product) Granger-causes FD (Financial Deepening), suggesting a unidirectional causal relationship where RGDPR influences FD, but not vice versa. Similarly, the result also reveals bi-directional causality between ITR (Interest Rate) and FD, indicating that ITR and FD mutually influence each other.

Table 7: Post Estimation Results

Test	F-Statistic	Prob.	Decision
Breusch-Godfrey Serial Correlation LM	1.670356	0.1838	
Breuch-Pagan-Godfrey Heteroskedasticity	1.424273	0.2406	
Jarque-Bara normality	1.064587	0.587256	

Source: Author's computation using E-view 9

The post-estimation test results confirm the reliability of the ARDL model for prediction, showing no evidence of serial autocorrelation or heteroskedasticity, and a normally distributed error term at a 5% significance level. The Breusch-Godfrey and Breusch-Pagan-Godfrey tests confirm the absence of serial autocorrelation and heteroskedasticity in the ARDL model, while the Jarque-Bera test indicates a normally distributed error term, supporting the model's reliability for forecasting.

Table 8: Stability Test

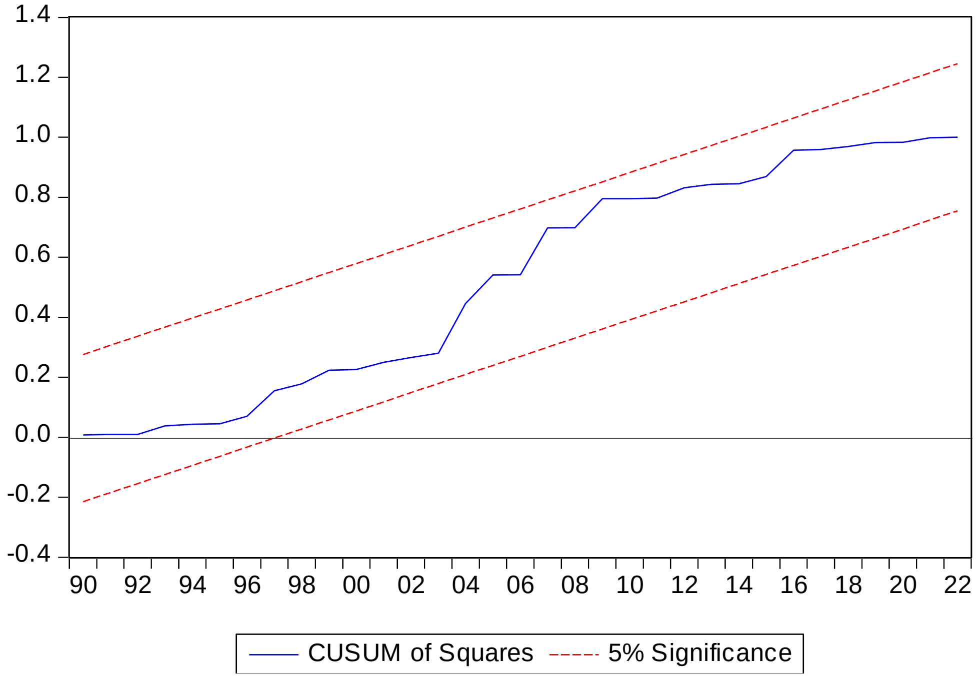

Figure 1: The cumulative sum of Recursive Residuals of the model

The CUSUM of the square test shows the stability of the coefficients of the model and confirmation of the normality of errors. This suggests that the model is stable and free from serial correlation, as revealed by the CUSUM statistic line falling within the critical bounds lines at a 5% (per cent) significance level of parameter stability.

Conclusion and Recommendations

This study analyzed the relationship between the money market and Nigeria's economic growth, using RGDPR as a proxy, and explored the impact of various money market instruments: (Treasury bills, Treasury Certificate, Development Stock, Certificates of Deposits, Commercial Papers, Banker's Acceptance, Federal Government Bonds) collectively represented by (MMKTI), Financial Deepening (FD), and interest rate (ITR).

Depicting the impact of the money market to Nigeria's economic growth, the result of the ARDL analysis revealed that, in the short-run money market instruments impacted positively and significantly on Nigeria's economic growth. Similarly, financial deepening influenced economic growth positively and significantly within the period of study.

Furthermore, the long-run result revealed that both money market instruments and financial deepening were positive but insignificant to Nigeria's economic growth. Therefore, we conclude that money market instruments have not been efficiently, managed to stimulate meaningful economic growth in the long run, this may be due to policy inconsistency, and high interest rates, which have affected the operation of the money market in the country and have made its operation very minuet to elicit economic growth in the long run.

Although the Nigerian money market has doubtless recorded some significant growth since its commencement; however, a lot still has to be done particularly in the areas of public awareness. Equally, there is more to be done in the area of improving operational efficiency, increasing the depth and breadth of the market, and building regulatory capacity. These are essential to appropriately position the market to tackle the challenges ahead.

Thus, the following recommendations were put forward from the findings of the study; Policy Stability: The Central Bank of Nigeria and policymakers should maintain policy stability most especially, the interest rate; high and unstable interest discourages investors and other patronizers from patronizing the market, and this in turn affect the economy adversely.

Restructuring of the Nigerian financial system; most especially the deposit money banks and other operators in the money market to be able to carry out its statutory function of bridging the gap between the surplus and deficit unit of the economy. Furthermore, the Central Bank of Nigeria (CBN) and other government regulatory agencies should implement policies that facilitate the efficient functioning of the money market, thereby enhancing the availability of short-term securities and loans for investment purposes.

Reduction in cost of loanable funds: The government should review the cost of accessing funds in the Nigerian money market to promote competitiveness and attractiveness in the market. If the cost of raising funds in the market is reduced, more investors will come in, and this in turn will accelerate economic growth.

Increased Public Awareness: The need to publicize the existence of the money market in Nigeria is of ultimate importance. The publicity about the existence of Nigeria's money market is very little and this has negatively impacted the activities of the market. There is a need to sensitize Nigerians about the advantages of the money market so that they can seize the opportunity to participate in the activities of the market. This measure would not in doubt boost the operations of the market.

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DETERMINANTS OF PROFITABILITY IN SOYBEAN MARKETING IN BARUTEEN LGA, KWARA STATE

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Abstract

Soybean is an important crop mostly produced in the middle belt zone in Nigeria. Baruteen LGA is one of the largest producers of soybeans in Kwara State. Moreso, soybeans marketing in Baruteen LGA faces numerous challenges that could significantly impact on its profitability; hence it became imperative to carry out the study. The study analyses the determinants of profitability in soybean marketing, it specifically describes the socioeconomic characteristics of soybean marketers and identifies the key factors influencing profitability. Data were collected from 110 soybean marketers through structured questionnaires and analysed using descriptive statistics and multiple regression analysis. The findings revealed that majority of the marketers (82.7%) were male with mean age of 44years and an average household size of 9 persons. Equally 56.4% had secondary education, with 6-10 years of marketing experience (51.8%). While the result of the multiple regression analysis showed that age and market experience of the respondents (marketers) are positively significant, while labour and transport are negative but significant. Also, R^2 was 0.764, meaning 76.4% of the variables is well represented. Thus, the study concluded that Soyabeans marketing is done predominantly by men of moderate age with high level of marketing experience. Age, marketing experience, transportation and labour had significant effect on the level of profit.

Keywords: Baruteen LG, Marketing, Profitability, Soybean

Introduction

Soybean (*Glycine max*) has emerged as a crop of immense significance in Nigeria, particularly in the Northern region, including the Baruteen Local Government Area (LGA) of Kwara State (Khojely, et al., 2018; Sanginga, 2003). Renowned for its high protein content and versatility in food, feed, and industrial applications, soybean plays a vital role in the livelihoods of smallholder farmers and traders in the region (Modgil, et al., 2020). The marketing of soybeans is a crucial component of the crop's value chain, serving as the essential link between producers and consumers, and determining the profitability and long-term viability of the entire soybean industry (Cruz, et al., 2014).

However, soybean marketers in Baruteen LGA face numerous challenges that can significantly impact their profitability. These challenges include price instability, inadequate storage infrastructure, transportation bottlenecks, and limited access to market intelligence (Iwuchukwu, 2018). These constraints have also been identified in other regions of Nigeria and countries like Ethiopia (Achamyelh, 2020; Biam, 2013). Price instability can lead to unpredictable incomes, while insufficient storage facilities often result in post-harvest losses. Transportation challenges, worsened by poor road networks, increase operational costs, and reduce market efficiency. Also, limited access to market information hinders marketers' ability to make informed decisions, affecting their competitive edge and profitability.

To address these challenges and enhance the profitability of soybean marketing in Baruteen LGA, it is crucial to gain a comprehensive understanding of the socioeconomic profiles of the marketers and the factors influencing their ability to generate sustainable returns (Czinkota, et al., 2021). While previous studies (Lawrence et al., 2023; Aifa, 2023; Delele, et al. ,2022, Alabi et al., 2020; Udeh et al., 2018) have provided valuable insights into soybean production, marketing, and profitability in other regions of Nigeria and countries, there is a need for region-specific research that considers the unique socioeconomic and environmental factors influencing soybean marketing in Baruteen LGA.
This study aims to bridge the research gap by specifically:

i. providing a detailed characterization of the socioeconomic attributes of soybean marketers in Baruteen LGA of Kwara State, and
ii. determining the factors influencing the profitability of soybean marketing in the study area.

Literature Review

Lawrence et al. (2023) examined soybean production performance in Kwara State, reporting a net farm income of thirty-seven thousand seven hundred- and fifty-three-naira ninety-two kobo (₦37753.92k), an average rate of return on investment of 1.49, and a mean technical efficiency score of approximately 56%. However, their research primarily focused on production aspects rather than investigating into marketing dynamics. Similarly, Aifa (2023) study on the economic profitability of soybean production in Benin State, Nigeria, identified factors such as economic conditions, climatic and meteorological factors, and rural road infrastructure as significant influences on profitability. In Benue State, Udeh et al. (2018) examined the marketing margins of soybean marketers. Their results indicated marketing margins for producer-marketers, wholesalers, and retailers to be ₦88.91, ₦85.78, and ₦85.99, respectively. The study highlighted the challenges faced by marketers, including capital constraints, transportation issues, limited access to credit, taxation concerns, and inadequate storage facilities. While their research focused on marketing margins, it did not investigate the determinants of profitability, nor was it conducted in the Baruteen LGA of Kwara State.

Alabi et al., (2020) analyzed the profitability and marketing efficiency of the soybean (Glycine max) value chain among actors in Abuja, Nigeria. Their findings revealed that 86.33% of soybean marketers were aged between 31-60 years, and 83.33% had less than five years of marketing experience. Transportation costs accounted for 47.56% of total variable costs. The gross margin and annual income were estimated at ₦15,513,400 and ₦16,249,000, respectively. Marketing efficiency was influenced by factors such as gender, marital status, household size, education level, and extension agent contact. Although this study focused on profitability and marketing, it was not conducted in the Baruteen LGA of Kwara State. Delele et al. (2022) investigated the factors influencing the market supply of soybeans in Northwestern Ethiopia. Their study revealed that productivity, lagged prices, market information, prior experience with soybean farming, cultivated land area, weekly extension contacts, education level (completion of preparatory school), and access to credit all had a positive and significant impact on the quantity of soybean market supply. While their focus was on market supply, their findings were not specific to the Baruteen LGA of Kwara State.

Materials and Methods

Study Area

The study was conducted in Baruteen Local Government Area (LGA) of Kwara State, Nigeria, an area characterized by a predominantly agrarian economy and favourable climatic conditions for soybean cultivation. Baruten shares a long border with the republic of Benin, with the headquarter at Kosubosu. It has a land mass about 974.9km square population of 209,459 (NPC, 2006) and has the rainfall of about 2000mm – 2150mm annually with loose sandy semi-guinea savannah. It is located between Latitude 935^{o}N and longitude 315^{o}E, with an average maximum temperature of the study area varies between 30^{o}C and 35^{o}C.

Sampling Technique and Sample Size

A structured questionnaire was administered to 100 soybean marketers selected through random sampling from the list provided by the Soybean Marketing Association in Baruteen LGA. The registered soyabean marketers on the list make up the sample frame for this study. Five wards notable for soyabeans marketing were purposely selected, these wards are Gure/ Gwassoro, Okuta, Ilesha, Gwanara and Yashkira. Two markets each notable for soyabean marketing was selected from the five wards. In selecting the respondents (marketers), a proportionate sampling (50%) was used. This gives a total of 110 marketers as the sample size. The questionnaire was designed to capture comprehensive information on the respondents' socioeconomic characteristics, marketing practices, costs incurred, and revenues generated from soybean marketing activities. The socioeconomic variables included age, gender, educational level, household size, marketing experience, and access to credit facilities, among others. The marketing practices section covered aspects such as transportation modes, storage facilities, and market information sources. Also, data on various cost components, including transportation, labour, and storage costs, as well as revenue from soybean marketing, were collected. The collected data were analyzed using descriptive statistics and inferential statistical techniques. Descriptive statistics, including measures of central tendency and dispersion, were employed to summarize and characterize the socioeconomic profiles of the soybean marketers. Multiple regression analysis was utilized to identify and quantify the factors influencing the profitability of soybean marketing activities in Baruteen LGA.

Model specification

Multiple regression model used for the study was explicitly specified as:

$$\mathbf{Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 \ldots\ldots\ldots\ldots + \beta_7X_7 + e_i} \quad \ldots\ldots\ldots\ldots 1$$

Where:

Y = Profitability

X_1= Age of Respondent (years)

X_2 = Education level (no of years spent in school)

X_3 = Household size (Number)

X_4 = Cost of transport (₦)

X_5 = Marketing experience (years)

X_6 = cost of labour N/man – day)

X_7 = Gender measured as dummy (female =1, otherwise =0)

eí = error term

b_o = intercept (or constant), B_1, B_2 – B_7 = ith coefficient corresponding to X_1, X_2, ------X_7

Results and Discussions

Socio-economic Characteristics of Soybean Marketers

The socio-economic characteristics of the respondent sampled includes age, gender, level of education, household size, marketing experience. This is presented in table 1.

The age of most of the respondents (51%) were within the age of (41-50) years, while those within the age of (31-40) constitute (36.4%) of the population. 17.3% were within 51 and above years. The mean age was found to be 44years. This implies that the marketers are within their active years and as such could carry out marketing activities actively, develop marketing strategies and product development. This finding agreed with the work of Ukaoha et.al., 2022 on profit efficiency of soybean production in Federal Capital Territory. The mean household size was found to be 9, with majority (41.8%) of the respondents having family size of between (6-10) members while the least percentage of the respondent had household size between (1-5) persons. This implies that depending on the household composition family labour could be properly utilized for soyabean marketing. In terms of gender, 91.7% of the respondent were male while 17.3% were female. This probably indicate that the cultural norms in the study area that does not allow women to mix freely and thus encouraged or shouldered the responsibilities of soyabeans business or marketing ownership to males. Equally, 56.4% of the marketers had secondary school education, 26.4% had tertiary education. This implied that they have fair knowledge of the market and strategies. This agreed with the finding of a similar study by Salihu et.al., 2018, who found that the marketers were predominantly male and had secondary education in Gombe State. Marketing Experience is key in the business. The mean marketing experience was found to be 12.7 years. 51.8% had marketing experience of 5-10 while 12.7% had experience of 11 and above. This might suggest that the more the years of involvement in the marketing of soyabean the more the profitability. This finding collaborates the work of Salihu et.al., 2018.

Table 1: Socio-Economic Characteristics of Soyabean Marketers

Variables	Frequency (110)	Percentage (100%)	Mean
Age (year)			
31 – 40	40	36.4	
41 – 50	51	46.3	44.26
51 and above	19	13.3	
Household size (persons)			
1 -5	28	25.5	
6 – 10	46	41.8	9
11 and above	36	32.7	
Gender			
Female	19	17.3	
Male	91	82.7	
Educational status			
Arabic	11	10.0	
Primary education	8	7.3	
Secondary education	62	56.4	
Higher education	29	26.4	
Marketing experience			
5-10	57	51.8	
6 – 10	32	21.3	12.74
11 and above	19	12.7	

Source: Field survey, 2023

Determinants of Soyabean Profitability

The result for the determinants of profitability is presented in Table 2. It was noted that age, transport, market experience and labour are the key determinant of profit in soyabean marketing in the study. Age was positive and significant at 1%, this implied that the older the marketers, the more experience they are in marketing, the more profit they are able to make. This is in tandem with the work of Alabi et.al., 2020. Marketing experience had equally a positive and significant influence on profitability. Experience tends to enhance proficiency and increase productivity (Abah, 2011).

Household size was found positive but not significant, impliedly an increase in the household size might have no effect on profitability. This contrast the findings of Alabi et.al., 2020 where the coefficient of household size of the soyabean marketers in Abuja measured was positive and statistically significant at 1% level of probability. Though, labour and transport were negative they were found to be significantly (10% and 1% respectively) influencing profitability, impliedly less of labour was used and transportation as the cost of both are high. Education and gender were found to be negatively related to soyabean profitability though not significant. This contradicts the findings of Alabi et.al, 2020. The coefficient of determination R^2 was found to be 0.764, meaning 76.4% of the variable in the model is well represented.

Table 2 Determinants of Profitability

Variable	*Coefficient*	*Std. Error*	*t-ratio*	*p-value*	*Sig*
Constant	9.69580	0.961741	10.08	<0.0001	***
Age	53043.4	4354.86	12.18	<0.0001	***
Education	−3395.82	2916.74	−1.164	0.2470	
Household	343.656	792.731	0.4335	0.6656	
Transport	-1.97745	0.234638	-8.428	<0.0001	***
Market experience	26.4959	3.27845	8.082	<0.0001	***
Labour	−732368	409790	−1.787	0.0769	*
Gender	−1520.93	6250.16	−0.2433	0.8082	
R-squared	0.764				

Source: field survey, 2023

Conclusion and Recommendations

The study investigated the determinants of profitability in soybean marketing in Baruteen LGA, Kwara State, Nigeria. The findings revealed that age, marketing experience, transportation costs, and labour costs were significant factors influencing the profitability of soybean marketing in the study area. The results demonstrated that older and more experienced marketers were more likely to achieve higher profitability, suggesting that experience plays a crucial role in enhancing marketing strategies and decision-making processes. However, transportation costs and labour costs negatively impacted profitability, highlighting the need for efficient transportation systems and cost-effective labour management. While household size and education level did not significantly influence profitability in this study, addressing these factors could potentially enhance the total performance of soybean marketing in the region. Also, gender did not significantly impact profitability, indicating that both male and female marketers have equal opportunities to succeed in the soybean marketing business.

The study recommends that stakeholders, including marketers, producers, and associations, Stakeholders in Baruteen LGA should collaborate to establish comprehensive training, advocate for infrastructure development, create knowledge-sharing platforms, and collectively bargain for improved soybean marketing profitability. Policymakers must prioritize robust market information systems, facilitate affordable credit access, and implement a supportive regulatory framework to strengthen the soybean value chain.

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DETERMINANTS OF SUSTAINABILITY REPORTING DISCLOSURE OF QUOTED INDUSTRIAL GOODS COMPANIES IN NIGERIA

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Abstract

This study examines the determinants of sustainability reporting disclosure of quoted industrial goods companies in Nigeria from 2014 to 2023. The study adopts ex post facto research design. The population of the study was the entire 12 listed industrial goods companies quoted on Nigerian Exchange Group (NGX) as at 31st December 2023. Purposive sampling technique was used to ascertain the sample size of which 10 listed industrial goods companies were chosen. The technique for data analysis was linear regression. Findings from this study indicated that profitability and audit committee meeting have statistically significant positive effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria while leverage has a statistical insignificant negative effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria. The study recommends that companies should ensure that greater attention is dedicated to sustainability reporting disclosure as profit increase, this is because contemporary investors are highly interested to invest on companies that promote sustainability reporting disclosure, hence greater profit.

Keywords: Audit Committee Meeting, Sustainability Reporting Disclosure, Return on Asset, Leverage

Introduction

No business exists in isolation and therefore must interact with its environment (Nugroho & Arjoho, 2014; Didin, et al., 2018). Organizations are generally established with an objective to maximize shareholders welfare while remaining profitable, however, their interaction with their environment have some degree of effect on the society and the environment. Sustainability Reporting (SR) intend to address issues such as emissions, deforestation, exhaustion of resources, quality and safety of products and employee right among others (Abdulkadir, et al., 2022).

Consequently, activities carried on by these organizations reflect in the environment in which they operate. The presence of climate change, scarcity of natural resources, pollution and global warming have created environmental problems that trigger public awareness on environmental sustainability (Wahyuningrum, et al., 2022). Sustainability report disclosure help stakeholders and investors assess company's performance in addition to decision making for sustainable development (Pandapotan, 2023). Publishing a SR can increase the public's sense of trust in the company because the public will consider that the company has tried to run its business in accordance with applicable norms. Furthermore, sustainability reports help companies set goals, measure performance, and manage change (Tyasaroja & Setiawati, 2023).

The consequences of industrialization such as economic, social and environmental hazards have necessitated sustainability reporting disclosure (Utile, 2016; Ching, Gerab et al., 2017). Initially, businesses prepare conventional financial reports to show the value created for shareholders because their main objective was centered on profit and shareholders wealth maximization, the setback with this traditional and conventional financial reports is the absence of report of its impact on the environment. According to Emmanuel, et al., (2020), traditional financial reporting has been criticized over the years for omitting sustainability in ascertaining company's value. Hence, the need for diverse report from company (Fatmawati & Trisnawati, 2022).

Sustainability report contains not only information that has do with financial performance but also non-financial information consisting of information on social, environmental, economic and governance activities which emphasizes more on disclosure principles and standards. In other words, sustainability reporting does not replace traditional financial reporting; instead, it combines financial information and non-financial information, and communicates business strategy, business performance, and environmental, social and governance issues to stakeholders (Bing & Amran, 2017).

The determinants for sustainability reporting disclosure used in this study are profitability, leverage and audit committee meeting. Companies with high leverage means that the company relies heavily on the trust and support of creditors (Fatmawati & Trisnawati, 2022). In order for a company to continue to gain the trust of creditors, company management must be able to report high profits. Sustainable report disclosure performed by a company with high profitability will be a sign that the company intend to achieve stock exchange capital gains (Kiswanto, et al., 2020).

Hence, to investors, the company's operational activities work efficiently. The main goal of company is to make profits. Profits are used as a tool to measure company performance. This makes profit as a prerequisite for maintaining the continuity of a company's business and fulfilling its responsibilities to all parties concerned. Besides a company carrying out activities to make profits, companies are required to be able to socially responsible, hence the need for sustainability reporting.

It is expected that the supervisory, evaluation and control functions of all aspects of the company's performance will be better with frequent audit committee meeting (Aprianti, et al., 2021). The frequency of audit committee meetings also allows members to examine the company's accounting standards, disclosures, and estimations (Widagdo, et al., 2021). The major role of an audit committee is to review an entity's annual report (Olagunju, et al., 2023) as enshrined in section 359(6) of the amended 2020 Companies and Allied Matters Act (CAMA).

Financial Reporting Council of Nigeria (2024) opined that prior to the issuance of the International Financial Reporting Standards (IFRS) sustainability disclosure standards by the International Sustainability Standards Board (ISSB), Nigerian entities have been disclosing their ESG practices using different frameworks. There is the CBN sustainable banking principles that require Nigerian Banks to emphasize sustainability reporting and disclosures as a means to ensure transparency and accountability in the Banking sector. There is also sustainability disclosure guidelines by the Nigerian Exchange Group (NGX) which provide a framework for listed companies to disclose their ESG performance and the Nigerian

Sustainable Finance Principles issued by the Securities and Exchange Commission which requires public interest/listed entities to integrate ESG considerations in their operations and decision-making amongst others.

Previous studies in Nigeria had examined the effect of firm characteristics on sustainability reporting and it resulted to mixed findings. For instance, Pandapotan (2023), and Tyasaroja and Setiawati (2023) studied the effect of profitability on sustainability report disclosure, they found that profitability has a significant positive effect on sustainability report disclosure. However, Munandar and Setiawati (2022), and Dewi, et al., (2023) discovered that profitability has an insignificant negative effect on disclosure of sustainability reports. The mixed outcome was also discovered on leverage, Maryana and Carolina (2021), Thomas, Aryusmar and Indriaty (2020), and Febriyanti (2021) discovered a significant and positive effect of leverage on sustainability report disclosure, while the study of Angela and Setijaningsih (2023), and Fatmawati and Trisnawati (2022) revealed that leverage has an insignificant negative effect on sustainability report disclosures. Besides, the need to examine sustainability reporting in listed industrial goods (LIG) companies in Nigeria is paramount.

The main objective of the study is to examine the determinants of sustainability reporting disclosure. Below are the specific objectives.

i. To determine how profitability affect sustainability reporting disclosure in LIG companies in Nigeria

ii. To ascertain the effect of leverage on sustainability reporting disclosure in LIG companies in Nigeria

iii. To ascertain the effect of audit committee meeting on sustainability reporting disclosure in LIG companies in Nigeria

Concept of Sustainability Reporting Disclosure

Sustainability reporting is a blend of two concepts: “sustainability” and “reporting” (Musa, et al., 2020; Olayinka & Temitope, 2011). Majority of the authors from the literature reviewed viewed sustainability as a report that shows how the current generation needs are met without jeopardising the ability of the next generations to meet their own needs. Reporting means disclosing an organisation's information fully or partially to stakeholders. Therefore, SR is disclosing organisational information about its daily economic, social and environmental activities as it affects the society and stakeholders where it operates (Akinlo & Iredele, 2014).

Nugroho and Arjoho (2014) defined SR disclosure as publication of information by a company related to its social activities in relation to economic, decent work, environmental, labour practices and human rights. Adeniyi and Fadipe (2018) viewed sustainability reporting as the commitment of business in contributing to sustainable economic development and advancement of the quality of life of employees, their families, the local community and society at large.

H_{O1}. Profitability has no significant effect on sustainability reporting disclosure in LIG companies in Nigeria

H_{O2}. Leverage has no significant effect on sustainability reporting disclosure in LIG companies in Nigeria

Concept of Firm and Audit Committee Attributes

Firm characteristics reviewed were profitability and leverage while for audit committee characteristic, it was Audit Committee Meeting (ACM). Angela and Setijaningsih (2023) opined that profitability is a ratio that measures the company's capacity to make profits for shareholders.

Return on asset, net profit, operating profit and return on owner's equity are among the indicators used in the measurement of profitability (Tanjung, 2021). Profitability plays a significant role in all aspects of business because it can show the potency of a company which reflect on the company's performance.

Profitability is measured by comparing the period's earnings to the company's total assets or capital as a percentage (Dewi et al., 2023). Profitability involves the magnitude of ability of a company to generate profits during a certain period from sales of goods or rendering of services, the profit is derived from the deployment of assets and capital (Pramudito et al., 2022; Uwuigbe, et al., 2011). A company's profitability can be assessed in numerous ways depending on the profits and assets or capital that will be compared with one another

Wahyuningrum, et al., (2022) defined leverage as a financial ratio used to measure a company’s ability to meet its long-term obligations. This ratio shows the magnitude to which the company finances its operations with funding from debt. There are several types of ratios used to calculate leverage, namely, Debt-to-Asset Ratio (DAR), Debt-to-Equity Ratio (DER), Debt-to-Capital Ratio (DCR) and Long-Term-Debt-to-Equity Ratio (LTDE). This study uses the DER ratio to measure the company’s leverage.

Leverage is a comparison between total debt and capital that shows the company's ability to meet obligations using existing capital (Dewi, et al., 2023). Leverage ratio measures the extent to which the company's assets are bankrolled with debt or the percentage of total debt to the average shareholder equity (Angela & Setijaningsih, 2023). Companies with a high level of leverage will have greater responsibilities to stakeholders, more so, companies will always be under pressure from creditors to pay what they are obliged to in accordance with the specified time limit (Wahyuningrum, Oktavilia & Utami, 2022; Uwuigbe & Uadiale, 2011).

Leverage is described as the amount of debt owed by an entity, which is used to acquire assets (Febriyanti, 2021). Companies with a high level of leverage are considered to provide more voluntary information to creditors. This increases creditor confidence to provide loans to companies. Most of the literatures reviewed (Adegboye & Bamigboye, 2020; Jibril, et al., 2022) agreed that the number of audit committee meetings held during a year represent audit committee meeting turnover.

H_{O3}. Audit committee meeting has no significant effect on sustainability reporting disclosure in LIG companies in Nigeria

Empirical Review

The empirical reviews conducted in this study were profitability, leverage and audit committee meeting.

Profitability and Sustainability Reporting Disclosure

Thomas et al., (2020) examined the effect of profitability on the sustainability report disclosure. The data was derived from annual SR from Indonesia Stock Exchange (IDX) between 2015-2018. Purprosive sampling technique was adopted and 10 companies from 54 companies were selected. The output from the regression analysis disclosed that profitability has significant positive effect on sustainability report disclosure. Similarly, the study of Kiswanto et al., (2020) examined the effect of profitability on sustainability reporting disclosure using 21 quoted firms in IDX during 2014-2017. Linear regression was used to analysed the data. it was discovered that profitability has significant positive effect on sustainability reporting disclosure.

Wahyuningrum, et al., (2022) examined how profitability affects sustainability reporting. 112 sampled were generated from companies listed on IDX in 2020 using Purposive Sampling Technique (PST). Multiple regression analysis was used to performed data analysis using the SPSS. Finding showed that profitability has an insignificant positive effect on sustainability report. Similarly, Agustami and Listiani (2018) evaluated the effect of profitability on sustainability reporting disclosure in 11 banks in Indonesia from 2013-2015. The data analytical method used was regression. It was discovered that profitability has an insignificant positive effect on sustainability reporting disclosure.

Tanjung (2021) analyzes the influence of profitability on sustainability reporting disclosure. Companies that participated on the Indonesia Sustainability Report Award (ISRA) during the 2015-2019 period were used. The result indicated that the profitability has an insignificant positive effect on sustainability reporting disclosure. In contrast, Dewi et al., (2023) analysed the determinants of sustainability reporting using 192 listed firms on the Asia sustainability reporting rating from 2018-2021. Finding showed that profitability has an insignificant negative effect on sustainability reporting disclosure.

Pramudito et al., (2022) conducted a study to ascertain the effect of profitability on sustainability reporting disclosure based on GRI index. 30 companies from mining companies and plantation listed entities on the IDX from 2018 to 2019 were used. Linear regression method was to analyse the data. Finding disclosed that profitability has a significant positive effect on sustainability reporting disclosure. Conversely, Munandar and Setiawati (2022) examined the effect of profitability on disclosure of sustainability reports of 85 quoted entities on IDX for the 2019-2021 period. From the result, profitability has an insignificant negative effect on disclosure of sustainability reports.

Laljani and Kharecha (2022) examined the association between profitability and sustainability disclosure. The study used secondary data. Companies in India that adopted sustainability disclosure and published it on their annual reports for the period from 2016 to 2020 were chosen. Finding showed an insignificant positive association between profitability and sustainability disclosure. The study conducted by Pandapotan (2023) was to ascertain the effect of profitability on sustainability report disclosure. The population used was all companies indexed by Kompas 100 in IDX for the period 2019-2021. From the PST of a sample size of 60, it was discovered that profitability has a significant positive effect on sustainability report disclosure.

Tyasaroja and Setiawati (2023) examined the effect of profitability on the disclosure of the sustainability report. The population was all quoted manufacturing entities on the IDX from 2018-2021. From the sample of 18 which was selected using a PST, it was discovered that profitability has a positive and significant effect on sustainability report. The study of Mediaty et al., (2023) was to determine whether profitability has an impact on disclosure of sustainability reports. The study utilized secondary data sourced from IDX. The SPSS was used to analyse the data. The research focuses on companies listed in LQ-45 on the IDX during the period 2020-2022. It was discovered that profitability has an insignificant positive impact on the disclosure of sustainability reports.

Leverage and Sustainability Reporting Disclosure
The study of Maryana and Carolina (2021) was to assess the impact of leverage on sustainability reporting disclosure as measured by the score of the GRI indicator. A purposive sampling of 18 out of the LQ 45 listed companies on IDX from 2014 to 2018 was used. From the multiple linear regression, leverage has a significant positive impact on sustainability reporting disclosure. In an opposing finding, Angela and Setijaningsih (2023) analysed the effect of leverage on sustainability report disclosures in mining quoted entities on the IDX. The sample was 15 mining companies between 2019 to 2021 and they were selected using PST. Data were processed using E-views 12 software. The result showed that leverage has an insignificant negative effect on sustainability report disclosures.

The study of Fatmawati and Trisnawati (2022) used 39 sampled quoted entities on the IDX between 2018 to 2020 to examine the effect of leverage on sustainability reporting disclosure. Finding from the multiple linear regression showed that leverage has an insignificant negative effect on sustainability reporting disclosure. Similarly, the purpose of the study of Lucia and Panggabean (2018) was to ascertain whether leverage measured by Debt-to-Equity Ratio (DER) has effect on disclosure of sustainability reports. The study had 105 sampled manufacturing quoted entities on IDX and 262 manufacturing companies listed on Malaysia Exchange from 2013 to 2015. Regression logistic method with E-views version 9 was used to analyse data. Hypothesis tested showed that leverage measured using DER has an insignificant negative effect on disclosure of sustainability reports.

Sonia and Khafid (2020) examined the effect of leverage on sustainability report disclosure. 25 quoted entities on IDX from 2015 to 2017 were chosen using Purposive Sampling Technique (PST).

The sampling technique used PST and it produced a sample of 25 companies listed on IDX from 2015 to 2017. From the statistical package of SPSS, it was discovered that there was a significant negative effect of leverage on sustainability report disclosure. Against the backdrop of the foregoing, Thomas et al., 2020) studied how leverage affect sustainability report disclosure. The data was taken from the annual sustainability report presented on the IDX from 2015 to 2018. Panel data were processed using EViews 9. It was discovered that leverage has a significant positive effect on SR

Febriyanti (2021) conducted an empirical study aimed at identifying the factors that affect sustainability reporting. Total population consisted of 103 listed companies that consistently publish sustainability reporting from 2018-2020 were used. Sample size was 33 listed companies using PST. Finding from the multiple linear regression revealed that leverage had significant positive effect on sustainability reporting disclosure.

Audit Committee Meeting and Sustainability Reporting Disclosure

Ruhana and Hidayah (2019) examined the effect of Audit Committee Meeting (ACM) on sustainability report disclosure. 9 companies on the Indonesia Sustainability Reporting Award (ISRA) from 2012 to 2017 were used based on the PST. The result from the linear regression showed that ACM has a significant positive effect on sustainability report disclosure.

Aprianti et al., (2021) conducted a study to determine the effect of audit committee characteristics such as meeting on the sustainability report from the IDX in 2020. The sample was made up of 47 energy subsector companies that were actively quoted on the IDX and were chosen using purposive sampling technique. A multiple regression model was employed to conduct the analysis, which was conducted using SPSS version 25 software. The result from the hypothesis tested showed that the ACM has an insignificant positive effect on the sustainability report.

Erin et al., (2020) examine the association between ACM and sustainability reporting quality of listed firms in Nigeria. This study relied on a sample of 120 firms out of the 165 quoted entities on the Nigerian Stock Exchange (NSE) for six years (2013 to 2018). The probit regression revealed that ACM has a significant positive association with sustainability reporting quality. Conversely, Ashafoke and Ogbebor (2023) examined the impact of ACM on sustainability reporting quality of 20 quoted entities on NGX in the manufacturing sector using Burley’s formula, a method for determining sample size. The regression results disclosed that ACM has an insignificant negative impact on sustainability reporting quality.

Hidayah, et al., (2019) examined factors that influence the sustainability reporting disclosure in Indonesia. 9 companies that won Indonesia Sustainability Award (ISRA) were used. According to the finding, ACM has a significant positive effect on the disclosure of sustainability reports. In an opposing study, Widagdo et al. (2021) investigated the effect of audit committee characteristics such as ACM on sustainability reporting disclosure. 99 companies with high greenhouse emission quoted on the Idx for the year ended 2020 were used. It was discovered that ACM has an insignificant positive effect on sustainability reporting disclosure.

Olagunju et al. (2023) investigated how audit committee attributes determine SR. Using purposive sampling techniques, the study selected a total 70 listed non-financial firms between 2011 to 2020 were used. Fixed effect and feasible generalized least square (FGLS) panel regression technique were used to test the hypotheses. Finding revealed that ACM has an insignificant negative influence on corporate environmental disclosure. Contrary to the preceding finding. Jibril et al. (2022) examined the effect of audit committee characteristics on environmental disclosure of 17 industrial and natural resources companies listed on NSE between 2015 to 2018. Finding indicated that ACM has a significant positive effect on environmental disclosure.

Theoretical Framework

The underpinning theories to this study are stakeholder theory and legitimacy theory.

The Stakeholder Theory

Edward Freeman was the first to publish on stakeholder theory in 1984. In the theory, he argued that a firm should create value for all stakeholders and not just shareholders. Actions and decisions of companies affect several agents, these agents and their interest must be protected Emmanuel et al., (2020). This theory suggest that the primary objective of a firm should not be shareholder wealth maximization rather it should be stakeholder wealth maximization, that managers should take decisions that will promote societal development and add value to both the suppliers and customers of a firm, financial institutions, the government, and the personnel that works for the firm (Abdulkadir, et al., 2022).

Musa et al., (2020) noted that stakeholder theory gives prominence to broader parties as against the narrow party that exist between managers and shareholders, what this means is that shareholders and other stakeholders are important towards perpetual existence of an organization. The significance of stakeholder theory to sustainability reporting disclosure is that it encourages firm to foster an intensive relationship with all respective parties in the society, because, the financial achievement and the survival of the firm comes from information disclosure and participation from all stakeholders.

Legitimacy Theory

This theory believes that there is an agreement between a firm and the society which is legally binding, the former should ensure that all its actions benefit everyone in the society within the jurisdiction in which the firm operate daily. Modern legitimate theory began with Hogner publication on an article in the early 1980s, the thrust of the article was on social and environmental accounting practice.

Jasman et al., (2023) opined that long surviving firms will always ensure that their operations are legal from the viewpoint of the law and from the viewpoint of the society. Disclosing financial information voluntarily and executing projects that impact on the society within the territory a company operates could be some of the various forms managers of company legitimize the existence of their company (Chukwu & Nkak, 2022).

Legitimacy gap exist when there is a difference between a firm's operations and how the society expect the firm to operate. Companies normally use voluntary disclosure of information to reduce the legitimacy gap (Febrina & Setiany, 2021). Voluntary disclosure are those information not mandatory by law, however are disclosed based on the firm discretion. Legitimacy theory postulates that entity activities should be congruent with broad societal norms, values and beliefs.

Materials and Methods

Ex post facto (after the event) research design was used in this study. This type of research design uses data generated after the occurrence of an event; hence the researcher will not be able to obstruct or distort the data generated. With ex post facto research design, it is not possible or acceptable to manipulate the characteristics or data. It is also applied to test hypotheses about cause-and-effect relationships. This kind of research is based on an analytical examination of dependent and independent variables. The main purpose of using after the event research design is to ascertain the cause-and-effect association on two variables (the dependent variable and the independent variable). After the event research design is suitable for this study because, this study examines the determinants of sustainability reporting disclosure in Nigeria. This study used as its population the entire 12 listed industrial goods companies quoted on NGX as at 31st December 2023. The study made use of purposive sampling technique. The criteria used for selection were: first, accounting year end of each firm should not change during the study period. Secondly, each firm shares must be traded during the study period. Thirdly, data of selected firms should be available for the period 2014 to 2023. The sample size used is ten (10). The period of the study was from 2014 to 2023.

Table 1 Population, Sample Size and Purposive Sampling

	Company (Population)	Sample size	Consistent accounting year end (purposive sampling)
1	Berger Paints Plc	Berger Paints Plc	31 December
2	Beta Glass Plc	Beta Glass Plc	31 December
3	BUA Cement Plc	Bua Cement Plc	31 December
4	Cap Plc	Cap Plc	31 December
5	Cutix Plc		
6	Dangote Cement Plc	Dangote Cement Plc	31 March
7	Greif Nigeria Plc	Greif Nigeria Plc	30 June
8	Lafarge Africa Plc	Lafarge Africa Plc	31 March
9	Meyer Plc	Meyer Plc	31 December
10	Notore Chemical Ind Plc		
11	Premier Paints Plc	Premier Paints Plc	31 December
12	Tripple Gee and Company Plc	Tripple Gee and Company Plc	31 December

Source: Nigerian Exchange Group

Panel data was used because the observations contain both time series and cross-sectional units. Panel data is used in situations where data for different firms and for different years is sourced. According to Jibril et al., (2022), panel data assumption is that firms are heterogeneous, also, it provides unbiased and more reliable results, and has more variability and less collinearity among variables. It is on this premises that this study made use of panel multiple regression.

Results and Discussion

Table 2: Dependent and Independent Variables with the Measurement Parameters

Each of the variable	Measurement parameters	Sources
The dependent Variable		
SRDI in accordance with GRI	Number of Items Disclosed by the Company Expected Number of Items	Febriyanti (2021), Sonia and Khafid (2020), Musa et al. (2020), Lucia and Panggabean (2018)
The independent Variable		
The proxies for firm and board characteristics		
PROF	Return On Asset (ROA) = Profit After Tax Total Asset	Sonia and Khafid (2020), Pandapotan (2023), Febriyanti (2021)
LEV	Debt to Equity = Total Debt Total Equity	Angela and Setijaningsih (2023), Dewi et al. (2023), Lucia and Panggabean (2018)
ACM	Numbers of meetings held during the year	Ashafoke and Ogbebor (2023), Olagunju et al. (2023), Jibril et al. (2022), Aprianti et al. (2021)

Source: Author's Compilation (2024)

The model below represents the regression equation used in this study. First is the mathematical expression

$SRDI_{it} = f\,(PROF_{it}, LEV_{it}, ACM_{it}, \mu_{it})$.. (1)
The above model can also be written econometrically as
$SRDI_{it} = \beta_0 + \beta_1\, PROF_{it} + \beta_2\, LEV_{it} + \beta_3\, ACM_{it} + \mu_{it}$.. (2)

Where
SRDI = Sustainability Reporting Disclosure Index
PROF = Profitability
LEV = Leverage
ACM = Audit Committee Meeting
β = coefficient of the parameter
it = Time coefficient
μ = error term

Diagnostic Tests

This study conducted diagnostic test, the test includes descriptive statistics test, Hausman test for fixed effect and random effect, correlation matrix test, variance inflation factor and heteroskedasticity test.

Table 3: Descriptive Statistics

	SRDI	PROF	LEV	ACM
Mean	14.87300	5.215737	10.67700	12.10250
Median	15.60000	5.546935	11.40000	11.60000
Maximum	18.80000	6.978069	13.60000	23.80000
Minimum	11.20000	2.693532	7.300000	6.600000
Std. Dev.	2.366853	1.451332	1.700199	3.819836
Skewness	0.047510	-0.305911	-0.169949	1.088045
Kurtosis	1.764204	1.706880	2.197558	4.444198
Jarque-Bera	6.400920	8.527024	3.164349	28.42114
Probability	0.040743	0.014073	0.205528	0.000001
Sum	1487.300	5215.737	1067.700	1210.250
Sum Sq. Dev.	554.5971	209.1000	286.1771	1444.524
Observations	100	100	100	100

Source: Eviews 10 output

The above table shows the descriptive statistics. The dependent variable in this study is the sustainability reporting disclosure index with a minimum value of 11.20 and a maximum value of 18.80. The average value of companies that disclose sustainability reporting is only 14.87%, which indicates the low level of sustainability reporting disclosure by quoted industrial goods companies in Nigeria. Profitability as a determinant of sustainability reporting has an average of 5.22% at the standard deviation of 1.45. The maximum and minimum values for profitability were 6.98 and 2.69 respectively. The mean values of leverage and audit committee meeting were 10.68% and 12.10% respectively. This still shows low level of sustainability reporting disclosure. The maximum values for leverage and audit committee meeting were 13.60 and 23.80 respectively while the minimum values for leverage and audit committee meeting were 7.30 and 6.60 respectively.

Table 4: Correlation Matrix

	SRDI	PROF	LEV	ACM
SRDI	1.000000			
PROF	0.370852	1.000000		
LEV	0.084711	0.435539	1.000000	
ACM	0.149562	-0.342577	-0.258377	1.000000

Source: Eviews 10 output

The correlation matrix did not show any high relationship. The correlation between profitability and sustainability reporting disclosure index was 37.09%, this indicate a weak relationship, likewise the correlation between leverage and sustainability reporting disclosure index was also weak at 8.47%. Lastly on the correlation between the independent and dependent proxies is audit committee meeting and sustainability reporting disclosure index, it revealed a relationship of 14.96% which is weak. Between the independent proxies, it was only leverage and profitability that showed a better relationship at 43.55%, however it was still weak.

Table 5: Variance Inflation Factors

Date: 05/09/24 Time: 09:20
Sample: 1 100
Included observations: 100

Variable	Coefficient Variance	Uncentered VIF	Centered VIF
PROF	2.84E-10	18.63795	1.326964
LEV	0.019597	51.24842	1.255016
ACM	0.003564	12.83476	1.152163
C	3.184036	71.25376	NA

Source: Eviews 10 output

Multicollinearity test is to check whether there is effect between the independent proxies which can mislead the result of the study. The result substantiates the absence of multicollinearity between the independent proxies with the use of Variance Inflation Factors (VIF). Since the centered VIF is less than 10, what this means is that there is no multicollinearity in the exogenous proxies.

Table 6: Heteroskedasticity Test: Breusch-Pagan-Godfrey

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	12.97410	Prob. F(3,96)	0.1023
Obs*R-squared	28.84793	Prob. Chi-Square(3)	0.1276
Scaled explained SS	19.68388	Prob. Chi-Square(3)	0.1502

Source: Eviews 10 output

Table 6 above represents the heteroskedasticity test, this test is conducted to check whether the variability of error is constant or not. One of the assumptions of linear regression is that there must be constant variance. The Breusch-Pagan-Godfrey test was employed to check whether this assumption was violated or not. The result revealed that the probability of chi-square 0.1276 (12.76%) which is insignificant at 5% indicate the absence of heteroskedasticity as the probability of the chi square is more than 5%. This implies that the variability of error will not affect the results.

Table 7: Hausman Test

Correlated Random Effects - Hausman Test Test cross-section random effects			
Test Summary	Chi-Sq. Statistic	Chi-Sq. d.f.	Prob.
Cross-section random	4.811357	3	0.1861

Source: Eviews 10 output

Hausman test assist to choose between fixed effect and cross section random effect from the ordinary least square regression. If the probability is below 5%, use fixed effect, otherwise use the cross section random effect. The result suggests that the cross section random effect regression model is most appropriate for the sampled data because the hausman test Prob. value is greater than 5%.

Table 8: Panel Least Squares

Dependent Variable: SRDI				
Method: Panel EGLS (Cross-section random effects)				
Date: 05/09/24 Time: 08:57				
Sample: 2014 2023				
Periods included: 10				
Cross-sections included: 10				
Total panel (balanced) observations: 100				
Swamy and Arora estimator of component variances				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PROF	0.000081	0.000017	4.777752	0.0000
LEV	-0.074421	0.141463	-0.526083	0.6000
ACM	0.190084	0.060330	3.150752	0.0022
C	9.120708	1.803185	5.058111	0.0000
	Effects Specification			
			S.D.	Rho
Cross-section random			0.000000	0.0000
Idiosyncratic random			2.136172	1.0000
	Weighted Statistics			
R-squared	0.826494	Mean dependent var		14.87300
Adjusted R-squared	0.852322	S.D. dependent var		2.366853
S.E. of regression	2.113903	Sum squared resid		428.9843
F-statistic	9.370062	Durbin-Watson stat		1.674030
Prob(F-statistic)	0.000017			
	Unweighted Statistics			
R-squared	0.226494	Mean dependent var		14.87300
Sum squared resid	428.9843	Durbin-Watson stat		1.674030

Source: Eviews 10 output

The adjusted R-square of 0.85 indicates that 85% variation in sustainability reporting disclosure is determined by the variables captured in the study, while only 15% is ascertained by other variables not captured in the model. The F-statistic examines the overall significance of the regression model including all the variables. Therefore, by examining the overall fit and significance of the model, it could be observed that the model has a better fit since the probability (F-statistic) value of 0.00 is less than 0.05.

The first finding from table 8 above revealed that profitability has a statistical significant positive effect on sustainability reporting disclosure from the prob. value of 0.00 and a coefficient of 0.00. One unit increase in profitability will lead to 0.000081 increase in sustainability reporting disclosure. This study rejects the null hypothesis while the alternative hypothesis that state that profitability has significant effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria is accepted. This finding is undeviating with the finding of Pramudito et al. (2022), Kiswanto et al. (2020), Thomas et al. (2020), Pandapotan (2023), Tyasaroja and Setiawati (2023) who discovered that profitability has a significant positive effect on SR disclosure. However, the study of Dewi et al., (2023), Munandar and Setiawati (2022) documented an insignificant negative effect of profitability on sustainability reporting disclosure.

The second finding from table 8 above showed that leverage has a statistical insignificant negative effect on SR. If leverage increase by one unit it will result to 0.074421 decrease on sustainability reporting disclosure. This study rejecst the alternative hypothesis and accept the null hypothesis that state that leverage has no significant effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria. This finding conforms to the finding of Lucia and Panggabean (2018), Fatmawati and Trisnawati (2022), Angela and Setijaningsih (2023) established that leverage has an insignificant negative effect on SR. contradictory study from Thomas et al. (2020), Febriyanti (2021), Maryana and Carolina (2021) reported that there is a significant positive effect of leverage on sustainability reporting disclosure.

Finally, the third finding from table 8 above indicated that there is a statistical significant positive effect of ACM on sustainability reporting disclosure. One unit increase in ACM will lead to 0.190084 increase on sustainability reporting disclosure. The null hypothesis is rejected while the alternative hypothesis that state that ACM has significant effect on SR disclosure in listed industrial goods companies in Nigeria is accepted. This finding is in line with the study of Erin et al., (2020), Ruhana and Hidayah (2019), Jibril et al. (2022), Hidayah et al. (2019) who discovered that ACM has a significant positive effect on the disclosure of sustainability reports. This finding contradicts the finding of Ashafoke and Ogbebor (2023), Olagunju et al. (2023) who found that ACM has an insignificant negative impact on sustainability reporting disclosure.

Conclusion and Recommendations

This study concludes that both profitability and audit committee meeting have statistical significant positive effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria while leverage has a statistical insignificant negative effect on sustainability reporting disclosure in listed industrial goods companies in Nigeria. Based on the findings of this study, the following recommendations are made;

1. Companies should ensure that greater attention is dedicated to sustainability reporting disclosure as profit increase, this is because contemporary investors are highly interested to invest on companies that promote sustainability reporting disclosure, hence greater profit.
2. Audit committee meeting facilitate sustainability reporting disclosure, hence the board of directors must ensure that the prescribed minimum number of times audit committee should hold meeting in accordance with CAMA 2020 of Nigeria is not compromised.
3. This study discovered that leverage is statistically insignificant towards sustainability reporting disclosure and therefore investors should be aware of the fact that as leverage increase companies will not be motivated to disclose sustainability report. Consequently, investors should assess other non-financial parameters such as balance scorecard before making investment.

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MODERATING ROLE OF MARKET CAPITALISATION ON THE RELATIONSHIP BETWEEN CREDIT RISK MANAGEMENT AND FINANCIAL PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

This study investigated the moderating effect of market capitalization on the relationship between capital adequacy ratio CAR and return on Equity ROE. Correlation and panel data multiple regression analyses was employed, using STATA 14 statistical software to generate higher level of statistical validity. Quantitative research design was adopted and a population of 21 DMBs in Nigeria spanning the period from 2013 to 2022 was used. The study found significant effect between capital adequacy ratio and return on equity, while market capitalization has no significant moderating effect with return on equity. The study concludes that the moderating effect of market capitalization is not significant in determining the association between capital adequacy ratio and financial performance of DMBs in Nigeria. The study therefore recommends that that it is crucial for DMBs to implement measures that strengthen the relationship between CAR and the financial performance. They should incorporate CAR considerations into their strategic planning and capital allocation decisions. This includes making informed decisions about asset growth, dividend policies, and investment opportunities that align with maintaining an optimal CAR. Establishing this connection can enhance the effectiveness of monetary policy and promote economic growth in the country

Keywords; Capital Adequacy Ratio, Deposit Money Banks, Financial Performance, Market Capitalisation, Return on Equity

Introduction

Nations at global level aims for a healthy economy, and striving for economic growth by developing robust financial institutions. These institutions are crucial as they manage the mobilization and distribution of financial resources, forming the foundation of economic development (Ajao, et al., 2019). Due to their significant role, financial institutions are a key focus for both government and private sectors. To drive economic growth, these institutions, especially deposit money banks (DMBs), must enhance their financial performance by overcoming constraints and leveraging factors that boost performance (Nazmoon, 2023).

DMBs prioritize not only the assets they manage but also the returns they provide to the economy and stakeholders (Abubakar et al., 2020). For DMBs to remain viable and foster necessary growth, they must focus on their financial performance, which measures how effectively a bank uses its assets to generate profits. This assessment reflects an organization's overall financial health over time and allows analysts to compare different firms and organizations (Soyemi & Faderera 2023).

Due to the complex and dynamic nature of the economic system, deposit money banks (DMBs) face various risks that impact their financial performance. According to Nazmoon (2023), it is impossible to entirely eliminate risks from the daily operations of DMBs. Therefore, effective credit risk management strategies, addressing both internal and external risks, are integrated into their business and operational models (Michael & Isaac, 2023). These strategies ensure that DMBs can maintain strong financial performance and continue to provide essential financial intermediation within and beyond the financial system.

Credit risk management in deposit money banks (DMBs) has become crucial for their survival and growth due to the evolving environments they operate in (Ukpong & Essien, 2022). This systematic approach involves assessing risks, developing management strategies, and mitigating risks through managerial philosophies (Antony & Suresh, 2023; Nurul et al., 2022; Karadima & Louri, 2021). Strategies include transferring, avoiding, minimizing, and accepting risks (Ihemeje et al., 2022; Ukpong & Essien, 2022). Many DMBs have collapsed due to high credit risk exposure, with 70% of global bank failures attributed to credit risks (Kumshe et al., 2024; Michael & Isaac, 2023). This rate is higher in sub-Saharan Africa compared to Europe and the U.S. Antony and Suresh (2023) note that effective credit risk management could prevent many financial crises faced by DMBs.

There are several metrics of credit risk against financial performance such as loan provision LLP, non-performing loans NPL, liquidity risk ratio, interest rate risk and many, however these metrics did not provide a comprehensive view of the overall capital structure and risk-absorbing capacity of DMBs, but capital adequacy acts as a safeguard against banks potential risks. A high capital adequacy ratio suggests reduced reliance on external financing, which in turn leads to higher profitability. This metric enables a bank to retain capital, absorb loan losses, support future asset growth, and provide returns to investors (Qin & Pastory, 2012). When the ratio is elevated, the need for external finance decreases, resulting in increased bank profitability (Johannes, 2015). Banks with high capitalization are generally more profitable than those with low capitalization because they face lower bankruptcy costs and reduced need for external financing, especially in developing economies (Almazari, 2013).

Market capitalization reflects investor confidence in a company's future, with higher market capitalization indicating perceived lower risk and resulting in lower borrowing costs and easier capital access (Andrea 2021). A strong market capitalization signals financial stability, cushioning against financial shocks and positively influencing financial performance by reducing debt costs and increasing investment funds. In the competitive banking sector, capital market reliance is crucial. Gianfrate and Gouigoux (2015) note that banks with larger private equity funds attract more investors, while Mohammad, Qaisar, Ahmad & Zainab (2021) suggest that DMBs with higher market capitalization enjoy better credit ratings and lower borrowing costs. This leads to higher profitability and improved financial performance, as banks can invest more in productive activities. Additionally, robust market capitalization indicates strong fundamentals and effective risk management practices.

During economic uncertainty, valuing transactions based on risk factors is essential in financial markets. However, inadequate management of these indices can lead to DMB failures, characterized by poor earnings and insufficient capital. Nwosu, Okedigba, and Anih (2020) noted that Nigerian DMBs have some of the highest capital base problems in Africa, which pose a significant threat to their earnings and financial performance. The Central Bank of Nigeria (CBN), as the highest regulatory authority in the banking sector, raised the minimum capital requirement for deposit money banks to ₦25 billion in 2005. However, even after a consolidation exercise that led to the emergence of 25 banks, some of these institutions encountered various challenges (Farih & Kurniasih, 2022).

As a response to the issues, in 2010, the CBN, in its efforts to bolster the resilience of deposit money banks, revised the minimum capital requirement to an amount as specified by the CBN in line with Basel III standards for regulatory purposes. Nonetheless, certain banks continued to grapple with significant capital and liquidity problems. This prompted the CBN to intervene by approving their acquisition by stronger banks and replacing their top management. In 2019, CBN further intensified its efforts to enhance the resilience of deposit money banks by increasing the minimum requirement for high-quality capital to N50 billion or as otherwise specified by the CBN. This move aimed to empower banks to absorb losses while operating as a going concern and to mandate banks to establish additional capital buffers to safeguard the bank and investor interest against unforeseen future losses (Soyemi, et al., 2021).

However, the inability of some banks to effectively manage their investments within an acceptable level of risk has caused investors and other stakeholders to lose confidence. A study by Ahmad & Obeid (2023) indicates that the bank performance is strongly influenced by sufficient CAR, including the credit-to-deposit ratio, leverage ratio, and liquidity ratio in their study. These variables have shown both short-term and long-term impacts on DMBs financial performance, highlighting the importance of managing these ratios to maintain bank stability because high CAR means holding more capital relative to risk-weighted assets, which can limit the amount of funds available for lending or investment, potentially reducing profitability. On the other hand, excessive capital reserves could mean that banks are not utilizing their funds efficiently, leading to lower returns on equity. Moreover, If DMBs CAR is too low, it signals potential instability, leading to reduced investor confidence and possibly higher costs of capital.

Despite some policies and measures undertaken by regulators like the CBN and the NDIC to curtail the implications of default risk in the sector, several results of studies revealed that total assets in Nigerian banks were highly risky, and that capital adequacy ratio reduces with increase in deposits. Furthermore, the CBN's statistical bulletins have consistently shown that inadequate capital contributes to higher risk profiles, limiting DMBs' ability to lend and invest efficiently.

Therefore, there is a need for additional research in the area to re-examine and identify the cause of such default risk. There have been several studies conducted on credit risk and the performance of banks, For instance, Kumsh. et al., (2024); Makono and Mbogo (2023); Ukpong and Essien (2022); Awopegba, *et al.*, (2022), Zulkifli & Ahmad, (2022), Ndyagyenda, (2020) indicate that credit risk significantly and negatively influences financial performance. However, studies such as Michael and Isaac, (2023); Syntia and Santioso (2023); Obayagbona and Osagiede (2023); Muhammad, et al., (2021) indicate that credit risks do not sufficiently influence banks financial performance. These studies produced various and inconsistent findings, which were influenced by the character of each country's economic situations and the prevailing economic indices. To this extent, there is no study conducted on the moderating role of market capitalization on the relationship between capital adequacy ratio and financial performance of DMBs in Nigeria. Therefore, the aim of the present study is to contribute to the existing literature by examining the moderating effect of market capitalisation on the association between capital adequacy ratio and the ROE of listed DMBs in Nigeria.

H01: Capital adequacy ratio has no significant effect on Return on Equity (ROE) of DMBs in Nigeria

Literature Review

In this section, the nexus between credit risk and financial performance is explored by reviewing the available body of literature. More specifically, the focus was on previous studies that looked at credit risk management of banks and the profitability of banks across the globe.

Capital Adequacy Ratio

The Capital Adequacy Ratio is a key metric for banks, ensuring they maintain sufficient capital to cover credit risks and support their financial performance. It balances the need for financial stability with the pursuit of profitability, playing a vital role in the overall health and resilience of the banking sector. (Anggari & Dana, 2020) define (CAR) is a measure of a bank's or financial institution's financial strength and stability. It is a key regulatory requirement designed to ensure that banks have enough capital on hand to cover potential losses and absorb financial shocks. The CAR is especially important in the banking industry to protect depositors and maintain the stability of the financial system (Farih, & Kurniasih 2022). Banks that fall below the minimum CAR requirements may be required to take corrective actions, such as raising additional capital or reducing their risk-weighted assets.

Capital Adequacy Ratio is used as a measure of credit management against financial performance because it ensures that banks maintain a healthy balance between capital and risk. This balance protects the interests of depositors and creditors, enhances market confidence, promotes prudent risk-taking, and ensures resilience to economic shocks. By adhering to CAR requirements, banks contribute to the stability and efficiency of the financial system, ultimately supporting their own sustainable growth and profitability.

Return on Equity

Return on Equity (ROE) is a financial ratio that measures a company's profitability and efficiency in generating profits for its shareholders or equity investors (Poudel, 2021). It is one of the key financial metrics used by investors, analysts, and management to assess a company's financial performance and its ability to provide a return to its shareholders. ROE is an important metric of firm’s financial performance as it shows how well the company is creating value for its shareholders. A consistently high ROE may attract investors and potentially drive up the company's stock price (Singh & Sharma, 2018).

H01: Capital adequacy ratio has no significant effect on Return on Equity (ROE) of DMBs in Nigeria

Market Capitalisation

Market capitalization, often abbreviated as "market cap," is a financial metric used to assess the total value of a publicly traded company (Onyinyechi, 2022). It represents the market value of a company's outstanding shares of stock at a particular point in time and is calculated by multiplying the company's current stock price by the total number of outstanding shares. Market capitalization is a key indicator of a company's size and is widely used by investors, analysts, and financial professionals for various purposes, including investment analysis, benchmarking, and portfolio management.

H02: Market capitalization has no significant moderating effect on the relationship between capital adequacy ratio CAR and ROE of DMBs in Nigeria

Empirical Review

Gideon and Ifeanyi (2023) investigated the effect of capital adequacy on the performance of Nigerian deposit money banks for the period of 2000 – 2020 This study adopts an ex-post facto research design, and the sample size is all deposit money banks with international and national authorization in Nigeria The study concludes that capital adequacy, one of the key factors affecting the performance of the Nigeria deposit money banks in measuring efficient performance of financial institutions in Nigeria has both direct and inverse linear relationship with efficient performance of banks

Oritsegbubemi, et al., (2023) investigated credit risk management and the return on equity (ROE) of Nigerian deposit money banks (DMBs) over a twelve-year period from 2010 to 2021, following the adoption of a common accounting year-end as mandated by the Central Bank of Nigeria (CBN) in 2009. The study considered several independent variables, including capital adequacy ratio (CAR), liquidity ratio (LQR), loan-to-deposit ratio (LDR), risk asset ratio (RAR), non-performing loans ratio (NPLR), loan loss provision ratio (LLP), and size (SZ), with ROE as the dependent variable. The findings of the study revealed that CAR, RAR, NPLR, and SZ had a significant impact on ROE in Nigerian DMBs. Additionally, the study identified that Nigerian DMBs increasingly relied on offshore borrowing, particularly through Eurobonds, to create risk assets, partially as a response to CBN's restrictions on using local depositors' funds for this purpose.

Shittu, et al., (2022) explores the role of the cost per loan asset ratio (CLAR) in moderating the relationship between credit risk and return on assets (ROA) for Nigerian deposit money banks (DMBs). Panel data analysis and GLS regression models were used for the study. The study found a significant positive moderating relationship between the non-performing loan ratio (NPLR) and capital adequacy ratio (CAR), while the loan loss provision ratio (LLPR) and asset quality ratio (AQR) had a negative but statistically significant impact. Additionally, the cost per loan asset ratio was observed to have an inverse moderating effect on the relationship between the loan and advance ratio (LADR) and the bank's probability, although this effect was not statistically significant.

Harrison & Joseph (2021) examines the impact of capital adequacy ratio on the performance of rural and community banks in the Brong Ahafo Region of Ghana. The researcher used the financial statements of ten rural banks from the period of 2006 to 2010 (five years) for our analysis. The panel regression model was employed for the estimation. In the model, definition of Return on Equity (ROE) and Return on Asset (ROA) were used as profitability indicator while Non-Performing Loans Ratio (NLPR) and Capital Adequacy Ratio (CAR) as credit risk management indicators. The findings indicate a significant positive relationship between non-performing loans and rural banks' profitability revealing that, there are higher loan losses but banks still earn profit. The study found that higher interest margin charged on loan by rural banks due to weak credit risk management practices prevent microenterprises from accessing loans. Such a situation prevents business expansion and rural industrialization which are essential for poverty reduction.

Henry et al., (2020) looked at the effect of capital adequacy ratio on the optimal financial performance of commercial banks in Nigeria. The study is a longitudinal survey, so the ex-post facto research design was applied. Research data were analysed using generalized method of moments (GMM) and vector Error Correction Model, after testing and adjusting the data for stationarity and Cointegration. The research findings were: Banks' profitability is significantly influenced in the short run by liquidity risk and in the long-run by credit risk, capital adequacy risk, leverage risk and liquidity risk. Furthermore, profitability measured by ROA was found to be positively related to liquidity risk but negatively related credit risk.

Theoretical framework

Agency Theory

Agency theory, originating from the need to address uncertainties, is a foundational framework in finance, management, and economics. It explains the relationships between principals and agents, such as borrowers and lenders, focusing on self-interest and information asymmetry, where one party may withhold information from another (Jensen & Meckling, 1976). Nwosu et al., (2020) emphasize that in the banking sector, agency theory often involves information asymmetry between borrowers and lenders, affecting the balance sheet. Campbell (2012) notes that borrowers might not always disclose the true purposes of their loans, leading to financial risks for lenders, who may then raise interest rates to recover losses from unpaid loans. This concept highlights the strengths and weaknesses of banks, influencing their organizational performance and reputation.

Additionally, the theory explores how market capitalization affects credit risk management and financial performance through factors such as monitoring and control, incentive alignment, market discipline, and risk diversification. Larger firms with high market capitalization have more resources and better governance structures, aligning managers' interests with shareholders, and are more scrutinized by analysts, reducing excessive credit risks. Consequently, these firms are better equipped to manage credit risk, leading to more stable financial performance compared to smaller firms.

Methods and Materials

The research study used correlation study because the ultimate goal is to test if a relationship exists and how credit risk could impact on financial of DMBs in Nigeria. Quantitative research design was adopted because this study involves the collection of data from a secondary source (i.e. financial statement of the DMBs). A study's population includes all elements the researcher aims to investigate. Otsen (2012) defines population in research as all members or elements of interest to the researcher. Essentially, the population in this research encompasses all elements, stakeholders, and objects relevant to the phenomenon being studied, from which samples will be drawn and data collected. In this study, the population comprises all the deposit money banks in Nigeria, specifically the 21 DMBs listed on the Nigerian Stock Exchange.

Variables Measurement and Model Specification

This study adopts the model of Harrison and Joseph (2021), hence the measurement variables are defined in table 1.

Table 1: Variable's Definition and Measurement

Variable definition	Variable measurement and Source	Apriori
Return on Equity (ROE)	Total profit after tax / Total Asset (Harrison & Joseph 2021)	
Capital adequacy ratio (CAR)	Total Qualifying Capital / Total Risk-weighted Asset (Natufe & Osagie 2023)	$\beta_1 > 0$
Market Capitalization (MCAP)	MCAP x 100 / GDP (Ishaq & Usman 2022)	$\beta_2 > 0$

Source: Researchers Computation, (2024)

The model for this study functionally becomes;

ROE = f (CAR, MCAP)

The econometric equation for the model are specified as:

$ROE_{it} = \beta_0 + \beta_1(CAR)_{it} + \beta_2(MCAP)_{it} + \beta_3 (MCAP*CAR)\mu_{it}$ ………… 1

Where; β_0 = Constant parameter; $\beta_1 - \beta_2$ = Coefficients of independent and moderating variables; μ = Error term; i = 11 DMBs; t = time dimension of the variables (10 years)
The expected signs of the coefficients (apriori expectations) are such that β_1 and $\beta_2 > 0$.

In order to analyze the data for the study and to test the research hypotheses, the study made use of STATA statistical software version 14. Descriptive statistics was used to summarize the data for the study into more meaningful form. Correlation and panel data multiple regression analysis was used for the analysis and to test the formulated hypotheses at 5% level of significance.

Results and Discussion

In this investigation, the gathered data were examined in accordance with the specified methods for measuring variables as previously mentioned. The reliability analysis, using Cronbach Alpha, yielded a high reliability score of 0.70, ensuring the trustworthiness of the research findings. Furthermore, the study did not reveal any issues with multicollinearity, as evidenced by variance inflation factor (VIF) calculations Additionally, the data displayed satisfactory normality as determined by the Shapiro-Wilk W test.

Table 2 Summary Statistics

	Mean	Std. Dev.	Min	max	skewness	Kurtosis
ROE	0.506	0.1337	0.0078	0.5618	0.1313	0.1856
MCAP	11.9513	2.3897	8.9860	16.514	0.2121	0.0012

Source: STATA Output, 2024

The descriptive statistics of the data in table 2 shows the measure of central tendency and dispersion of the data used for the analysis. The ROE has an average value of 0.506 and Std of 0.1337, means that the ROE value of DMBs in Nigeria, is about 50.6% with low variations around the mean which is an indication that ROE values of the DMBs in Nigeria is high enough. And, the descriptive statistics of the MCAP indicates that there is an average 11.95% with a low variation around the mean.

Correlation Analysis

The correlation analysis provides the relationship between the variables that are used in this study as show in table 3.

Table 3: Pairwise correlations

Variables	(1)	(2)	(3)
(1) ROE	1.000		
(3) MCAP	-0.2263*	0.0767	1.000
	(0.0174)	(0.4256)	

**** p<0.01, ** p<0.05, * p<0.1*

Source: STATA Output, 2023

From Table 3, there is a significant but weak negative relationship between ROE and CAR (r = -0.2265; p = 0.0174). However the Table provides that there is a positive and insignificant relationship between CAR and MCAP (r = 0.0767; p = 0.4256).

Table 4: Model for Regression

ROE	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
CAR	-0.8830	0.3871	-2.28	0.025	-1.6505	-0.1154	**
MCAP CAR	-0.15	0.087	-1.74	0.082	-0.32	0.019	
Constant	0.5865	1.1024	5.73	0.000	0.3836	0.7896	***

Mean dependent var	0.174	SD dependent var	1.942
Overall r-squared	0.0952	Number of obs	110
F-Stat	5.63	Prob > chi2	0.000
R-squared within	0.0783		

*** *p<0.001, * p<0.05,*

Source: STATA Output, 2024

From Table 4, the value of R square = 0.095 shows that the CAR has fair effect (9.5%) on the ROE of the DMBs. However, R-square within indicates that 7.83% of the variability of the ROE of the DMBs can be explained by the CAR.

From the Table 4 indicates p-value of 0.025 (i.e. $p < 0.05$) for CAR and therefore the null hypothesis is rejected (at 5% level of significance) which is an indication that there is significant relationship between capital adequacy ratio and return on equity of DMBs in Nigeria. The finding of this study is consistent with Natufe and Osagie (2023); Harrison and Joseph (2021) which also indicates a significant positive relationship between CAR as a measure of credit risk and financial performance. However, it is inconsistent with Umar Gana, Tijjani and Salisu (2022) that reveal a negative relationship between CAR and financial performance. Also, the Table 4 indicates that p-value for MCAP is 0.082 (i.e. $p > 0.05$) and therefore the null hypothesis is accepted (at 5% level of significance) which is an indication that market capitalization has no significant moderating effect with return on equity of DMBs in Nigeria.

Conclusion And Recommendations

In conclusion, this study demonstrates that the Capital Adequacy Ratio (CAR) has a significant positive effect on the Return on Equity (ROE) of Deposit Money Banks (DMBs) in Nigeria, influencing it positively in both the short term and the long term. Conversely, the study finds that market capitalization does not have a significant impact on the relationship between CAR and ROE in DMBs.

Based on these findings, it is clear that market capitalisation do not currently play a significant role in determining the financial performance of Deposit Money Banks (DMBs) in Nigeria. To address this issue, it is crucial for the regulatory authorities to implement measures that strengthen the relationship between CAR and the financial performance of DMBs. Establishing this connection can enhance the effectiveness of monetary policy and promote economic growth in the country.

Given the significant positive impact of Capital Adequacy Ratio (CAR) on the Return on Equity (ROE) of Deposit Money Banks (DMBs), banks should prioritize maintaining and enhancing their CAR. This can be achieved by improving capital buffers, ensuring compliance with regulatory requirements, and adopting risk management practices that optimize capital utilization, they should ensure that banks maintain adequate capital levels to safeguard financial stability and enhance profitability. Regular audits and stress testing can help monitor and enforce these standards. Further, DMBs should also incorporate CAR considerations into their strategic planning and capital allocation decisions. This includes making informed decisions about asset growth, dividend policies, and investment opportunities that align with maintaining an optimal CAR.

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THE IMPACT OF TECHNOLOGICAL ADVANCEMENT ONENTREPRENEURIAL SUCCESS IN SOKOTO METROPOLIS

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Abstract

This study was carried out to assess the impact of technological advancement on entrepreneurship development in Sokoto metropolis, Sokoto State Nigeria. Primary data were obtained from a sample of (51) entrepreneurs via questionnaire and analyzed using multiple linear regression model (MLRM), and ANOVA. The population under investigation was sixty registered entrepreneurs within Sokoto metropolis, the study adopted Krejcie and Morgan (1970) to determine the sample size of fifty-one (51) entrepreneurs. Findings from the study reveals that technology diversity, Job creation, access to capital, rate of technology adoption, technology diffusion and education and skill development on entrepreneurial success are statistically insignificant at 5%, meaning they are not good predictors, also the joint effect of technology diversity, access to capital, rate of technology diffusion, education and skill development is not statistically significant at 10% on entrepreneurial success in Sokoto metropolis. The study recommends among others that to enhance and foster entrepreneurial success, it is crucial that Sokoto State Government should encourage the young entrepreneurs by introducing, skill acquisition program, and training as well as providing credit facilities tailored towards entrepreneurial success within the metropolis.

Key Words: Advancement, Entrepreneurial Success, Impact. Metropolis, Technological

Introduction

Technological advancements have become a driving force in shaping modern business landscape (Rajoo, 2023). From the advent of the internet to the rise of artificial intelligence, these advancements have revolutionized the way enterprise operate, innovate and connect with customers. Within this context, entrepreneurship has emerged as a dynamic field that constantly adopts to the transformative potential of technology.

Despite several academic efforts to highlight the significance of the impact of technological advancement on entrepreneurship development. It is observed that most studies on impact of technological advancement on entrepreneurship in the literature emanate from developed economies (Rakib & Islam, 2023), Magana (2014), Clobanu and Neamty (2017), Mareki (2016), Al Qudah (2018), Kaur (2023), Alheet (2021), Hendayani and Mochamad (2021), Radhika (2019) were carried out in the developed nation making it difficult to generalize the findings obtained regarding knowledge of the technology that promote entrepreneurship and the need for technological advancement for a business in developing countries.

In Nigeria, the majority of such studies, for example, Kennedy, et al., (2018), Nwkebufe (2021), Haefner (2023) concentrated on Southwestern Nigeria, with little research attention on Northern Nigeria. Thus, this study attempts to focus on the impact of technological advancement on entrepreneurial success in Sokoto metropolis, Sokoto State North -western Nigeria.

Research Question

To what extent do advancements in technology influence the formation and success of new ventures in Sokoto?

How do advancements in technology influence the access of funding and investment opportunities for entrepreneurs?

Literature Review

Empirical Review

Fathi, et al., (2021) in their study influence of technological advancement, entrepreneurial orientation and change in consumer attitude on the firm performances of Small and Medium-sized Enterprises (SMEs) based in the UK. The study is descriptive quantitative research. with a sample size of 145 employees belonging to different industries. Using frequency analysis, correlation and regression analysis to analyze the results. The study found that there is a significant positive effect of technology advancements, entrepreneurial orientation and consumer attitudes on firm performance at 0.05 levels.

Kaur (2023) In his quantitative study how the introduction of technology affected various business processes. The study also examines the opportunities and threats presented by the widespread use of emerging technologies in the corporate world. It also examines the most popular technologies used by companies. The result of the study revealed that technology has a massive impact on all company operations, significantly on marketing and promotion, with a widespread reliance on mobile phones and social media networking for business purposes. While the introduction of new technologies allows businesses to expand rapidly, it also raises the possibility of the theft of confidential data.

According to Al Qudah (2018), the study measured two significant variables, creative thinking and innovative ability, as well as technological advancement considered as major factors or requirements for innovation and the success of a country's entrepreneurship development. Interestingly, the matrix analysis established a strong relationship between creative thinking and innovative ability, as well as technological advancement although was negatively estimated on entrepreneurship development. This indicates that technological advancement has a good support for creativity and innovation. However, its direct effect on entrepreneurship development was not significantly estimated. This can further be investigated to ascertain reality.

Airtel mobile company Nigeria (2019) study of impact of technological advancement on entrepreneurship in an organization a sample of 30 respondents from Airtel was drawn using simple random techniques the research found that there is a powerful relationship between technological advancement and entrepreneurship in an organization as newer technology enhance the flow of creative idea in the organization.

Davis, et al., (2022). Exploring factors influencing technology adoption rate at the macro level: A predictive model using random effects panel model to predict technology adoption factors for a sample of 15 countries over the period of 2010–2019 using secondary datasets. The result revealed a statistically significant effect of competitiveness, cyber security, ease of doing business, and the level of political stability/non-violence and terrorism on technology adoption at the country level. The study posits that a country that is highly competitive, has enhanced cyber security, is easy to do business in, and has a low level of political violence and terrorism adopts new technologies more readily than others.

Mia and Islam (2023) research delves into the intricate relationship between technological advancement and international trade dynamics in Bangladesh, the study used a sample of 25 firms across diverse sectors, the study revealed a strong correlation between technological adoption and firm growth, while the result of the regression analyses shows that technological adoption demonstrated a high determinant of growth, with approximately 91.2% of the variance in firm growth rates, while technology emerges as a catalyst for growth in Bangladesh's international trade, its uniform adoption and consequent benefits necessitate tailored strategies and infrastructural enhancements. Therefore, we hypothesized that Technological advancement does not have significant influence on the access to funding and investment opportunities for entrepreneurship

Materials and Methods

The population of this study consists of sixty registered enterprises. A total sample size of 51 was drawn from the population size of 60.The sample size of 50 was determined using the Krejcie and Morgan (1970) sampling approach for calculating sample size for a finite (known) population. A 95% confidence level (with a Z-value of 2.576) and a 5% margin of error was assumed for the computation of the sample size. The choice of confidence level, population proportion and degree of accuracy was informed by the researcher’s observed realities on the field while collecting the data and in line with previous researches. The Krejcie and Morgan’s (1970) method of calculating sample size for a finite (known) population was used to determine the total sample size for the study. Data gathered was analysed via descriptive and inferential statistics. The descriptive statistics used frequency table, mean, and averages of the data set, while the inferential statistics used multiple regression analysis to analyze the data.

Measurement of variables

There are two variables: the dependent variable: entrepreneurial success proxy by (number of new businesses) which was measured on a five points likert scale as (The use of advanced technologies has positively impacted entrepreneurial success). (Entrepreneurs who embrace technological advancements tend to achieve better success) While the independent variables are the technology diversity, job creation, (The adoption of technology in entrepreneurship has a positive correlation with increased job creation.), (Entrepreneurial activities fueled by technology contribute significantly to employment opportunities), access to capital, (Entrepreneurs adopting advanced technologies find it easier to attract investment and secure funding), rate of technological adoption, (Entrepreneurs are quick to adopt new technologies to stay competitive in the market.), technological diffusion, education and skill development, (Entrepreneurs recognize the importance of continuous education in technology to enhance their skills and capabilities) all measured on a five point likert scale.

Results and Discussion

Table 1: Distribution of Respondents Based on Sex, Age Group and Business Experience

Demographic factors	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
	FEMALE	32	64.0	64.0	64.0
SEX	MALE	18	36.0	36.0	100.0
	Total	50	100.0	100.0	
	18-24 Years	4	8.0	8.0	8.0
	25-34 Years	23	46.0	46.0	54.0
AGE GROUP	35-44 Years	17	34.0	34.0	88.0
	45-54 Years	6	12.0	12.0	100.0
	Total	50	100.0	100.0	
	5-10 Years	31	62.0	62.0	62.0
BUSINESS EXPERIENCE	11-15 Years	10	20.0	20.0	82.0
	16 and above years	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2023

Table 1 shows the distribution of respondents based on the gender. The results revealed that out of 50 respondents, 32 (64.0%) are male while 18 (36.0%) are female. This implies that the majority of the respondents are male.

Table 1 shows the distribution of respondents based on the age groups. The results revealed that out of 50 respondents, 4 (8.0%) are between the ages of 18-24 years, 23 (46.0%) are between the ages of 25-34, 17 (34.0%) are between the ages of 35-44 while 6 (12.0%) are between the ages of 45-54 years. These results revealed that majority of the respondents are between ages of 25-34 years.

Table 1 shows the distribution of respondents based on the years of working experience. The results revealed that out of 50 respondents, 31 (62.0%) have 5-10 years of working experience, 10 (20.0%) have 11-15 years of working experience while 9 (18.0%) have 16 and above years of working experience. These results revealed that majority of the respondents have 5-10 years of working experience.

Table 2: Descriptive Analyses of Responses of Respondents on Entrepreneurship Development

Dependent Variables (Entrepreneurship Development)	N	Minimum	Maximum	Mean	Std. Deviation
Entrepreneurial Success	50	1.00	4.00	3.2400	.92714

Source: Field Survey, 2023

Table 2 shows the results of mean and standard deviation of dependent variable (Entrepreneurial Success) proxy by number of new businesses created. This result revealed that the average responses of the respondent on Entrepreneurial Success is 3.24 (approximately 3). This result implied that the majority of the respondents agree that the major aspects of number of new businesses created in Sokoto metropolis is Entrepreneurial Success.

Table 3: Descriptive Analyses of Responses of Respondents on the Determinants of Entrepreneurship Development

	N	Minimum	Maximum	Mean	Std. Deviation
Technology Diversity	50	1.00	4.00	2.9300	.72146
Job Creation	50	1.50	4.00	3.1500	.67196
Access to Capital	50	.00	5.50	3.1700	.80566
Rate of Technology Adoption	50	.00	6.00	3.0500	1.15286
Technology Diffusion	50	.50	4.00	2.7400	.95959
Education and Skill Development	50	.00	4.00	2.9500	.85267

Source: Field Survey, 2023

Table 3 shows the results of mean and standard deviation of independent variables (Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development) associated with entrepreneurship development. These results revealed that the average responses of the respondents on Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development are 2.93 (approximately 3), 3.15 (approximately 3), 3.17 (approximately 3), 3.05 (approximately 3), 2.74 (approximately 3) and 2.95 (approximately 3) respectively. These results implied that the majority of the respondents agree that the major factors that enhanced entrepreneurial success in Sokoto metropolis are Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development.

Inferential Statistics

Table 4: Multiple Regression Analysis of Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion, Education and Skill Development on Entrepreneurial Success

Model IV Variables	Coefficients		T	Sig.
	B	Std. Error		
(Constant)	2.733	.923	2.961	.005
Technology Diversity	.165	.223	.741	.463
Job Creation	.010	.223	.045	.965
Access to Capital	-.130	.190	-.687	.496
Rate of Technology Adoption	.111	.135	.825	.414
Technology Diffusion	-.029	.167	-.176	.861
Education and Skill Development	.050	.167	.298	.767
a. Dependent Variable: Entrepreneurial Success				

Source: Field Survey, 2023

Table 4a shows the result of multiple regression analysis for the impacts of Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development on Entrepreneurial Success. The Technology Diversity coefficient B= 0.165, P-Value=0.463 > 0.05, Job Creation coefficient B= 0.010, P-Value=0.965 > 0.05, Access to Capital coefficient B= - 0.130, P-Value=0.496 > 0.05, Rate of Technology Adoption coefficient B= 0.111, P-Value=0.414 > 0.05, Technology Diffusion coefficient B= -0.029, P-Value=0.861 > 0.05 and Education and Skill Development coefficient B= 0.05, P-Value=0.767 > 0.05 implies that the effect of Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development on Entrepreneurial Success are statistically insignificant at 5%. This means that the Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development are not good predictors of the Entrepreneurial Success. The result of constant coefficient B= 2.733, P-Value=0.01 < 0.05 implies that there are other significant factors responsible for the Entrepreneurial Success within Sokoto metropolis.

Table 4b: Correlation (R) and Coefficient of Determination (R-Square) of Model in Table 4a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.206[a]	.043	-.091	.96844

a. Predictors: (Constant), Education and Skill Development, Access to Capital , Technology Diffusion, Job Creation, Rate of Technology Adoption, Technology Diversity

Source: Field Survey, 2023

Table4b shows the results of correlation and coefficient of determination analyses on the joint relationship between Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development on Entrepreneurial Success and the goodness-of-fit of the regression model obtained. The result shows correlation coefficient of 0.206=20.6% that is positive but poor relationship and coefficient of determination 0.043=4.3%, that is, poor goodness-of-fit.

Table 4c: ANOVA Analysis of the Joint Effect of Education and Skill Development, Access to Capital, Technology Diffusion, Job Creation, Rate of Technology Adoption, Technology Diversity and Entrepreneurial Success.

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	1.792	6	.299	.318	.924[b]
	Residual	40.328	43	.938		
	Total	42.120	49			

a. Dependent Variable: Entrepreneurial Success
b. Predictors: (Constant), Education and Skill Development, Access to Capital , Technology Diffusion, Job Creation, Rate of Technology Adoption, Technology Diversity

Table 4c shows the results of ANOVA of the joint effect of Education and Skill Development, Access to Capital, Technology Diffusion, Job Creation, Rate of Technology Adoption, and Technology Diversity on Entrepreneurial Success. The result revealed F-value=0.318 with p-value=0.924>0.05 implying that the joint effect of effect of Education and Skill Development, Access to Capital, Technology Diffusion, Job Creation, Rate of Technology Adoption, Technology Diversity on Entrepreneurial Success is not statistically significant at 10%.

The effect of Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development on Entrepreneurial Success are statistically insignificant at 5%. This means that the Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development are not good predictors of the Entrepreneurial Success, implies that there are other significant factors responsible for the Entrepreneurial Success within Sokoto metropolis. This result is in agreement with the work of Al Qudah (2018) the study measured two significant variables, creative thinking and innovative ability, as well as technological advancement considered as major factors or requirements for innovation and the success of a country's entrepreneurship development. Interestingly, the matrix analysis established a strong relationship between creative thinking and innovative ability, as well as technological advancement although was negatively estimated on entrepreneurship development. This indicates that technological advancement has a good support for creativity and innovation. However, its direct effect on entrepreneurship development was not significantly estimated. This can further be investigated to ascertain reality.

The joint relationship between Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development shows a positive but poor relationship with Entrepreneurial Success. This means that there are other significant factors responsible for entrepreneurial success in Sokoto metropolis. These findings were further supported by Davis, et al., (2022). Whose study explores factors influencing technology adoption rate at the macro level: A predictive model using random effects panel model to predict technology adoption factors for a sample of 15 countries over the period of 2010–2019 using secondary datasets. The result revealed a statistically significant effect of competitiveness, cyber security, ease of doing business, and the level of political stability/non-violence and terrorism on technology adoption at the country level. The study posits that a country that is highly competitive, has enhanced cyber security, is easy to do business in, and has a low level of political violence and terrorism adopts new technologies more readily than others.

The results of ANOVA joint effect of effect of Education and Skill Development, Access to Capital, Technology Diffusion, Job Creation, Rate of Technology Adoption, and Technology Diversity on Entrepreneurial Success is not statistically significant at 10%.

Conclusion and Recommendations

The study concluded that multiple regression analysis on the joint relationship between Technology Diversity, Job Creation, Access to Capital, Rate of Technology Adoption, Technology Diffusion and Education and Skill Development on entrepreneurial success, are not the only factors responsible for entrepreneurial success in Sokoto metropolis, that there are other significant factors responsible for the entrepreneurial success. Based on the above conclusion, the study recommends that the Sokoto State Government should encourage young entrepreneurs by introducing skill acquisition program, training and also provide credit facilities tailored towards entrepreneurial success within the metropolis. The Government should also establish small scale financial organization at the local level to make it easier for entrepreneurs to obtain capital to improve on their business.

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EFFECTS OF TRAINING RECORD, SUPERVISION AND SKILL ACQUSITION ON JOB PERFORMANCE OF ENTREPRENEURS IN SOKOTO STATE

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Abstract

This study examined the effects of training record, skill acquisition, and supervision on job performance of entrepreneurs in Sokoto metropolis. This study used a descriptive survey research designed. The population for this study consisted of 60 registered enterprises in Sokoto metropolis. A sample size of fifty entrepreneurs were selected using Krejcie and Morgan (1970) sampling approach techniques and a Multiple Regression Analysis and Anova was utilised to test the study hypotheses. The study found that training records, skill acquisition have positive but statically insignificant at 5% on job performance in Sokoto metropolis. The study also found a strong correlation between skill acquisition training records and supervision on job performance. Anova result revealed the joint effect of skill acquisition, training records, and supervision on job performance to be statistically significant at 5%. It concluded that; multiple regression analysis on the effect of skill acquisition and training records on job performance has a positive influence but statistically insignificant at 5%. The skill acquisition and training records are not good predictors of the job performance. The study therefore recommended among others that Government should support new businesses; through training, introducing workshop, and supervision in fostering a holistic approach to entrepreneurial success.

Keywords: Entrepreneurs, Job Performance, Metropolis, Training Records

Introduction

Entrepreneurship growth is regarded as a critical linkage to the total economic development of a country through its positive influence on economic development, particularly at the lower levels. In their submission Usman et al., (2017) argues that as the scourge of poverty continues to bite harder in the wake of globalization, dwindling oil revenues and economic recession especially in many developing countries. Studies like those of Wujung and Mbella (2014), Ilemona (2013), Ali and Ali (2013) and Stephen (2012), etc. seem to be pointing to entrepreneurship as an intervention strategy for mitigating the challenge of poverty. Usman and Sadat (2017) further explained that Sokoto State has in recent years been described by the National Bureau of Statistics as the poorest State in Nigeria with 81.2% poverty rate.

Apparently, more than ever, Nigeria is in dire need of more jobs to lift her people out of poverty and government alone cannot provide these jobs. Hence, the role of entrepreneurship in job creation and poverty reduction cannot be disregarded. In his submission, Stephen (2012) reveals that a substantial number of studies posit that entrepreneurial endeavours can help move people out of poverty, whether they start their own business like a food truck or a hair salon or whether they are hired by an entrepreneur. It is argued that skill acquisition may affect new business startup and entrepreneurial activities. Besides, it is well known that the population of a community is composed of individuals with a variety of skills (Zhang, 2020), a review of the literature shows that although the number of researches that focused on entrepreneurship seems to increase, an evaluation of past studies highlights several limitations with the studies. Such as, inadequate information about the factors that determine entrepreneurship activities.

However, even among the few studies that examined entrepreneurial activities in developed countries, the studies failed to investigate and conceptualize major factors that determined entrepreneurial activities. Furthermore, research on previous studies on entrepreneurship are mostly focused on technical innovation, creativity, risk taking, opportunity recognition (Oboreh, & Nnebe, 2019). Considering the importance of number of new businesses, job performance, training records and supervision, only few studies examined these variables.

Extensive research has been conducted on the impact of skill acquisition, training record, and supervision on job performance of entrepreneurs focusing on different geographical locations but mostly in the developed economies and using different methodological approaches. In fact, apart from training records, supervision, and job performance, a number of other variables such as financial sourcing, entrepreneurship education, skill diversity, raw material sourcing, and access to capital, have been identified as capable of influencing job performance of entrepreneurs. Some of these studies are those of Ombugus and Umaru (2017), Ilemona et al (2013), Akanbi and Alabi (2017), Benjamin (2022), Adebisi (2018), Usman and Kamba (2019) among others. In most of these studies, training record, skill acquisition and supervision on job performance of entrepreneurs which were considered in the present study were not examined hence there is a variable gap.

The present study identifies key research gaps: first, the limited amount of academic research on entrepreneurship in Nigeria and specifically, in Sokoto, Nigeria; second, the limited amount of research analysing the effect of training records, skill acquisition and supervision on job performance of entrepreneurs in Sokoto State. Given this information and research gaps, this paper attempts to investigate the effect of training record, skill acqusition and supervision on job performance of entrepreneurs in Sokoto State of Nigeria. Based on the objectives, relevant questions were raised.

Research Questions

To what extent do skill acquisition, training records, and supervision significantly influences job performance?

Literature Review

Theoretical Review

Quite a number of theories have been put forward by scholars to explain the concept of entrepreneurship. In fact, entrepreneurship literature has been described as "vast, complex, and multifaceted, spanning economics, sociology, business, and psychology" (Hisrich, Langan-Fox & Grant, 2007 in Parker, 2010). The following theoretical underpinnings are set within the broad spectrum of the study's research objectives.

Human Capital Theory

Human capital theory suggests that individuals' skills, knowledge, and education are crucial components of their overall capital (Becker, 1964). In the context of entrepreneurship, the theory argues that acquiring specific skills and knowledge enhances an individual's ability to identify and exploit entrepreneurial opportunities. Entrepreneurs with a higher level of human capital are believed to be better equipped to start and manage successful ventures.

Resources-Based View (RBV)
The Resource-Based view emphasizes the role of valuable, rare, and inimitable resources in gaining a competitive advantage (Barney, 1991). In the context of entrepreneurship, skills acquired through education, training, and experience are considered valuable resources. Entrepreneurs who possess unique and difficult-to-replicate skills are more likely to create and sustain successful businesses.

Social Cognitive Theory
Social Cognitive Theory, proposed by Albert Bandura, emphasizes the importance of observational learning and social influence in the development of skills (Bandura, 1986). In the entrepreneurial context, this theory suggests that aspiring entrepreneurs can acquire and develop their skills by observing successful entrepreneurs, engaging in role modeling, and participating in relevant social networks. Learning from others and modeling successful behaviors can contribute to the development of entrepreneurial skills.

Human Development Theory
Human Development Theory, such as those proposed by Erik Erikson or Abraham Maslow, highlight the importance of personal growth and self-actualization (Erikson, 1950; Maslow, 1943). In the context of entrepreneurship, acquiring new skills can be seen as a form of self-actualization, enabling individuals to fulfill their potential and contribute to the development of innovative and successful ventures.

Social Network Theory
Social Network Theory focuses on the role of social relationships and networks in shaping individual behavior (Granovetter, 1973). In entrepreneurship, skills acquisition can be influenced by the network's individuals are part of, access to mentorship and advice. Social network theory offers valuable insights into the "effect of skill acquisition on entrepreneurial development" by emphasizing the significance of social relationships and networks in shaping entrepreneurial outcomes. According to this theory, individuals' positions within social networks influence their access to resources, information, and opportunities.

Theoretical framework
This underpinning theories are, human capital theory and social cognitive theory. The selection of the human capital theory and the social cognitive Theory as the theoretical framework for the study is because, "the effects of skills acquisition on entrepreneurship development," is rooted in their relevance and applicability to the elaborate dynamics of skill development and entrepreneurial success. (Harrison *et al.*, 2018).

Empirical Review
The empirical work of Justina and Gloria (2019) studied entrepreneurship education and skills acquisition of graduates in public universities South-East Nigeria. Using descriptive survey design. The study found that technical innovation, creativity, risk taking, opportunity recognition all have positive significant influence on skill acquisition of graduates in public universities South-East Nigeria.

Abigail (2022) Study of effect of skill acquisition on entrepreneurship development; General systematic review and progress in Ghana. The systematic literature review (SLR) Techniques approach was used. The review identified that skill acquisition significantly influences entrepreneurship development. It is recommended that entrepreneurship skill acquisition should be integrated in Ghana education system right from the elementary level. Again, tertiary institutions in Ghana should have entrepreneurial centers for practical.

Qiang and Matlay (2022), Effect of skill acquisition on entrepreneurship development among student in China. The study depended on the preceding findings to make the inferences. The study found that skill acquisition has significant impact on entrepreneurship development and that entrepreneurship education provides essential abilities, skills, motivation and awareness to learners. The study recommended that tertiary institutions intensify entrepreneurial skills acquisition and training and more graduates will begin new sustainable Business/Ventures.

Ombugus and Umaru (2017), study of entrepreneurship skill acquisition for wealth creation of youths in Agidi development area, Nasarawa State. The study utilized a Stratified random sampling technique, and also employed a descriptive survey design. The findings revealed that most graduate youths in Agidi development area of Nasarawa State lack sufficient entrepreneurial skills and mind-set of self-reliance before coming out from the tertiary institutions. Therefore, it was recommended among others that government should furnish section of entrepreneurship education of institutions with human and material resources needed for its growth and production of resourceful graduate youths

Benjamin (2022), Entrepreneurship innovation and skill acquisition as drivers of technological development in Nigeria. The study adopted Qualitative Techniques. Findings revealed that entrepreneurship could implement innovation and skill acquisition to facilitate the nation's technology advancement.

Abebisi (2018), Study of entrepreneurship revolution, skill acquisition and entrepreneurial intention of undergraduate’s student of the colleges of education in North Central Nigeria. The study used Cross-sectional survey design. The result of the study findings shows positive significant relationship between entrepreneurial revolution and entrepreneurial intention, and positive and significant relationship between skills acquisition and entrepreneurial intention. The study recommended the need to build an efficient entrepreneurial culture that is essential in the motivation of young graduates to have entrepreneurial intention.

Bako, Taiwo, Mohammed and Olopada (2017). The study examined the effect of skills acquisition on entrepreneurship development in Nigeria. Using a survey research design. The study found that a strong positive correlation exist between entrepreneurial skills acquisition and entrepreneurship development in Nigeria. Thus, the study recommended that entrepreneurs should develop good mindset towards skill development in all concerned aspects of entrepreneurship to help in improving and increasing their capacity for job creation, self-reliant and sustainability as well as economic growth.

Akande and Alabi (2017), Study of the effects of entrepreneurial skills development schemes of the Osun State Government on youth employment. The study adopts Multi-stage sampling procedures. It involves three sampling designs which includes Stratified, Purposive, and Random sampling. The study revealed that entrepreneurial skills dimensions have significant effects on youth employment. The study recommended that Osun State Government should enhance the level of developing entrepreneurial skills among the youth in the stay by

investing more on the schemes because if it is higher enterprise sustainability will be achieved leading to job creation for the youth.
Kisaka (2014) Study of the impact of education and training experience and access to credit on Entrepreneurial Behavior in Kenya. A survey of over 170 Micro and Small Entreprises (MSEs) engaged in trade, manufacturing, construction, and service ventures was carried out in Kariobangi, Kasarani Division of Nairobi County in Kenya. Using non-parametric statistics (chisquare) tests on the null hypotheses of independence between education and training and the specific entrepreneurial behaviours. Furthermore, multivariate analysis of variance was applied on the data. The results demonstrate that education and training, experience and access to credit have a strong significant positive impact on entrepreneurial behavior

Tersoo, et al., (2019) study on Effect of Supervision on Employee Productivity in the Transport Industry in Benue State, Nigeria with focus on Benue Links Nigeria Limited, Makurdi. The study specifically examined the effect of authoritarian supervision, companionable supervision and synergistic supervision on employee productivity in Benue Links Nigeria Limited, Makurdi. The study used a population of 202 staff of the company and a census sampling technique was adopted for the study. Multiple regression analysis was used for data analysis and test of formulated hypotheses using the Statistical Package for Social Sciences. Results shows a significant effect of authoritarian supervision on employee productivity in Benue Links Nigeria Limited, Makurdi, also companionable supervision and synergistic supervision have positive significant effect on employee productivity in Benue Links Nigeria Limited, Makurdi. The study concluded that supervision is indispensable in achieving quality and timely service delivery in the transport sector.

Barinua and Olatokunbo (2022), study of the impact of Skill acquisition on entrepreneurial development. The study found that there is a significant relationship between skills acquisition and entrepreneurship development. The study recommend that prospective entrepreneur should ensure that necessary skills aimed at enhancing their businesses, there should be a thorough knowledge of the Pros and Cons of business by prospective entrepreneurs before committing their financial resources and time on the business, this is in order to avoid business failure. Therefore, we hypothesize that skill acquisition, training records, and supervision have no significant influence on the job performance.

Skill acquisition, training records, and supervision have no significant influence on job performance.

There is a significant influence on skill acquisition, training records, and supervision on job performance.

Materials and Methods

This study is a descriptive survey research designed to evaluate the effects of skill acquisition, training record, and supervision on job performance within Sokoto metropolis, Sokoto States, Nigeria. Quantitative data was collected via a structured questionnaire. Data gathered was analysed via descriptive and inferential statistics. The descriptive statistics used frequency table, mean, and averages of the data set, while the inferential statistics used multiple linear regression and analysis of variance to establish the degree of influence of the independent variable on the dependent variables of the study. The population of this study consist of 60 registered enterprises which include tailoring, restaurants, hospitality business, hair dressers, laundary in Sokoto metropolis. A total sample size of 50 was drawn from the population size of 60. The sample size of 50 was determined using the Krejcie and Morgan (1970) sampling approach for calculating sample size for a finite (known) population. A 99% confidence level (with a Z-value of 2.576) and a 5% margin of error was assumed for the computation of the sample size. The choice of confidence level, population proportion and degree of accuracy was informed by the researcher's observed realities on the field while collecting the data and in line with previous researches. The Krejcie and Morgan's (1970) method of calculating sample size for a finite (known) population was used to determine the total sample size for the study.

Measurement of Variables

There are two variables in the study, the dependent variable and the independent variable which will be measure as follows: Dependent Variable: "job performance" proxy by " number of new business" was measured using 4-points likert scales. (The number of new businesses I started within the specified time frame aligns with my initial goals, the motivations for starting my new business were clear and well defined). The independent variables was also measured using 4-point Likerts scale; Skill acquisition (I believe my job has provided opportunities for acquiring new skills, I feel confident that the skills acquired through training positively impact my job performance).

Training Records (The training records accurately reflect the skills and knowledge gained during each training session, I feel confident that the training programs at my business have contributed to my acquisition of new skills).

Supervision (Communication with my manager/supervisor make positive influences on my ability to acquired and apply new skills, regular feedback from my manager/supervisor contributes to the improvement of my skills).

Results and Discussions

Table 1: Distribution of Respondents Based on Gender and Age Group

Demographic factors	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
	Female	4	8.0	8.0	8.0
SEX	Male	46	92.0	92.0	100.0
	Total	50	100.0	100.0	
AGE GROUP	18-24 Years	16	32.0	32.0	32.0
	25-34 Years	30	60.0	60.0	92.0
	35-44 Years	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

Source: Field Survey, 2023

Table 1 shows the distribution of respondents based on the gender. The results revealed that out of 50 respondents, 46 (92.0%) are male while 4 (8.0%) are female. This implies that the majority of the respondent are male.

Table 1 shows the distribution of respondents based on the age groups. The results revealed that out of 50 respondents, 16 (32.0%) are between the ages of 18-24 years, 30 (60.0%) are between the ages of 25-34 while 4 (8.0%) are between the ages of 35-44 years. These results revealed that majority of the respondents are between ages of 25-34 years.

Table 2: Descriptive Analyses of Responses of Respondents on the Determinants of job performance

	N	Minimum	Maximum	Mean	Std. Deviation
Skill acquisition	50	.00	2.70	2.800	.62890
Training Record	50	.00	2.70	2.940	.56367
Supervision	50	.00	2.70	2.580	.60308

Source: Field Survey, 2023

Table 3 shows the results of mean and standard deviation of independent variables or determinants (skill acquisition, Training Record and Supervision) on job performance. These results revealed that the average responses of the respondent on are Job Performance, Training Record and Supervision 2.80 (approximately 3), 2.94 (approximately 3) and 2.58 (approximately 3) respectively. These results implied that the majority of the respondents agree that skill acquisition, Training Record and Supervision are determinants of job performance in Sokoto metropolis.

Inferential Statistics

Table 3a: Multiple Regression Analysis of skill acquisition, Training Record and Supervision on job performance.

Model IV Variables	Coefficients		T	Sig.
	B	Std. Error		
(Constant)	2.365	1.070	2.210	.032
Skill acquisition	.152	.135	1.122	.268
Training Record	.176	.139	1.264	.213
Supervision	.249	.138	1.801	.078

Source: Field Survey, 2023

Table 3 shows the result of multiple regression analysis for the impacts of skill acquisition, Training Record and Supervision on job performance. The skill acquisition' coefficient B= 0.152, P-Value=0.268 > 0.05 and training records' coefficient B= 0.176, P-Value=0.213 > 0.05 implies that the effect of skill acquisition and training records on job performance is positive but statistically insignificant at 5%. This means that the skill acquisition and training records are not good predictors of job performance. The supervision' coefficient B= 0.249, P-Value=0.078 < 0.1 implies that the effect of supervision on job performance is positive and statistically insignificant at 10%. This means that supervision is a good predictors of job performance. The result of constant coefficient B= 2.365, P-Value=0.032 < 0.05 implies that there are other significant factors responsible for job performance within Sokoto metropolis.

Table 3b: Correlation (R) and Coefficient of Determination (R-Square) of Model in Table 3a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461[a]	.213	.161	1.54738

a. Predictors: (Constant), Supervision, Training Record, Job Performance

Source: Field Survey, 2023

Table 4b shows the results of correlation and coefficient of determination analyses on the joint relationship between Job Performance, Training Record and Supervision on job performance and the goodness-of-fit of the regression model obtained. The result shows correlation coefficient of 0.461=46.1%, that is positive but moderate relationship and coefficient of determination 0.213=21.3%, that is, moderate goodness-of-fit. This implies that there is a strong positive correlation between skill acquisition, Training Record and Supervision on job performance.

Table 3c: ANOVA Analysis of the Joint Effect of skill acquisition, Training Record and Supervision on job performance.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	29.779	3	9.926	4.146	.011[b]
Residual	110.141	46	2.394		
Total	139.920	49			

a. Dependent Variable: Job Performance
b. Predictors: (Constant), Supervision, Training Record, skill acquisition

Source: Field Survey, 2023

Table 3c shows the results of ANOVA of the joint effect of skill acquisition, Training Record and Supervision and job performance. The result revealed F-value=4.146 with p-value=0.011<0.05 implying that the joint effect of skill acquisition, Training Record and Supervision and job performance is statistically significant at 5%. The result agrees with Bako, Taiwo, Mohammed and Olopada (2017) study of the effect of skills acquisition on entrepreneurship development in Nigeria. Using a survey research design. The study found that a strong positive correlation exists between entrepreneurial skills acquisition and entrepreneurship development in Nigeria.

Results and Discussion

The result of multiple regression analysis for the impacts of skill acquisition, Training Record and Supervision on job performance is positive but statistically insignificant at 5%. This means that the skill acquisition and training records are not good predictors of job performance. The supervision' coefficient B= 0.249, P-Value=0.078 < 0.1 implies that the effect of supervision on job performance is positive and statistically insignificant at 10%. This means that supervision is a good predictors of job performance. This is in agreement with the work of Tersoo et al., (2019) who studied the Effect of Supervision on Employee Productivity in the Transport Industry in Benue State, Nigeria with focus on Benue Links Nigeria Limited, Makurdi. The results show a positive significant effect of authoritarian, companionable, and synergistic supervisions on employee productivity in Benue Links Nigeria Limited, Makurdi. The result shows correlation coefficient of 0.461=46.1%, that is positive but moderate relationship and coefficient of determination 0.213=21.3%, that is, moderate goodness-of-fit. This implies that there is a strong positive correlation between skill acquisition, Training Record and Supervision on job performance. These findings were further supported by Qiang and Matlay (2022), who studied the effect of skill acquisition on entrepreneurship development among students in China and found that skill acquisition has significant impact on entrepreneurship development and that entrepreneurship education provides essential abilities, skills, motivation and awareness to learners.

The joint effect of skill acquisition, training record and supervision and job performance is statistically significant at 5%. The result agrees with Bako, Taiwo, Mohammed and Olopada (2017). Study of the effect of skills acquisition on entrepreneurship development in Nigeria. Using a survey research design who found that a strong positive correlation exists between entrepreneurial skills acquisition and entrepreneurship development in Nigeria.

Conclusion and Recommendations

The study concludes that; multiple regression analysis on the effect of skill acquisition and training records on job performance has a positive influence but statistically insignificant at 5%. The skill acquisition and training records are not good predictors of the job performance. The effect of supervision on job performance is positive and statistically insignificant at 10%. This means that the supervision is a good predictors of job performance. Based on the

ANOVA analysis, the joint effect of skill acquisition, training record and supervision on job performance is statistically significant at 5%.

Based on these findings the study therefore recommends that the Sokoto State Government should in addition to organizing comprehensive training and effective supervision develop entrepreneurship programs tailored to address specific needs identified in the study in order to ensure the continuous development and improvement of entrepreneurial skills.

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MODERATING EFFECT OF COMPENSATION ON THE RELATIONSHIP BETWEEN JOB COMMITMENT, TRANSFORMATIONAL LEADERSHIP AND LECTURERS' PERFORMANCE OF COLLEGE OF ADMINISTRATION, MANAGEMENT AND TECHNOLOGY POTISKUM, YOBE STATE

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Abstract

The study examines moderating effect of compensation on Job commitment, transformational leadership and lecturer's performance of College of Administration, Management and Technology (CAMTECH) Potiskum. The study is quantitative in nature employing survey research design as responses were solicited from respondents using random sampling technique. The data was collected from a sample of 122 out of a population of 177. Structural equation modeling specifically, PLS was utilised to analysed the data collected. The study findings revealed that Affective, Continuance, and Normative have no significant effect on lectures performance. While transformational leadership has positive and significant effect on lecturer's performance. Compensation and transformational leadership interact to strengthen lecturer's performance. However, compensation did not significantly moderate the relationship between Affective, continuance, Normative and lectures performance. In line with these findings, this study recommended that the Government, management of Institutions and other stakeholders must pay attention on salary and other financial benefits so as to influence the effect of transformational leadership. This is true considering the fact that most, if not all, employees accept job opportunities or remain on the job mostly because of the compensation offered them.

Keywords: Job commitment, Transformational leadership, Compensation, Lecturers Performance.

Introduction

Employee job performance has continuously been a major challenge in organisational administration, so adopting effective ways to motivate employees in order to achieve and deliver higher job performance and increase organisational competitiveness remains the central objective of every organisation. It embraces compelling ways to persuade workers to accomplish and provide higher job performance. Generally, employees are motivated to exert more efforts in their jobs when they feel that their job provides them with the things that they value. Employees are the basic source of benefits and competitive advantage in any organization. In other words, the possibility and efficiency of an organization is subject to the viability and productivity of employee performance. Moreover, employee performance is contributing to promote organizational development and productivity (Mahfouz, et al., 2022).

Within the Nigerian context staff in tertiary institutions and CAMTECH, Potiskum, Yobe State in particular have issues regarding job performance and these have been getting worse over time. Therefore, managing lecturer's performance is an integral part of human resource management that all Administrators, managers and rating officials perform throughout the year. As organisations rely heavily on their employees to survive, they can only succeed through their employees (Mahfouz, et al., 2022).

Research indicates that 79% of employees globally are not committed and are disengaged from work (Alao, et al., 2023). And Public tertiary institutions in Nigeria are plagued by poor commitment on the part of academic staff (Abimbola et al., 2020). In Nigeria, employees who are not committed to their organization stood at 85% above the global figure which is even more worrisome (Abimbola, et al., 2020). This figure includes lecturers of tertiary institutions. This indicates there is crisis in job commitment among employee in Nigeria with instances of high absenteeism, corruption, lackadaisical attitude, bullying, ostracism and insolence (Abimbola et al., 2020). Though, in Nigeria these issues are more prevalent with government institutions which include tertiary institutions.

The primary duty of institution employees is to guarantee that the caliber of graduates they produce meets international standards (Atanda & Adeniran, 2015). Unfortunately, the low quality of Nigerian graduates has increased at an alarming rate, contributing to the nation's very high unemployment rate (Abimbola, et al., 2020). Therefore, the employers of public tertiary institutions must deal with challenges ranging from poor funding, crumbling infrastructure, labour strikes, declining teaching and research standards which are capable of demoralizing and preventing them from being committed and thereby enabling the institutions gaining competitive edge globally (Ojeleye et al., 2022).

Job commitment has been recognized as one of the strong factors in influencing organizational performance. The achievement or low performance of an organization is firmly identified with the motivation and commitment of its employees (Baskoro, et al., 2021). The motivation of employee usually determines their commitment to their profession. Committed employees develop a bond with the organization, connect to their career, develop relationships with co-workers, perform better and serve the organization better (Zamin, 2021). Job commitment is defined as the mental bond between an employee and the organization, its goals, and their desire to stay with the company throughout its operations (Aziz, et al., 2021). This supports the Social Exchange Theory which maintains that employees' actions are motivated by the belief that their employers will reciprocate through rewards, benefits, opportunities, and other positive outcomes.

Another factor which also has an impact on employee performance is the leadership style adopted by an organization. Leadership in an organization is the major factor determining its success, and this is acknowledged by many stakeholders. Also, it is the key to distinguishing the organization from others, and therefore can impact on the goal achievement through the transmission of motivation from the leaders to the employees. Several researchers in the field of management have highlighted the importance of leadership in an organizations and the impact of different styles (Aziz, et al., 2021; Ciulla, 2020). Transformational leadership has been considered as one of the most powerful leadership styles since it provides an opportunity to enrich the cooperation between the leader and the followers, as well as the success of both (Cahyono, et al., 2020). This is supported by the Transformation Leadership Theory that explores the effect of job commitment and transformational leadership as independent variables and compensation as moderating variable on employee performance. Therefore, organizational goal can be achieved when employees are satisfied with the leadership style and the compensation system.

Most organizations use compensation management systems to attract, motivate, satisfy and retain employees and also to ensure that the employees give their best and increase productivity. Compensation is defined as paid-award in the form of money and goods for employees' hard work in providing services to the organization(Baskoro et al., 2021). Over the years, more and more organizations have embraced and implemented not just monetary rewards but also non-monetary rewards into their compensation management plans and packages (Baskoro, et al., 2021).

Previous studies (Aziz, et al., 2021; Fahlevi, et al., 2021; Raji, et al., 2021; Sembodo, 2023; Setyawati et al., 2023) conducted on improving lecturers and employees performance through job satisfaction, organizational commitment, transformational leadership styles, transactional leadership style, employee engagement, OCB, work policy, employee spirituality, compensation, job involvement, organizational culture globally, only few addressed the Nigerian context, and even then the results remain inconclusive and contradictory.

However, the relationship still remains inconsistent findings. Prabowo, et al., (2018) found that transformational leader has no significant effect on employee performance. The study argued that transformational leader has often evoked psychological strain that hinder employee performance. Rizka, et al., (2022) also conclude that most employees depend on the leader's direction. Employees are indolent about improving work methods which impacts their employee performance. This is important for further research to scrutinize the connection between transformational leadership and employee performance Setyawati, et al., (2023). Baron and Kenny 1986 suggested a moderator or mediator if there is inconsistency and contradiction in results.

Therefore, this study seeks to examine the moderating effect of compensation on job commitment and transformational leadership on Lecturers' performance of CAMTECH Potiskum in Yobe State. It is hoped that the findings will generate strategic ideas that will ensure employees commitment and performance in their respective assignments.

Literature Review

Affective Commitment

Affective commitment is an employee's strong feeling, identification and involvement in the organization Raji, et al., (2021). Affective commitment is defined as a desire to be emotionally involved in a particular Organization (Rafia, 2020). Affective commitment is described as the desire on the part of individuals employed in a firm to continue to work in the organization because of dedicating themselves with the organization.

Continuance commitment

One of the dimensions of organizational commitment according to Meyer and Allen theory is continuance commitment, which is based on the theory of investments (Rafiei, et al., 2014). It is explained as commitment related with expenses that workers perceive are associated with abandoning the institution. This type of commitment is grounded on the number of investment (Side–bets) individual make in their current institutions and absence of job opportunities (Dixit & Bhati, 2012).

Normative Commitment

Normative Commitment reflects commitment based on perceived obligation towards the organization, for instance rooted in the norms of reciprocity (Jaros, 2007). Normative commitment reflects a feeling of duty to continue working with the organization. The people who have a high level of normative commitment feel that they must remain in the current organization. In other words, employees remain in the organization because they believe ought to do so. It opined that normative commitment is influenced by a person's experiences both before and after entering the organization. This means that it is not only organizational socialization but also socialization that occurs in the families and society at large that affects how employee's normative commitment develops. (Allen & Meyer 1990; Markovits, et al., 2014). Until today, this is the one that has been studied the least out of these three.

Transformational Leadership

The concept of transformational leadership has begun to gradually shift a concept of instructional leadership, as a hope in the world of education for higher education leaders to bring visionary leadership types into the organization (Noor, *et al*., 2020). Transformational leadership is one of the most popular theories in the field of leadership and has been considered an important leadership style for more than 20 years (Long *et al*., 2014). This interest stems from the fact that transformational leadership leads to positive, relationships with subordinates, employee commitment, performance motivation, and produces effective leaders (Masa'deh *et al*., 2016).

Transformational leadership is based on principles related to the development process of subordinates. Transformational leaders evaluate the abilities and potential of each subordinate to carry out their work, with a view to the possibility of expanding their scope and empowering them in the future (Bastari *et al*., 2020). Transformational leaders are also known to be able to transform organizations by identifying the need for change, initiating a vision and mobilizing commitment to realize that vision (Manurung, 2020).

Compensation

Compensation is an indicator of rewards received by employees as a company's business contribution Ahmad (2020). Compensation is the implementation of the human resource management function associated with all types of individual prices (Thaief, et al., 2015). Compensation is used as a tool to improve employee performance (Rama et al., 2017). It helps employees to put in the best job performance and goes hand in hand with the performance improvements that are needed by the company. Providing competitive compensation helps to retain employees in the long term and continuously improve employee performance. Several studies explain that compensation has a significant effect on employee performance (Indrasari et al., 2019; Jean et al., 2017; Oetomo & Budiyono, 2020; Yang, 2016; Zafar et al., 2021). It is a predictor variable for measuring employee performance.

Lecturers' Performance

Lecturers' job performance has attracted different studies (Alfagira et al., 2017; Onoyase, 2017; Victor & Babatunde, 2014). Specifically, Onoyase, (2017) views lecturers' job performance as the extent to which academic staff members achieve educational outcomes expected of them. Victor and Babatunde (2014) described lecturers' job performance as the degree to which academic staff members complete their teaching responsibilities, which includes lecture planning, research, and community service. Although these researchers' approach is used in this present study, they only relate to the process dimensions of lecturers' job performance to motivation but not instructional leadership. A similar approach was applied by (Alfagira, et al. 2017).

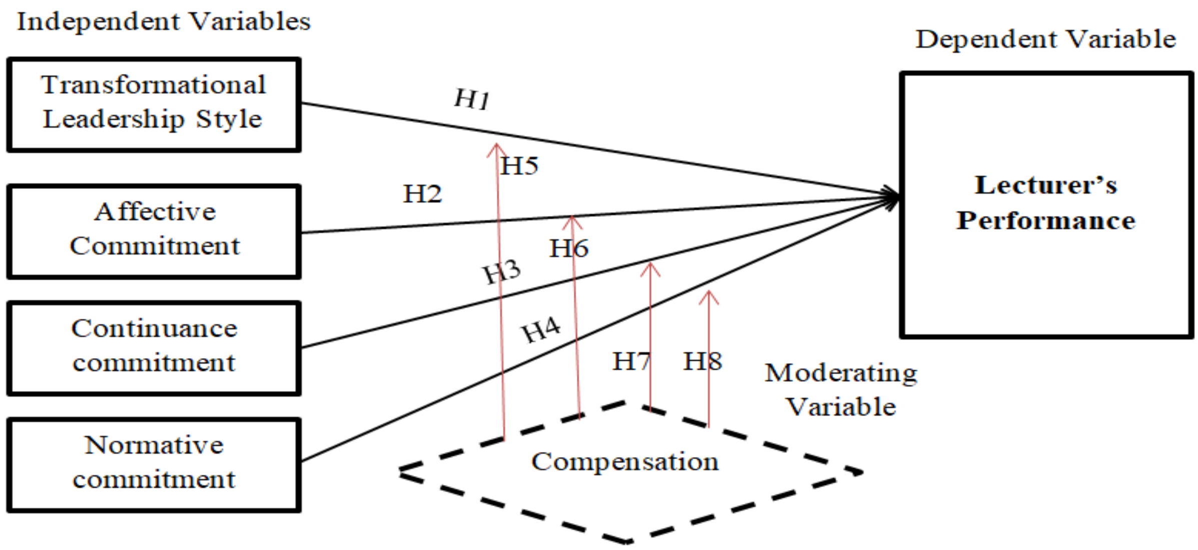

Figure 2.1 Conceptual framework for the Study

Empirical Review

Relationship between Affective Commitments on Lecturers' Performance

Affective Commitment has a positive and significant effect on employee performance, (Kelven, et al., 2018). Employees whose organizational commitment is based on strong affective commitment will continue to work with the company because of their own desires, based on their level of identification with the company and their willingness to help the organization to achieve its goals. A study conducted on Affective Commitment has revealed various results in the work place, including turnover intention, job satisfaction, and employee performance (Wang, et al., 2018).

According to Astuty (2020), affective commitment has a positive and significant effect on employee performance. This means any effort to increase affective commitment can have a real effect on employee performance. Therefore, employees who have an emotional attachment to the organisation will show high loyalty to the company so as to increase the effectiveness and productivity of the organisation. However, this finding is contrary with the findings of Aflah, et al. (2021) in their separate studies where they found positive and a significant effect of affective commitment on lecturer's performance. However, the following hypothesis was formulated:

H1: There is significant relationship between affective commitment and lecturer's performance of College of Administration, Management and Technology Potiskum, Yobe State, Nigeria

Relationship between Continuance Commitment and Lecturers' Performance

Kelven, et al. (2018) revealed that continuance commitment has a positive and significant effect on employee performance because the employee feels the need to remain in the company because their lack of skills. According to Negin et al., (2013), "organizational commitment impacts the work performance of Malik Bank employees. The results specify that organizational commitment such as continuance, normative, and affective have direct relationship with job performance of employees". Qaisar, et al., (2012) "demonstrate the influence of organizational commitment continuance, normative and affective) on employee's performance within the context of Pakistani police. Statistical results showed that organizational commitment (continuance, normative and affective) independently and jointly predict the employee's performance".

According to Sharma and Sinha (2015), workers tend to keep working in one institution due to financial and non-financial implication and benefits. Contrary with the findings of Hassan, et al., (2023), who all found costs and resources committed to self-development that associated with continuance commitment to have significant effect on lecturer's performance. Therefore, the following hypothesis was formulated:

H2: There is significant relationship between continuance commitment and lecturer's performance of College of Administration, Management and Technology Potiskum, Yobe State, Nigeria

Relationship between Normative Commitments and Lecturers' Performance

Normative commitment is an obligatory feeling from an individual to survive in an organization. It is the employee's feeling about the obligation he/she must give to the company, and that this action is the right thing to do. Kelven, et al., (2018) revealed that normative commitment also has a positive and significant effect on employee performance. Research conducted by Parinding (2017) found that normative commitment had a significant effect on employee performance. However, contrary to the Norms of Reciprocity by Jaros (2007) which states normative commitment reflects a feeling of duty to continue working with the organization. Therefore, the following hypothesis was formulated:

H3: There is significant relationship between normative commitment and lecturer's performance of College of Administration, Management and Technology Potiskum, Yobe State, Nigeria.

Relationship between Transformational Leadership and Lecturer Performance

The quality of educators is reflected in a lecturer's performance because performance includes behavior based on expertise, knowledge, and adaptability (Pradhan & Jena, 2017). That is why, it can be said that the performance of lecturers by itself has a crucial role in shaping the excellence of an educational institutions, fortunately, with the presence of educators who have an excellent performance it's easier for educational institutions to produce quality graduates and achieve the targeted mission (Belsito, 2016).

Aboshaiqah, et al., (2015) also investigated the connection between leadership style and employee performance among hospital nurses and reported that the transformational and transactional leadership styles have a significant positive relationship with employee performance. A study by Badiger, et al. (2019 revealed that the transformational leadership has a significant positive impact on employee performance. Dialoke, & Ogbu, (2018) stated that the transformational leadership has a positive significant relationship with employee's performance. However, in his study Purwanto (2020) found contrary to the present study's findings. Hence, based on the discussion the following hypothesis was formulated:

H4: There is significant relationship between transformational leadership and lecturer's performance of College of Administration, Management and Technology Potiskum, Yobe State, Nigeria

Relationship between Compensation and Lecturers Performance

Compensation has direct positive effects towards employees' performance; this hypothesis has been confirmed by (Khudhair, et al., 2020). Also, Singh (2004) states that companies can provide compensation that can improve employee performance directly. Compensation includes direct payments in the form of salaries, incentives, and bonuses while indirect compensation includes protection (insurance) and availability of facilities. According to Indrasari (2019) their study revealed that the relationship between the independent variable, compensation, and the dependent variable of employee performance is strong. The results of Januarty (2020) are in line with the results of research conducted by Thaief et al., (2015) where compensation is claimed to have a positive impact on improving employee performance. Similarly, the results of Soares, et al. (2020) indicate that compensation affects employee performance. Therefore, the following hypothesis was formulated:

H5: There is significant relationship between compensation and lecturer's performance of College of Administration, Management and Technology Potiskum, Yobe State, Nigeria

Materials and Methods

This study adopted the positivism paradigm, since the study is aimed at exploring the effect of job commitment, transformational leadership on lecturers' performance: role of compensation using scientific statistical evidence while presuming that social phenomena can be studied in the same way as natural scientists study physical phenomena deductively. Also, the research design adopted in this study was the survey research design involving the use of quantitative methods in collecting the data for the study using a questionnaire. While, the population comprises the 177 entire academic staff of College of Administration, Management and Technology (CAMTECH) Potiskum Yobe State. In selecting the sample size for this study, the researcher used Krejcie & Morgan, (1970) sample size table. According to the table, a population of 170 has a sample size of 118 and a population of 180 has a sample size of 123. Hence, it can be inferred that a population of 177 as arrived at in this study shall be approximately 122 academic staff (Krejcie & Morgan 1970) Table of determining sample size, and was selected through random sampling techniques. The respondents marked their responses to each question on a five point Likert Scale which ranges from '1' "strongly disagree to '5' "Strongly agree" was employed in this study.

The study adopted and modified measures of Dependent and Independent variables as follows: Affective, continuance and normative Commitment eighteen (18) items (six items each) adopted from Aji (2017), Transformational Leadership seven (7) items adopted from Carless, et al. (2000) and compensation as moderator consist of four (4) items adopted from Mathis et al. (2017) Lecturer's performance ten (10) items adopted from Victor and Babatunde (2014). Statistical Package for Social Science (SPSS) was used for the preliminary analysis and Partial relationships of the moderating role of Compensation on the relationships between Job commitment, Transformational leadership and Employee performance. The Partial Least Square - Structural Equation Modelling version 4 was used to evaluate relationships between latent variables as well as between latent variables and their indicators (Sarstedt, 2021). Therefore, it is appropriate for studies involving relationships with moderating variables. Hair et al. (2021) opined that PLS handles both reflective and formative measurements.

Results and Discussion

Individual item Reliability

Individual item reliability can be achieved by examining the construct's outer loadings (Hair, et al., 2017). Based on the measurement model output, all of the outer loadings were above the recommended threshold value of 0.7 (Hair, et al., 2017; Henseler, et al., 2009). See appendix 1.

Internal Consistency Reliability and Convergent Validity

In this study, the internal consistency reliability and convergent validity were also evaluated. Internal consistency and reliability were assessed using Cronbach's Alpha and Composite reliability. PLS – SEM weak in this sense since it ranks the indicators according to their individual dependability (Hair, et al., 2017). The composite reliability is another way to test internal consistency reliability. This strategy focused on the indicators' different outer loadings. However, any outer loading with a value of an indication less than 0.7 is removed, according to the rule of thumb. As a result of the measurement model, all of the latent constructs evaluated had Cronbach's Alpha and Composite Reliability Values that are above the required level of 0.7.(Hair, et al., 2017; Henseler, et al., 2009) See appendix 2.

Discriminant Validity

This study also checked for discriminant validity which shows the degree to which one construct differs from another (Hair, et al., 2014). The researchers used the (Fornell & Larcker, 1981) criterion in this study. Therefore, based on result of the latent variable correlation, it was proved that the square of AVE values for all the constructs exceeded the other constructs' values (Hair, et al., 2014; Henseler et al., 2009). As shown in Table 4.1, discriminant validity has been attained.

Table 4.1 Fornell and Larcker

	AC	CC	COM	LP	NC	TL
AC	0.844					
CC	0.069	0.916				
COM	0.146	0.098	0.939			
LP	0.217	0.128	0.561	0.902		
NC	0.171	0.249	0.117	0.240	0.847	
TL	0.214	0.152	0.575	0.883	0.256	0.894

Note: Diagonal elements (Figure in bold) are the square root of the variance average extracted (AVE) shared between the construct and their measures. Off diagonal elements are the correlations among constructs.

Hypotheses Testing

The Structural Equation Model was used to examine the hypotheses stated in this study: its output is shown in Table 4.2. The result indicates that hypothesis H1 revealed no significant relationship between affective commitment and lecturer’s performance ($t = 0.912$, $p = 0.362$). Similarly, hypothesis H2 revealed that no significant relationship exist between continuance commitment and lecturer’s performance ($t = 0.220$, $p = 0.826$).

Table 4.2 Hypotheses testing (direct and moderating relationships)

	Original Sample (O)	Sample Man (M)	Std.Deviation	T Statistics	P values
AC → LP	0.020	0.021	0.022	0.912	0.362
CC → LP	0.004	0.003	0.018	0.220	0.826
COM → LP	0.104	0.102	0.032	3.265	0.001
NC → LP	0.031	0.031	0.019	1.619	0.105
TL → LP	0.529	0.538	0.069	7.677	0.000
COM x AC → LP	0.005	0.004	0.023	0.211	0.833
COM x CC → LP	0.040	0.041	0.025	1.582	0.114
COM x NC → LP	-0.016	-0.017	0.025	0.657	0.511
COM x TL → LP	-0.181	-0.176	0.040	4.547	0.000

However, hypotheses H3 revealed that a significant relationship exist between compensation and lecturer's performance ($t = 3.265$, $p = 0.001$). Hypothesis H4 revealed that no significant relationship exist between normative commitment and lecturer's performance ($t = 1.619$, $p = 0.105$). H5 revealed that a significant relationship exist between transformational leadership and lecturer's performance ($t = 7.677$, $p = 0.000$). However, on testing the moderation effect results also indicated in Table 4.2. Hypothesis H6 revealed that compensation did not moderate the relationship between affective commitment and lecturer's performance ($t = 0.211$, $p = 0.833$). Furthermore, the findings indicate H7 compensation did not moderate relationship between continuance commitment and lecturer's performance ($t = 1.582$, $p = 0.114$). Hypothesis H8 revealed that compensation did not moderate the relationship between normative commitment and lecturer's performance ($t = 0.6571$, $p = 0.511$). Finally, results revealed that H9 compensation moderate the relationship between transformational leadership and lecturer's performance ($t = 4.547$, $p = 0.000$).

Determining the Overall Impact of the Independent Variables on the Dependent Variable

The Coefficients of Determination (R^2) were used to determine the overall effect of the predictor variable on the dependent variable, which was derived from the Structural Model Output. The R-squared number shows how much variation in the endogenous variable(s) can be explained by the predictor variable. The acceptable level of R^2 value is often determined by the research setting (Hair, et al., 2011). Therefore, the findings of this study showed that the adjusted R^2 is 0.785 which is equivalent to (78.5%). Hence, research model indicated that the independent variable (Lecturer's Performance) explains 78.5% of the total variance in the dependent variable LP.

Results and Discussion

The purpose of the study is to examine the role of compensation in the relationship between transformational leadership, job commitment and lecturer's performance of College of Administration, |Management and Technology Potiskum, Yobe State. The results indicate that there is no significant relationship exists between AC and LP ($p > 0.362$). This finding disagrees with findings of (Kelven, et al., 2018). Also, the findings revealed no significance relationship between CC and LP ($p > 0.826$). This finding agrees with findings of (Tutei, et, al 2017).While, disagrees with findings of (Kelven, et al., 2018). However, the findings revealed direct and significance relationship between COM and LP ($p > 0.001$). This finding agrees with findings of (Khudhair, et al., 2020). The result also indicates no significant relationship between NC and LP (p > 0.105). The finding agrees with Oyeniyi, Adeyemi and Olaoye (2017), but in disagreement with findings of (Parinding, 2017) Furthermore, Table 4.2 indicates a significant relationship exist between TL and LP (p > 0.000). This findings conforms the findings of (Dialoke, & Ogbu, 2018). But contradict with the findings of (Purwanto, 2020). This result may be attributed to the fact that the leadership style exhibited by the management of the college.

In addition, the study revealed compensation fail to moderate the relationship between AC and LP (p > 0.833). Also, it fails to moderate between CC and LP (p > 0.114). Similarly, compensation did not moderate between NC and LP (p > 0.511). However, the findings revealed that compensation moderates in the relationship between TL and LP (p > 0.000). This entails that transformational leadership style and compensation are critical in predicting the lecturer's performance which may ultimately lead to overall organizational performance. This finding suggests that compensation is very necessary in developing and strengthening the lecturer's performance which is necessary for the overall organizational performance.

Conclusion and Recommendations

In conclusion transformation leadership style serves as a crucial factor in instigating discipline, enthusiasm and strengthening the ability to utilize compensation, implying that when good leadership is choosing with the goal of providing a desire to succeed, they more likely be change their lecturers' performance for better. These factors play a significant role in influencing lecturer's performance which is strong predictors of lecturers' performance. Therefore, it is recommended that college management and policymakers should focus on strengthening transformational leadership style as it is a major conduit in lecturer's enthusiasm for innovation performance and improving their attitude, ability and need to stay in the organization particularly if it is combined with a good compensation system. Since compensation moderates the relationship between TL and LP. For this reason, college management should provide an all types of compensation to lecturers' this will help in stimulating lecturer's capability and attitude towards providing best.

Lastly, the study contributes significantly to lecturers' performance literature by attempting to shed more light on the moderating role of compensation on the relationship between affective commitment, continuance commitment, normative commitment, transformational leadership style and lecturer's performance which is scarce in the extant literature. This has practical implications for managers, who must modify their leadership style and compensation system to match employee's contribution and desire to succeed, and also government/stakeholders to strengthen their support. The researcher recommends that future researcher should consider replacing factors considered with other factors such as organizational culture, discipline, working condition, organizational commitment as the independent variable, future studies can also consider using motivation as moderating variables in similar study, or organizational preformation as dependent variable.

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OFFENSIVE ADVERTISEMENT AND CONSUMER PURCHASE BEHAVIOUR OF TRADITIONAL HERBAL MEDICINE IN NIGERIA: WHY BRAND HATE MATTER?

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Abstract

This empirical study explores the effect of offensive advertisements on consumer purchase behavior within the traditional herbal medicine sector in Nigeria, with a specific focus on the mediating role of brand hate. Despite the significant growth of the Nigerian herbal medicine industry, driven by rising awareness and concerns over conventional medicine side effects, offensive advertisement poses a critical challenge. These advertisements, characterized by exaggerated claims and discriminatory content, often provoke strong negative emotions, leading to brand hate. This study employs a quantitative method, using a structured questionnaire to gather data from herbal medicine consumers in Kano State, analyzed through Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyse the data with the aid of SmartPLS 4. Key findings indicate that offensive advertisements significantly contribute to brand hate, which in turn adversely affects consumer purchase behavior. The results show that brand hate mediates the relationship between offensive advertisements and purchase behaviour, highlighting the detrimental effects of offensive marketing strategies on brand perception and consumer loyalty. The study underscores the necessity for marketers to adopt culturally sensitive and ethically sound advertising practices to maintain positive consumer relationships and enhance market performance. These insights provide valuable guidance for herbal medicine companies in Nigeria aiming to navigate the complex consumer landscape shaped by evolving socio-cultural norms and ethical considerations in advertising.

Keywords: Brand Hate, Consumer Purchase Behaviour, Offensive Advertisement, Traditional Herbal Medicine, Nigeria.

Introduction

In today's interconnected global market, there is a common perception that consumer demands and desires are becoming increasingly homogenized. Consequently, standard advertising strategies are often employed to target consumers through both mainstream and online media (Noor, et al., 2022). However, research has shown that advertisements tailored to the cultural preferences of local populations can sometimes foster brand hatred (Bukhari et al., 2019). This phenomenon underscores the complexity of advertising in diverse markets, where the balance between cultural sensitivity and marketing effectiveness is delicate.

Companies continuously seek innovative marketing strategies to gain a competitive edge in the fiercely competitive business environment. One such strategy that has gained prominence in recent years is the use of provocative or offensive advertising. This approach involves creating advertisements that intentionally undermine or criticize a competitor's brand or product to highlight the superiority of their own. While this tactic can enhance brand recognition, it also carries significant risks. Offensive advertisements can alienate consumers, leading to brand aversion and altered purchase behavior.

Prior to the COVID-19 pandemic, the World Advertising Research Centre (WARC) estimated that worldwide advertising spending will rise by 7.1% in 2020. However, consumer behavior shifts due to the pandemic resulted in an 8.1% decline in advertising spending by August 2020, amounting to over US$50 billion (Rohiman & Haroon, 2020). Advertisers, recognizing the heightened sensitivity of the public during the pandemic, exercised greater caution in their messaging to avoid offense and to remain relevant amidst the increased focus on COVID-19-related content (Daljit & Dhesi, 2020).

In Nigeria, the traditional herbal medicine industry has witnessed significant growth in recent years. This growth is attributed to factors such as rising awareness of traditional medicines, escalating healthcare costs, and increasing concerns about the side effects of conventional medicines (Nigeria Natural Medicine Development Agency, 2017). According to a report by Research and Markets (2021), the Nigerian herbal medicine market is expected to grow at a compound annual growth rate (CAGR) of 11.2% from 2021 to 2026. Traditional herbal medicine has been an integral part of healthcare in Nigeria for centuries (Adekunle et al., 2019).

However, the proliferation of advertising has posed challenges for traditional herbal medicine practitioners and their products, making it difficult to maintain their market share (Adeyemo et al., 2018). One notable challenge is the use of offensive advertisements, which can provoke consumer backlash. This retaliation can have detrimental effects on the traditional herbal medicine industry, impacting both practitioners and patients. Understanding the dynamics of consumer purchase behavior in response to offensive advertising is crucial for the sustainability and growth of the traditional herbal medicine sector in Nigeria. Therefore, this study aims to explore the relationship between offensive advertisements and consumer purchase behavior in the context of traditional herbal medicine in Nigeria, emphasizing the importance of managing brand perception to mitigate the risks of brand hatred.

Offensive advertisements in the Nigerian herbal medicine industry often feature exaggerated claims about the efficacy of products or make false or misleading statements about conventional medicines. These advertisements can take various forms, such as sexist, racist, or otherwise discriminatory content, which can lead to negative consumer perceptions and a decrease in brand loyalty and sales. For instance, a study by Kervyn et al. (2015) revealed that consumers exposed to sexist advertisements were more likely to develop negative attitudes towards the brand, resulting in brand hatred and a decreased likelihood of purchasing its products.

Several determinants of brand hate have been identified, both consumer-related and company-related (Fahmi & Zaki, 2018; Hegner et al., 2017). Fahmi and Zaki (2018); Hegner et al., (2017) suggest that further research should explore novel factors contributing to brand hatred and its impact on consumer purchase behavior. While studies on negative consumer purchase behavior towards brands are limited (Romani et al., 2012; Bryson & Atwal, 2019), the specific phenomenon of brand hate has received even less attention among researchers.

Understanding negative consumer purchase behavior can save organizations from unanticipated losses, highlighting the importance of this area of study.

Tariq and Khan (2017) has primarily focused on offensive product advertisements that are publicly broadcasted. However, this study focuses on non-offensive products—traditional herbal medicine—that are advertised offensively. This distinction is crucial, as the efficacy and cultural importance of traditional herbal medicine in Nigeria are undermined by offensive advertising strategies. The current study examines the effect of offensive advertisements on consumer purchase behavior, with brand hate serving as a mediating factor.

The significance of this research lies in its potential to inform marketing strategies for traditional herbal medicine practitioners in Nigeria. By understanding how offensive advertisements influence consumer behavior and brand perception, stakeholders can develop more culturally and religiously sensitive and effective marketing approaches. This study aims to fill the gap in existing literature by providing insights into the interplay between offensive advertising, brand hate, and consumer purchase behavior in the context of traditional herbal medicine in Nigeria. Through this exploration, the study seeks to contribute to the broader discourse on ethical advertising practices and consumer protection in the herbal medicine industry.

Literature Review and Theoretical Framework

Brand Hate

Shiv and Fedorikhin (1999) have indicated that customers experience both positive (love) and negative (hatred) feelings towards companies, and their behaviors elicit emotional reactions. Although research on positive emotions like brand love has increased (e.g., Drennan et al., 2015; Carroll & Ahuvia, 2006), less attention has been paid to negative feelings that brands might arouse, such as dislike, rage, and hate (Romani, Grappi, & Dalli, 2012; Zarantonello et al., 2016). The concept of "brand hate" originally emerged from the literature on brand love. Brand hate is defined as a psychological state where a consumer experiences intense negative emotions and detachment towards brands that provide bad and painful experiences on both individual and social levels (Rahila & Rahman, 2022).

Most research has focused on the causes, mechanisms, and effects of brand hatred in various settings (Islam et al., 2019; Sarkar et al., 2020; Rodrigues et al., 2020; Pinto & Brandao, 2021; Farhat & Chaney, 2020; Husnain et al., 2021; Kucuk, 2021). Hegner, et al., (2017) identified bad previous experiences, symbolic incongruity, and ideological incompatibility as the drivers of brand hate. Additionally, the authors discovered three behavioral outcomes—brand avoidance, unfavorable word of mouth, and brand retaliation—that result from brand hatred (Hegner, et al., 2017). Kucuk (2018), Fetscherin (2019), Curina et al., (2020), and others have verified these causes and consequences of brand hatred in various settings.

Research suggests that numerous factors, including personality traits, lifestyle, self-esteem, value system, gender, age, and national social culture, can influence this process (Loureiro, 2015). According to Kucuk (2018), most literature on brand hate concentrates on the negative feelings that result from bad customer encounters with a brand. Studies show that negative emotions are typically more memorable than positive ones because avoiding danger is more important for survival than seeking pleasure (Thompson, et al., 2006; Baumeister, Ellen et al., 2001). Furthermore, brand hate can vary in intensity, and not all customers experience brand hate at the same level (Zarantonello, et al., 2016; Bryson & Atwal, 2019; Kucuk, 2018). For example, Bryson and Atwal (2019) propose that the antecedents of negative affect depend on the strength of brand hate. They found that there could be diverse consequences associated with different degrees of brand hatred, or "hard" and "soft" brand hate.

Penz and Hogg (2011) and Chang (2011) suggest that consumers typically encounter a range of emotions in the marketplace, which can either motivate or dissuade them from making brand purchases. Sipilä et al., (2017) argue that consumers may experience a range of emotions, including brand hate. For instance, buyers may have mixed feelings about a brand, experiencing both joy and guilt while making a purchase, or they may love certain aspects of the brand, detest others, and eventually develop hatred for the entire company.

H_{01}. Offensive advertisements have no significant effect on brand hate.

Offensive Advertisement and Consumer Purchase Behaviour

The concept of offensive advertising has evolved as society and marketing strategies have advanced. The term "offensive advertising" is preferred in this study over synonyms like "disgusting," "provocative," "shock advertising," or "shockvertising," as well as "taboo." These terms often refer to advertisements that provoke strong emotions or challenge accepted social norms, potentially sparking debate or negative reactions (Myers, et al., 2020). The meaning and concept of offensive advertising are likely to continue evolving as time progresses and cultures shift.

According to Chan and Yeung (2016), controversial advertising frequently elicits negative feelings in customers due to the nature of the product or the manner in which they are executed. Myers et al. (2020) agreed, pointing out that both the execution of the advertisement and the nature of the marketed goods might shock and upset customers. These negative feelings can lead to an unfavorable perception of the brand or product being advertised, which underscores the importance of understanding the elements that contribute to such emotions. This understanding is crucial for marketers in developing more effective and socially acceptable advertising strategies.

In the current media landscape, individuals are exposed to thousands of advertisements daily. To stand out, advertisers often resort to controversial approaches to deliver their messages to target audiences. According to Myers et al., (2020), advertisers actively utilize shock appeal to increase awareness. This approach has been found to be particularly effective among young and educated persons who are more open-minded and prepared to challenge social conventions (Chan & Yeung, 2016). However, marketers must balance using provocative content with being socially responsible and respectful of diverse opinions to avoid alienating or offending their target audience.

According to Mohd & Mohd (2017), advertisements become contentious when they annoy individuals. Gurrieri, Govan, and Cherrier (2016) identified five controversial issues in advertising: death, suffering, nudity, sex, and violence. According to Mohd & Mohd (2017), advertisement with sexual overtones that incite needless fear, sexism, indecent language, excessively intimate themes, nudity, and false or misleading information may be considered offensive. Fam et al. (2013) discovered that an advertisement's dislike ability has a direct effect on consumer behavior. The more inflammatory an advertisement is, the more unpopular the product becomes, resulting in reduced buy intentions. This finding is supported by Shaizatulaqma et al. (2016), who discovered that consumers having positive attitudes toward advertisements are more easily convinced by them.

Several studies, such as those by Gurrieri, et al., (2016), Mohd and Mohd (2017), and Fam et al., (2013), have identified various characteristics that contribute to the controversy and offensive nature of advertisements. Common themes include death, suffering, nudity, sex, and violence, along with features like sexual implications, fear-inducing content, sexism, inappropriate language, highly personal issues, and false or misleading information.

The impact of offensive advertisements on consumer behavior is significant. Fam et al. (2013) and Shaizatulaqma et al. (2016) demonstrated that the dislike ability of an advertisement correlates with decreased consumer purchase behaviour for the associated products. Positive attitudes regarding advertisements increase the likelihood that they will have an influence on consumers. According to Mohd and Mohd (2017), there is a growing public concern regarding advertising ethics and potential transgressions by advertisers. For example, advertisements for alcohol and cigarettes may negatively impact Muslim consumers' purchase behaviour, not only due to religious factors but also because of the potential harm these products pose to children. Therefore, it is essential for marketers to be aware of these ethical concerns and strive to create advertisements that are both effective and socially responsible.

H_{02}. Brand hate has no significant effect on consumer purchase behaviour.

Offensive Advertisement and Brand Hate

Offensive advertisements can significantly contribute to the formation of negative attitudes towards a brand, often referred to as the "hate brand" phenomenon. This occurs when consumers develop strong negative feelings towards a brand due to its association with offensive content or values that contradict their personal beliefs and values. Research has demonstrated that offensive advertisements can lead to negative brand attitudes and lower purchase behaviour, as consumers may perceive the brand as insensitive or inconsiderate to certain groups or individuals. This backlash against the brand can result in potential customers avoiding it and even encouraging others to do the same. For instance, Chatterjee and Romero (2011) found that consumers are more likely to distance themselves from brands associated with offensive advertisements, leading to negative brand attitudes and lower purchase behaviour. This negative perception contributes to the development of a hate brand, where consumers actively dislike and reject the brand due to its association with offensive content.

Moreover, the context in which the offense is presented and individual differences among consumers can influence the likelihood of a hate brand developing. Kervyn et al., (2012) discovered that while sexual content in advertisements can initially capture attention, it can also lead to negative outcomes such as reduced perceived ad credibility and increased intentions to avoid the advertised brand. These findings highlight the complex relationship between offensive content and consumer reactions, suggesting that the impact of such content is not universally predictable but varies based on specific circumstances and individual consumer characteristics.

Offensive advertisements foster negative brand attitudes and reduce purchase behaviour, contributing to the formation of hate brands (Noor, et al., 2022). The impact of offensive advertisements on consumers depends on various factors such as the context of the offense, individual differences, and the type of offense portrayed in the advertisement. For example, advertisements that are perceived as sexist, racist, or otherwise discriminatory can provoke strong negative reactions from consumers, leading to a significant decrease in brand loyalty and an increase in brand hate (Kervyn, et al., 2015).

To avoid the development of hate brands, marketers should be cautious when using potentially offensive content in their advertisements. They must carefully consider the potential negative consequences on brand image and consumer perceptions. Employing a more socially responsible approach to advertising can help mitigate the risks associated with offensive content. Marketers should strive to create advertisements that are respectful and inclusive, thereby fostering positive brand attitudes and minimizing the likelihood of developing a hate brand.

H_{03}. Brand hate does not mediate the relationship between offensive advertisements and consumer purchase behaviour.

Brand Hate and Consumer Purchase Behavior

Brand hate, or hate brands, occurs when consumers develop strong negative feelings towards a brand due to its association with offensive content or values that contradict their personal beliefs and values. This negative perception can significantly impact purchase intentions, leading consumers to actively avoid and discourage others from purchasing products or services from the brand. Research has shown that brand hate can result in lower purchase intentions and even boycotts of the brand (Chatterjee & Romero, 2011).

Consumers often perceive brands associated with offensive advertisements or practices as insensitive or inconsiderate to certain groups or individuals, which can result in a backlash against the brand. This negative sentiment can spread through word-of-mouth, social media, and other forms of communication, further damaging the brand's reputation and potentially leading to financial losses for the company (Kervyn, et al., 2012). Negative brand perceptions can create a ripple effect, where the initial offense escalates into widespread brand rejection and diminished market presence.

To mitigate the risk of developing brand hate, marketers should be cautious when developing advertising campaigns, ensuring their content is sensitive and considerate of various groups and individuals. Companies should also be transparent about their values and practices, as this transparency can help build trust and positive associations with their brand (Wyer, et al., 2018). By prioritizing ethical marketing practices and social responsibility, brands can foster a more inclusive and positive image, reducing the likelihood of provoking consumer animosity.

Brand hate can significantly impact consumer purchase behaviour and lead to negative consequences for both the brand and the company. Understanding the factors that contribute to brand hate is crucial for businesses aiming to maintain a positive brand image and foster consumer loyalty. By avoiding offensive content and taking proactive steps to align their practices with consumer values, businesses can mitigate the risk of brand hate and promote a more favorable perception of their brand.

Brand hate arises from strong negative consumer reactions to offensive content or conflicting brand values, which can severely impact consumer purchase behavior. The spread of negative sentiment through various communication channels can further damage a brand's reputation and financial performance. By adopting sensitive and transparent marketing strategies, companies can reduce the risk of brand hate and cultivate positive consumer relationships.

Theoretical Framework

For understanding the dynamics of offensive advertisements, brand hate, and consumer behavior, two prominent theories, the Theory of Planned Behavior (TPB) and Emotional Response Theory, were employed in the current study. The Theory of Planned Behavior (Ajzen, 1991) posits that consumer behavior is primarily driven by behavioral intentions shaped by three key factors: attitudes towards the behavior, subjective norms, and perceived behavioral control. In the context of offensive advertisements, TPB suggests that negative attitudes towards a brand can stem from consumers' adverse reactions to offensive content. When advertisements violate societal norms or personal values, consumers develop unfavorable attitudes towards the brand. These negative attitudes are further influenced by subjective norms, where perceived social pressures amplify the rejection of brands associated with offensive content. Additionally, perceived behavioral control plays a role as consumers assess their ability to avoid purchasing from brands they disapprove of due to offensive advertising tactics.

Emotional Response Theory (Holbrook & Batra, 1987) complements TPB by emphasizing the emotional reactions advertisements evoke in consumers. Offensive advertisements often trigger strong negative emotions such as anger, disgust, or frustration. These emotions are pivotal as they shape consumers' attitudes towards brands. When consumers experience intense negative emotions due to offensive content, they tend to develop brand hate—a phenomenon where they actively dislike and avoid the brand. Emotional Response Theory underscores that emotional responses can overshadow rational evaluations, significantly impacting consumer behavior. Negative emotional experiences with brands can lead to diminished purchase intentions, increased brand avoidance, and negative word-of-mouth.

Integrating TPB and Emotional Response Theory helps this study to provide a comprehensive framework for understanding how offensive advertisements influence consumer behavior. Emotions triggered by advertisements influence the formation of attitudes, which are then reinforced by social norms and perceptions of behavioral control. This integrated perspective can help marketers and policymakers to anticipate and mitigate the adverse effects of offensive advertising. By crafting campaigns that respect societal norms and evoke positive emotions, marketers can foster stronger consumer connections and enhance brand loyalty across the target markets.

Conceptual Model

The conceptual model for this study is based on the aforementioned theories and hypotheses. It illustrates the relationships between offensive advertisements, brand hate, and consumer purchase behavior. The model posits that offensive advertisements lead to brand hate, which in turn negatively affects consumer purchase intentions.

This framework provides a comprehensive understanding of how offensive advertisements can impact consumer behavior and brand perceptions. It highlights the importance of ethical and considerate advertising practices in maintaining a positive brand image and fostering consumer purchase Behaviour.

Materials and Methods

This study follows a quantitative method, and a cross-sectional study was conducted by using the questionnaire as the instrument for data collection. A structured questionnaire was developed to measure the key variables; Offensive advertisement, hate brand and purchase behaviour. In the questionnaire, respondents were asked to indicate how much they agreed with a statement on a 5-point Likert scale (1 being strongly disagreed and 5 being strongly agreed). Data were collected from traditional herbal medicine consumers in Kano State, Nigeria, using a convenient sampling technique from 360 traditional herbal medicine vendors. The sample size was determined based on the principles of statistical power analysis, considering factors such as the population size, expected effect sizes, and desired levels of confidence and power. The collected data was analyzed using structural equation modeling (SEM) techniques, specifically, partial least squares (PLS) path modeling. The PLS-SEM approach allow for the estimation of direct and indirect effects between the key variables, as well as the assessment of the overall model fit and goodness-of-fit indices.

Data Presentation and Analysis.

The Partial Least Squares (PLS) approach is a suitable method for testing the developed model due to its advantages in handling complex relationships and evaluating the structural model. PLS is a second-generation multivariate technique that offers several benefits (Hair et al., 2019). To test the hypothesized links of the existing study, partial least square–structural equation modeling (PLS-SEM) was used by using SmartPLS version 4.1.0. This study has focused more on PLS-SEM, and this approach consists of two steps. In the first step, we tested the measurement model, and in the second step, we analyzed the structural model.

Measurement Model (Outer Model)

In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM) and specifically when using the SmartPLS 4.1.0 software, the outer model testing aims to evaluate the relationship between the observed variables (indicators) and their respective latent variables (dimensions or constructs) within a measurement model. Convergent validity is to what extent some items are suitable to measure the same concept. Discriminant validity is performed to ensure the value of the construct correlation with the dimensions of measurement is greater than the other constructs. Composite reliability testing aims to test the reliability of a construct. As suggested by Hair et al., (2019), we used factor loading and Average Variance Extracted (AVE) to assess convergent validity, Fornell-Larcker Criterion/ heterotrait-monotrait ratio (HTMT) of the correlations to assess discriminant validity and composite reliability to test the reliability of a construct.

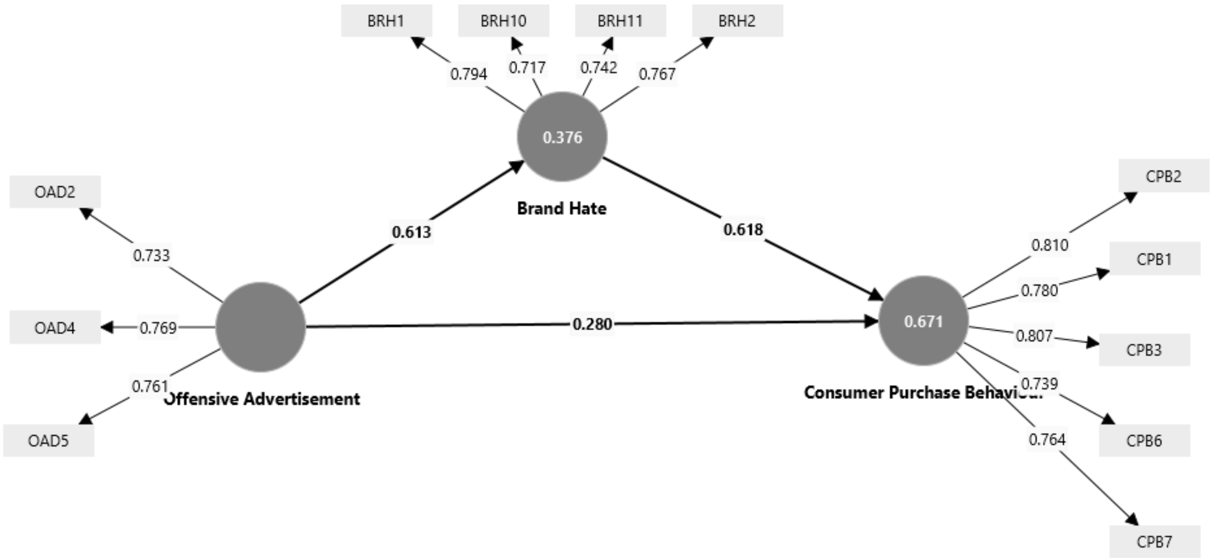

Figure 1: Path Modelling

Table 1: Item Loading, Internal Consistency, and Average Variance Extract for the First Time-Order Constructs

Dimensions	Question Item	Factor Loading	Cronbach's Alpha	CR	AVE
	BRH1	0.79			
	BRH10	0.72			
Brand Hate (BRH)	BRH11	0.74	0.75	0.84	0.57
	BRH2	0.77			
	CPB1	0.78			
	CPB2	0.81			
Consumer Purchase Behaviour (CPB)	CPB3	0.81	0.84	0.89	0.61
	CPB6	0.73			
	CPB7	0.76			
	OAD2	0.73			
Offensive Advertisement (OAD)	OAD4	0.76	0.73	0.80	0.57
	OAD5	0.77			

The measurement model was further evaluated based on validity and reliability. It included individual and composite reliability verified through factor loading (must be greater than 0.7) and Cronbach's alpha values that must be greater than 0.7 (Hair et al., 2021). As given in Table1, the factor loading are greater than 0.7. From the construct of Brand Hate, the items as BRH1, BRH10, BRH11 and BRH2, Consumer Purchase Behaviour (CPB) the items as CPB1, CPB2, CPB3, CPB6 and CPB7 while Offensive Advertisement (OAD) the items as OAD2, OAD4 and OAD5 with loading greater than 0.7 meets the threshold as suggested by (Haire et al., 2021). Items with loading less than 0.7 were removed. In addition, the construct reliability calculation as shown in Table 1 uses discriminant reliability (AVE), Cronbach's alpha, and composite reliability. The reliability testing criteria are the value of reliability discriminant (AVE) greater than 0.5, value Cronbach's alpha greater than 0.7, and value composite reliability greater than 0.7. (Haire et al., 2021).

Table 2: Measurement Model: Discriminant Validity (Fornel-Lacker Criterial)

	Brand Hate	Consumer Purchase Behaviour	Offensive Advertisement
Brand Hate	**0.83**		
Consumer Purchase Behaviour	0.79	**0.78**	
Offensive Advertisement	0.61	0.66	**0.75**

Table 3 displays the square root of variance (AVE) shared by the constructs and their measurements as the diagonal element (figure in bold). The correlations between the constructs are off diagonal elements. Because the square roots of each reflective latent construct's AVE are higher than their association with any other construct, Table 3 demonstrates the discriminant validity of each reflective latent construct.

Table 3: Heterotrait-monotrait ration (HTMT)

	Brand Hate	Consumer Purchase Behaviour	Offensive Advertisement
Brand Hate			
Consumer Purchase Behaviour	0.92		
Offensive Advertisement	0.88	0.90	

Furthermore, a comprehensive investigation into the HTMT ratio analysis's suitability for evaluating discriminant validity has also been conducted (Henseler, 2018). Table 3 demonstrates that, with regard to specificity (HTMT0.85, HTMT0.90, or HTMT inference), the inter-construct correlation was lower than all HTMT criteria standards. It is sufficient to state that the discriminant validity is well proven based on both the standard discriminant analysis and more thorough discriminant studies.

Assessment of Structural Model

Table 4: Hypothesis Relationship

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
BRH -> CPB	0.618	0.619	0.040	15.277	0.000	Not supported
OAD -> BRH	0.613	0.616	0.039	15.591	0.000	Not supported
OAD -> CPB	0.280	0.280	0.041	6.797	0.000	Not supported
OAD -> BRH -> CPB	0.379	0.381	0.035	10.862	0.000	Not supported

The results of the statistical analysis in table 4 indicate that the structural model of the direct effect shows that brand hate significantly affect consumer purchase behaviour ($\beta=0.62$, $t=15.28$, $p>0.05$), and also offensive advertisement has significant effect brand hate ($\beta=0.62$, $t=15.59$, $p>0.05$). also, offensive advertisement has significant effect on consumer purchase behaviour. Finally, the indirect effect shows that, brand hate mediates the relationship between offensive advertisement and consumer purchase behaviour.

Table 5: Calculation result of R-Square Value

	R-square	R-square adjusted
Brand Hate	0.376	0.374
Consumer Purchase Behaviour	0.671	0.669

The overall coefficient of determination (R2) was calculated to validate the study hypotheses and determine the suitability of the suggested model. According to Chin (1998), there are three levels of predictability: 0.10 = weak; 0.33 = moderate; and 0.67 = considerable. The result shows that 37.4% of the variation in Brand Hate can be explained by Offensive advertisement while on the over hand, 66.7% of the variation in consumer purchase behaviour is explained by offensive advertisement respectively.

Table 6: Effect Sizes of The Latent Variables

	F-square	Effect Size Rating
Brand Hate	0.724	Large
Offensive Advertisement	0.148	Small

Chin (2010) used f2 analysis to calculate the effect size of latent factors on the dependent variable, in addition to R^2. According to Cohen (2013), the f2 values (0.35, 0.15, and 0.02) represent the effect sizes (large, medium, and small) for predictive factors. Table 6 shows that brand hate as has a large effect size (0.724) in the model while on the other hand, offensive advertisement has a small effect size (0.148) in the model.

Conclusion & Recommendations

In conclusion, this empirical paper contributes to advancing knowledge in consumer purchase behavior within the Nigerian traditional herbal medicine sector. By exploring the impact of offensive advertisements and the mediating role of brand hate on consumer purchase behavior, this study addresses a critical gap in the existing literature. Brand hate is influenced by negative experiences and symbolic incongruity, which can lead consumers to avoid brands that conflict with their self-image. These findings offer valuable insights for marketers seeking to develop effective and culturally sensitive advertising strategies in the traditional medicine industry. To effectively manage consumer purchase behavior, herbal medicine companies should continually monitor consumer interactions with their sales representatives and advertising channels. Implementing robust internal and external tracking systems is essential to nurturing positive consumer-brand relationships and promptly addressing any issues that may arise.

Three recommended strategies to manage brand hate include ongoing monitoring of consumer interactions across various touchpoints, proactive engagement with customer feedback through customer service and social media platforms, and swift resolution of consumer grievances to mitigate negative perceptions and enhance brand loyalty. Research on offensive advertising and its impact on consumer behavior remains an evolving field, highlighting the need for further investigation. This study's sample focused on traditional herbal medicine vendors in Kano, providing both advantages and limitations. Future research could expand this inquiry to include comparisons with consumer behavior in the context of conventional medicine, offering deeper insights into purchasing decisions across different healthcare modalities. Underhill (2012) argues that love and hate are socially and culturally constructed phenomena. While this study focuses on brand hate as a mediating variable, future studies could explore the concept of brand love and its implications for consumer behavior within the context of traditional medicine.

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ENTREPRENEURIAL DEVELOPMENT FACTORS AFFECTING EMPLOYMENT GENERATION AMONG YOUTH IN DELTA SOUTH SENATORIAL DISTRICT

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Abstract
The study examined the effect of entrepreneurial development on employment generation in Nigeria using the National Youth Council of Nigeria Delta State Chapter as the study area. Unemployment has been a big issue in Nigeria, especially among the youth. The idea is to assess whether entrepreneurship development can be a viable alternative for employment generation in the country so that in addition to reducing poverty, the problems associated with may also be solved. The study adopted descriptive survey design as its method. Major tools of analysis were simple summary statistics of percentages, correlation and multiple regression analysis. All tests were conducted at 0.05 level of significance. Preliminary results showed that F-Statistics is 22.340 which statistically significant because $P_{0.000}$ is less than 0.05 the significance level. The model was therefore considered adequate for predictions. Major findings indicate that financial management skills and government support mechanism have significant positive effect on employment generation among the youth in Nigeria. The study concludes that in rethinking entrepreneurial skills development by the youth for employment creation, government have the responsibility to make the initiative succeed so that it does not go the way of those interventions before. It was recommended among others that the prospective entrepreneurs (the youth) should be made to acquire the necessary entrepreneurial skills among which is the business decision making skill to facilitate the actualization of the intended employment generation in Delta South Senatorial District

Keywords: Entrepreneurial, skills, Development, Employment generation, Youths

Introduction

Unemployment remains a significant economic and social challenge globally, affecting countries in varying degrees depending on their development levels. In Nigeria, the situation has become particularly critical, posing severe challenges to both the government and the populace. The alarming rate of youth unemployment in Nigeria has been attributed to several factors. According to Anayaogu (2009), one of the primary reasons is the inadequacy of the curricula in tertiary institutions, which are often designed to prepare students for stereotypical white-collar jobs rather than equipping them with essential entrepreneurial skills for self-employment and national development.

The policy of deregulation in the educational sector has also been implicated in exacerbating youth unemployment. The proliferation of tertiary institutions without a corresponding increase in job opportunities has compounded the problem (Adedeji, Ayodele, and Olalekan, 2018). Awogbenle and Iwuamadi (2010) further argue that youth unemployment is closely tied to the overall economic status, as reflected by the Gross Domestic Product (GDP) growth. They note that low or negative GDP growth rates and insufficient economic investment directly reduce labor demand, thereby increasing unemployment.

In response to this crisis, successive Nigerian governments have implemented various empowerment programs aimed at curbing unemployment. Notable among these are the National Directorate of Employment (NDE), established in 1986 to promote skills acquisition and self-reliance, and other initiatives like the Poverty Alleviation Programme (PAP), National Poverty Eradication Programme (NAPEP), and the Youth Enterprise with Innovation in Nigeria (YouWiN) (Otsupius & Kabuoch, 2015). Despite these efforts, many interventions have been criticized for being ad hoc and uncoordinated (NEEDS Document, 2004).

Recognizing entrepreneurship as a crucial solution to unemployment, the Nigerian government introduced entrepreneurial studies into the curricula of tertiary institutions in the 2007/2008 academic session. This policy aims to provide students with the necessary entrepreneurial skills to establish and manage small businesses post-graduation (NUC, 2012). Additionally, entrepreneurship training has been incorporated into the National Youth Service Corps (NYSC) orientation camps to further equip graduates with practical skills for self-employment.

Entrepreneurship development is seen as essential for socio-economic progress in less developed and underdeveloped countries, particularly in sub-Saharan Africa. It is believed that entrepreneurship fosters job creation by identifying opportunities and allocating resources to create value (Nielsen and Gartner, 2017). The Global Entrepreneurship Monitor Report (2015) highlights that about 70 percent of an area’s economic performance and the well-being of its people depend on the entrepreneurial activity in the economy. In Nigeria, entrepreneurship has pulled millions out of poverty through self-employment, with small and medium enterprises (SMEs) contributing significantly to employment and industrial output (Ariyo, 2014).

Given its potential, entrepreneurship development is crucial for achieving national economic objectives, including employment generation and poverty reduction. This study aims to investigate the impact of entrepreneurial skills development on employment generation in Nigeria, focusing on Delta South Senatorial District in Delta State. Specifically, it will evaluate the effect of developing financial management skills among youth and investigate the impact of government support mechanisms on employment generation. Through this focused examination, the study seeks to provide insights into how entrepreneurship can be harnessed to address the persistent challenge of unemployment in Nigeria.

Objectives of the Study

The broad objective of the study is to investigate the entrepreneurial development factors affecting employment generation among youth in Delta South Senatorial District

More specifically, the study:

i. evaluate the effect of development of financial management skills among the youth on employment generation in Nigeria.,
ii. investigate the effect of government support mechanism to youth’s programmes on employment generation in Nigeria

Literature Review

Conceptual Review

The Concept of Entrepreneurship Skills Development

Entrepreneurship skills development has been defined by Oyefesobi et al., (2018) as a process of developing entrepreneurial skills either through formal classroom training or workshops and seminars with the sole purpose of starting and effectively managing an enterprise. Drucker (1998) cited in Bankole (2007) further describes entrepreneurial skills development as a process that aims at empowering practicing or prospective entrepreneurs, with the requisite skills that can enable them create values when business opportunities are identified. However, according to Chiekezie, et al., (2016), there is no single definition of entrepreneurship skills development rather, it depends on the context in which the definition is being made, the person making the definition and the point being buttressed. To this end, some people look at the concept from different perspectives, including economics, sociology, anthropology, management and other social perspectives.

In this regard, Bula (2012) posits that entrepreneurship in itself is a multidimentional concept that cut across many fields of endeavour and as such, developing the relevant skills to be effective in different fields would be determined largely by the particular field one intends to go .In a related development, Duru (2011) has defined entrepreneurship skills development as a means of improving the competency of people how want to start and successfully run a business concern as a way of job creation for the unemployed.

To Agbionu (2008) entrepreneurship skills development is another empowerment technique which facilitates acquisition of technical as well as managerial skills needed for successful entrepreneurship. It leads to the process of creating jobs and wealth for the purposes of growth, development of the environment and total eradication of unemployment and poverty in the economy. She continued. In the opinion of Nwandu (2016), entrepreneurship skills development is the formal or informal training of entrepreneurs or the would-be entrepreneurs to acquire relevant skills such as time management, financial decision-making, financial management, marketing, communication skills, which can help in the creation and management of new organizations designed to pursue unique innovative opportunity to achieve rapid profit growth

Ho_1: Development of financial management skills does not have significant and positive effect on employment generation initiative among the youth of Delta South Senatorial District.

Employment Generation

Employment generation has been loosely defined as a natural process of social development human beings bring with them into this world, an array of needs that present employment opportunities for others to meet. This, of course, is the reason that the world with a tripling of population could be sustained over the past century. It can also be referred to as creation of job opportunities in a nation to make human beings busy and earn salary or wages for offering their services to the employer (Forman, 2007).

Acording to Dappa and Onuorah (2019), employment generation is the provision of employment opportunities either by the government, private companies, non-governmental organizations or individuals who are engaged on self-employment initiatives. It is a means of engaging people to work for an agreed amount of money to be paid either as salary or wage.

As mentioned earlier, the generation is equally possible through self-employment. It is the self-employment initiative that is being promoted in this study.

To Ejike (2017), employment generation means engaging on economic and entrepreneurial activities that give rise to job creation. It includes the establishment of business outfits that produce goods and services that create utility to satisfy human needs. In a related development, Okafor (2019) states that employment generation means the provision of job opportunities to the unemployed which can be carried out by government agencies or corporate organizations. He observes that prosperous countries are those countries where the private sector of the economy have been developed to take the lead in employment generation for the working population. In such climes, government provides the enabling business environment such as the provision of critical infrastructure with very rate ease of doing business couple with sound financial system that encourages rapid growth and sustainability in the sector.

Ho_2: Government support initiative does not have significant and positive effect on employment generation initiative among the youth of Delta South Senatorial District

Materials and Methods

The study adopted descriptive survey design in investigating the effect of entrepreneurial development on generation employment initiative among the youth in Delta South Senatorial District of Delta State, Nigeria. The Senatorial District consists of eight (8) Local Government Areas. A pilot study was commissioned by the researchers to actually identify the number of registered members of the National Youth Council of Nigeria in the zone. Thus, the study's population is 4483 members of the NYCN Delta South Senatorial District.

Sample Size Determination and Sampling Technique

Sample size for the study was determined through the application of Taro Yameni's Statistical Formula as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size to be determined
N = The entire population of interest
e = Error term (0.05)
1 = Constant (unity)

Substituting

$$n = \frac{4483}{1 + 4483(0.05)^2}$$
$$= 374$$
$$n = 374$$

This formula was applied for all the local government in the study area. See Table 1

Population and Sample Distribution across the LGAs in Delta South Senatorial Zone

S/N	LGA	Population	Sample Allocation	Percentage of Total
1.	Warri North	603	50	13
2.	Warri South	654	55	15
3.	Warri South West	621	52	14
4.	Burutu	609	51	14
5.	Isoko North	489	41	16
6.	Isoko South	526	44	14
7.	Patain	425	35	10
8.	Bomadi	556	46	9
	Total	4483	374	100

Source: Field Survey, 2023

Systematic sampling technique was used in selecting the units of observation across the local government areas in the zone. An item structured instrument designed to reflect the modified five (5) point Likert scale of strongly agree, agree, disagree, strongly disagree and undecided, was used to gather the data from the respondents on all issues concerned in the study. The instrument was tested for reliability through the test re-test method and found to be adequate for the study. The researchers used direct questionnaire distribution approach in collecting the data and the approach made it possible for them to assess if the questionnaire items were actually understood by the respondents. The method also helped in reducing the volume of non-response which usually associate with surveys of this nature. Out of the 366 copies of the questionnaire issued out, 314 were completed and returned thus showing a response rate of 86.1 percent, which was considered adequate for the study. Concerning the statistical tools of analysis, summary statistics of percentages, Pearson Correlation coefficient and multiple regression analysis were used in analyzing the data which were primary in nature. All tests were carried out at 0.05 level of significance, that being the probability level at which we were willing to risk type 1 error

Model Specification

The study examines the effect of entrepreneurship development on employment creation initiative among the youth of Delta North Senatorial District of Delta State, Nigeria. The functional relationship for the model is as follows:

$$JC = f(ADMS, DFMS) \qquad (1)$$

Specifying the relationship econometrically it becomes:

$$JC = \alpha_o + \alpha_1 ADMS + \alpha_2 DFMS + \mu_t \qquad (2)$$

Where:

JC = Job Creation

]α_o = The intercept

μ_t = Stochastic Error term

ADMS = Acquisition of business decision-making skills

DFMS = Development of financial management skills

α_1&α_2 = The coefficients of the independent variables

The *a priori* or expected signs of the coefficients are as follows:

$\alpha_1 > 0$ and $\alpha_2 > 0$

Results and Discussion

Research Question One: The following research question sough to determine the effect of acquisition of business financial skills on job creation among the unemployed youth. Accordingly, the opinion of the respondent are presented in Table

Table 1: Effect of Development of Financial Management Skills on Employment Generation

S/N	Items of the Questionnaire	Options of the Likert Scale					Total
		SA	A	D	SD	UND	
1.	Financial management skill is one of the most important skills in running a business concern because finance is the life wire of any business.	1059 (41.2)	1345 (52.3)	100 (3.9)	40 (1.6)	27 (1.1)	2571 (100.0
2.	Financial management knowledge is needed by the prospective entrepreneur to be able to know the level of capital needed to start a new business venture.	997 (38.8)	1381 (53.7)	88 (3.4)	62 (2.4)	43 (1.7)	2571 (100.0
3.	Acquisition of financial management skill will properly guide the intending investor on how to anticipate financial needs of the enterprise when it eventually takes off.	1023 (38.9)	1397 (54.3)	71 (2.8)	51 (2.0)	29 (1.1)	2571 (100.0
4.	Business enterprise can fail due to the inability of the entrepreneur to effectively manage the funds that he/she has been advance.	1004 (39.4)	1368 (53.2)	99 (.9)	65 (2.5)	35 (1.4)	2571 (100.0
5.	Money given to anybody without any financial management skill is like money thrown away into the bush because the person would never know where to start	1017 (39.6)	1400 (54.5)	70 (2.7)	50 (1.9)	34 (1.3)	2571 (100.0
	Total	5100	6991	428	268	168	12855
	Percentage of Total	(39.7)	(53.6)	(3.3)	(2.1)	(1.3)	(100.0)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).
: (Figures in parentheses are percentages)

As could be seen from Table 4.1, 39.7 percent of the respondents on the average strongly agreed with all the statements of the item, 53.6 percent of the agreed also but not strongly, 3.3 percent disagreed, 2.1 percent strongly disagreed and 1.3 percent had no opinion of any of the issues raised in the section. However, there are variation in opinions across all the items. As could seen from items 1 and 2, whereas 41.2 percent and 52.3 percent strongly and merely agreed with the statement respectively, 38.8 percent and 53.7 percent did so for item 2 respectively.

Table 2: Government Support Mechanism and Employment Generation

Items of the Questionnaire	Likert Scale Options					Total
	SA	A	D	SD	UND	
To enlist the cooperation and effective participation of the youth in any empowerment program, the government must roll out some incentive measures to convince them that she is serious.	978 (38.1)	1405 (54.6)	87 (3.4)	63 (2.5)	38 (1.5)	2571 (100.0
Past empowerment programs targeted at the youth in Nigeria failed because of lack of incentives and lack of government commitment.	1176 (45.7)	1255 (48.8)	84 (3.3)	32 (1.2)	24 (0.9)	2571 (100.0
Incentive in the areas of tax holiday for newly registered businesses, provision of take-off grants, reduction in the time it takes to register a business concern and easy access to credit will woo the youth to enlist.	1023 (39.8)	1397 (54.3)	71 (2.8)	51 (2.0)	29 (1.1)	2571 (100.0
Government should exempt the newly established business from their obnoxious policies that run businesses down.	1003 (39.0)	1335 (51.9)	104 (4.0)	87 (3.4)	42 (1.6)	2571 (100.0
Government should in addition designate some financial institutions for the purposes of attending to the financial needs of the newly created businesses by the youth only to ensure steady supply of funds.	1123 (43.7)	1254 (48.8)	97 (3.8)	60 (2.3)	37 (1.4)	2571 (100.0
Total	5303	6646	443	293	170	12855
Percentage of Total	(41.3)	(51.7)	(3.4)	(2.3)	(1.3)	(100.0)

Note: (SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

: (Figures in parentheses are percentages)

Answer to research question five which bordered on government support mechanism and employment generation for the youth indicates that on the average, 41.3 percent of the youth strongly agreed with all the statements of the items, 51.7 percent of them equally agreed but not strongly, 3.4 percent disagreed, 2.3 percent of them strongly disagreed and 1.3 percent were undecided on all issues raised in the section. But apart from the averages as we have seen, there are also variations in respondents opinion across the items. For instance, response to item shows that 39.8 percent and 54.3 percent respectively strongly and merely agreed with the statement of the item while 41.2 percent and 52.3 percent did so for item 1 respectively.

Table 3: Dependent Variable: Employment Generation

Items of the Questionnaire	Likert Scale Options					Total
	VGE	GE	ME	LE	VLE	
To what extent do you agree that possession of leadership skill can lead to employment generation in the country?	1201 (46.7)	1243 (48.3)	64 (2.5)	40 (1.6)	23 (0.9)	2571 (100.0
To what extent do you believe that the acquisition of marketing skill by the prospective entrepreneur can lead to employment generation in the country?	1009 (39.2)	1407 (54.7)	89 (3.5)	35 (1.4)	31 (1.2)	2571 (100.0
To what extent do you think possession of decision-making skills by the prospective entrepreneur can lead to employment generation in Nigeria?	1110 (43.2)	1305 (50.8)	72 (2.8)	51 (2.0)	33 (1.3)	2571 (100.0
To what extent do you believe that the possession of financial management skill by prospective entrepreneur can lead to employment generation in the country?	997 (38.8)	1413 (55.0)	69 (2.7)	60 (2.3)	32 (1.2	2571 (100.0
To what extent do you think that provision of government support mechanism can help the prospective entrepreneur to general employment in Nigeria	1091 (42.4)	1365 (53.1)	66 (2.6)	29 (1.1)	20 (0.8)	2571 (100.0
Total	5408	6733	360	215	139	12855
Percentage of Total	(42.1)	(52.4)	(2.8)	(1.7)	(1.1)	(100.0)

Note:(SA = Strongly Agree; A = Agree; D = Disagree; SD = Strongly Disagree and UND = Undecided).

: (Figures in parentheses are percentages)

As could be seen from Table 4,3, 42.1 percent of the respondents agreed to a very large extent with the statement of all the items, 52.4 percent agreed to a large extent, 2.8 percent agreed to a moderate extent, 1.7 percent of them agreed to a little extent while 1.1 percent agreed to a very little extent with all the statements concerning the relationship between the development of entrepreneurial skills to facilitate employment generation through self-help initiative. The implication is that the respondents (youth) have come to the realization that the only way they can salvage themselves from the burden of unemployment is by re-thinking entrepreneurship as a viable option for job creation

Table 4: Correlation Analysis Correlation Matrix

Variables		Employment Generation	Financial Management	Govt. Support Mechanism
Employment Generation	Pearson Correlation	1	0.524**	0.773**
	Sig.(2-tailed)		0.000	0.000
	N	2571	2571	2571
Financial Management	Pearson Correlation	0.524	1	0.206*
	Sig.(2-tailed)	0.000		0.001
	N	2571	2571	2571
Govt. Support Mechanism	Pearson Correlation	0.775**	0.206*	1
	Sig.(2-tailed)	0.000	0.001	
	N	2571	2571	2571

*: Correlation is Significant at 0.01 Level (2-tailed).

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

Table 4.4 is the presentation of correlation matrix between the dependent and the independent variables as well as among the independent variables. The coefficients of the analysis using Karl Pearson method, showed that and strong relationships exist between as well as among the variables. However, there were few occasions where the relationship was weak but still positive. The implication is that the outcomes of the analysis cannot hinder further analysis of multiple regression on the data since there no cases of multicollinearity or orthogonal relationships among or between the variables.

Table 5: Summary of ANOVA Result for the Model

ANOVA[b]

Source of Variation	df	Sum of Squares	Mean Squares	F-ratio	Sig.
Regression	4	273.185	68.963	22.340	0.000[a]
Residual	145	447.561	3.087	-	
Total	149	720.746	-		

a. Predictor: (constant), Financial management skills and government support mechanism.

b. Dependent variable: Employment generation

From Table 4.5, the ANOVA result showed that F-Statistics has a value of 22.340 at 0.05 level of significance and the value is adjudged to be significant because 0.000 is less than $P \leq 0.05$. Therefore, the result shows that overall, regression model is statistically significant and therefore fit and valid for any predictive purposes. It shows further that positive and significant relationship exists between the dependent and independent variables.

Table 6: Summary of Regression Results

Modelx	R	R^2	Adjusted R Square	Standard Error of the Estimate	Durbin Watson Stat.
I	0.527	0.511	0.409	0.30182	2.007

a. Predictor: (constant), Financial management skills and government support mechanism
As could be seen from Table 4.6, regression coefficient represented by 'R' has a value of 0.527 and it means that 52.7 percent relationship exists between the dependent and independent variables. Similarly, the coefficient of determination represented by 'R' with a value of 0.511, means that 51.5 percent variation in the dependent variable (employment generation) can be explained by the independent variables (regressors) in the model as the explanatory power of the model.

Table 4: Coefficients of the Predictor Variables and t-values

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	-185	.209	-	-773	.453
Financial Management skills	.504	0.067	0.617	2.815	.000
Government Support mechanism	.493	0.079	0.684	3.485	.012

a. Dependent Variable: Employment Generation
Table 4.7 is the presentation of the coefficients of the independent variables (unstandardized and the standardized) as well as the t-values and the significance levels. As could be seen from the table, all the predictors (the independent variables) have high positive coefficients, especially the government support mechanism with 0.684 coefficient. It means that the variables can adequately enhance the self-employment initiative of the youth through the development of some relevant entrepreneurial skills as enumerated above. Provision of government incentive is key in the realization such laudable objective. The table shows equally that the coefficients conformed to the a priori or signs expectations.

Re-Statement of the Study Hypotheses

1(a)H_o: Development of financial management skills by the youth does not have any significant positive effect on employment generation among the youth in Nigeria.

(b)H_1: Development of financial management skills by the youth has significant positive effect on employment generation among the youth in Nigeria.

2(a)H_o: Government support mechanism does not have any significant positive effect on employment generation among the youth in Nigeria.

H_1: Government support mechanism has significant positive effect on employment generation among the youth in Nigeria

The estimated regression equation from the model can be written as follows:
EG = 185 + 0.617EMS + 0.684GSM
The coefficient of financial management skill represented by α_4 in the model with a value of 0.617 means that if it is increased by one unit, employment generation will increase by 61.7

percent if other variables are held constant in the model. Like in other cases, the value of t is 2.815 and its corresponding probability level is 0.000 which is less than 0.05. Therefore, it means that the coefficient is significant. On the basis of the above results, the null hypothesis was rejected while the alternative which suggests that development of financial management skills by the youth has significant positive effect on employment generation among the youth in Nigeria was accepted.

Table 4.8: Eigen Values, Condition Index and Variance Proportion

Model	Eigen value	Condition Index	Constant	FMS	GSM
1	4.829	1.004	0.00	0.00	0.00
2	0.104	6.583	0.13	0.22	0.44
3	0.085	7.245	0.09	0.09	0.39
4	0.056	9.231	0.05	0.08	0.15
5	0.048	10.107	0.65	0.27	0.28
6	0.047	11.435	0.23	0.25	0.39

a. Dependent variable: Employment Generation

From Table 4.8 above, eigen values that are close to zero indicates dimension that explain little variance. For the condition index, when the values are more than 15 for any of the variables, it means a possibility of presence of multicollinearity in the model. In the table above, the values of 2, 3, 4, 5 and 6 in the model are close to zero thus suggesting a little variance in the table. Concerning condition index, the values are in the range of 1.004 to 11. 435 and it indicates no-presence of multicollinearity between the dependent and independent variables. As a form of post estimation test, the eigen values and the condition index values showed that the model is very stable and that there is possibility of long-term relationship between and among the variables.

Table 9: Multicollinearity Diagnosis between Dependent and Independent Variables

Variables	Tolerance	Variance Inflation Factor (VIF)
1 (Constant)	-	
Financial Management Skills	0.587	1.283
Govt. Support Mechanism	0.759	2.257

Table 4.9 presents multicollinearity statistics. The specification in this case is that tolerance value less than 0.20 or 0.10 is an indication that there is presence of multicollinearity problem (O'Brien and Robert, 2007). But as could be seem from the table, the tolerance values of the independent variables as presented above shows that the tolerance level is good. As for the reciprocal, known as the variance inflation factor, it equally shows that there is no presence of multicollinearity because none of the VIF is up to 5 as specified by (O'Brien and Robert, 2007). The implication of the results is that all the post-estimation tests confirmed stability of the model thus making it fit and appropriate for any predictions.

With respect to government support mechanism, it coefficient is represented in the model by α_5 and it has the highest value of 0.684 which actually measures its relevance in the model. The meaning of the value is that when government support mechanism increases by one unit, employment generation among the youth in Nigeria will increase by 68.4 percent if other variables in the model are held constant. The t-value in the section is 3.485 and its corresponding probability is 0.012 thus showing that the coefficient is significant. Consequently, the null hypothesis was rejected while the alternative which suggests that government incentive mechanism has significant positive effect on employment generation among the youth in Nigeria was accepted.

Summary of Findings

1. The acquisition/development of financial management skill has significant positive effect on employment generation among the youth in Nigeria. To equip them with financial management skill through training is to lay a solid foundation against business failure when it finally takes-off. As the life wire of any business enterprise, finance must be managed with sufficient caution so as to ensure sustained cash-flow and profit in the business
2. The role of government in facilitating self-employment initiative lies in the provision of incentives. The result of the fifth test of hypothesis revealed that such government support mechanism has significant positive effect on employment generation among the youth in Nigeria

Conclusion and Recommendations

In conclusion, financial management skills directly and significantly affect employment creation because just as decision making affect every aspect of the enterprise, finance is the life wire without which the enterprise may not exist in the first instance. Similarly, government support mechanism by way of incentives and exemption of new start-ups from the obnoxious laws in the business environment, are the necessary ingredients the would-be entrepreneurs need to succeed when businesses are eventually established. Provision of incentives to make business environment friendly and conclusive by the government are some of the most valuable assurances that are necessary for effective performance of the new start-ups. Granting of tax holiday, removal of multiple taxation, removal of bottlenecks and bureaucracy in new business registration for the prospective entrepreneurs as well as making of micro credit available to them are some of the supports that can ‘crowd out’ business establishment by the youth to create employment. Based on the findings and the conclusion drawn from them, we made the following recommendations /policy dialogue:

1. The result of the hypothesis in this section revealed that development of financial management skill has significant positive effect on employment generation among the youth. This underscores the need to provide the necessary training on acquisition of financial management to the youth who want to embrace self-employment initiative to enable them excel in it.
2. Government incentive structure is very crucial to the success of any intervention programme that is targeted at empowering the youth through self-employment. Government should come up with substantial support for the youth to reassure them that it will not be like those programmes where commitment was totally lacking on the part of the government. There should be enough incentives to enlist the cooperation of the youth in the intended self-help effort

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ENTREPRENEURIAL RESILIENCE AND BUSINESS CONTINUITY: A STUDY OF SELECTED SMALL-SCALE ENTERPRISES IN EBONYI STATE

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Abstract

This paper studied "entrepreneurial resilience and business continuity with a focus on small scale enterprises in Ebonyi State. It examined the extent to which opportunity recognition, capacity building and entrepreneurial action affected business continuity in the selected small-scale enterprises in Ebonyi State. 260 management and staff of some selected small-scale enterprises formed the population of this study. Survey research design was adopted and a structured questionnaire was used to elucidate responses from respondents. Data generated from the field survey were subjected to initial diagnostic for reliability to ascertain the usability of the study constructs. Data were analyzed using Pearson's correlation analysis and further subjected to multiple linear regression analysis to test the stated hypotheses. Results of the correlation showed that opportunity recognition had a=0.863, capacity building had a=0.791 and entrepreneurial action had a=0.880 respectively. These measures were well above the threshold of 0.7 Cronbach Alpha and showed positive effect on business continuity (a=0.752}. This implied that variations in entrepreneurial resilience would significantly influence business continuity in Ebonyi State, Nigeria. The implication of these results is that absence of entrepreneurial resilience is one of the major grounds of early business exit. The recommendation of this study was that entrepreneurial resilience is a function of the ability of an entrepreneur to recognize opportunities in the environment/market, mobilize resources towards addressing those identified needs in a profitable and stable manner, and that optimal performance of this task continuously will ensure business continuity.

Keywords: Business-Continuity, Capacity-building, Entrepreneurial-action, Opportunity recognition, Resilience

Introduction

Today the society is faced with many challenges including unemployment and high rate of business failures, high cost of living, high exchange rate and increase in social vices. To this end, the hard economic conditions exacerbated the concomitant business failures particularly in the small-scale businesses in Ebonyi state. Many small-scale businesses have gone moribund. Some could not stay up to five years.

This has caused an increase in unemployment. Unemployment caused due to small scale business failures orchestrated by economic and financial crises has heightened interest in entrepreneurship and in order to circumvent this negative scenario resilience has emerged as the ability of an entrepreneur to adapt to that change (Salisu et al 2020). Resilience is the entrepreneur's ability to adapt to changes in the business environment and rebound after experiencing adverse situations (Bullough, Renko & Myatt, 2014). An entrepreneur's resilience becomes the primary factor that underlies his/her success factor (Markman & Baron, 2003). Most entrepreneurs dive into a business without first understanding the needed details of the business and are consequently brought down by a little adverse consequence.

Entrepreneurial resilience is crucial to business continuity. In other words, an entrepreneur's resilience is a measure of his ability to creatively identify market/environmental needs and calculatively marshal out resources toward addressing those identified needs in the market/environment in a way that is profitable. The business environment is turbulent and full of factors (Internal & External) which could pose serious challenges to the business organizations including small scale ones in Ebonyi State.

Identified hindrances to continuity of small businesses in Ebonyi State identified (Udu & Igboke, 2017) are not limited to inability to identify opportunities in the environment, use of obsolete technology in production, distribution, service delivery, marketing, misappropriation of funds to other ventures not connected to the primary business, wasteful organizational practices, inability to compete effectively, adverse government policies like the recent relocation of some market clusters which did not favor some small scale enterprises and caused them to close shops; poor networking and social skills, lack of capacity building (training, retraining, continuous education).

Consequently, observes (Salisu et al., 2020) most small-scale enterprises do not remain in business after about three to five years of operation while a few others are very successful and are even diversifying to other sectors. It is worrisome to see an entrepreneur set up a business with great expectations and after few years of operation, the business gradually begins to diminish to a point that the entrepreneur could no longer meet his / her obligations. Curious minded individuals are wondering what could be the reason for the high rate of business failure in the society today? Could it be that these entrepreneurs did not actually identify any opportunity before starting these businesses? Could it be because of knowledge gap on the part of the entrepreneurs? In other words, they were not well trained on the business before they started. Were these collapsed businesses killed by competition? Is their exit from business as a result of adverse government policies? Was there a natural disaster that affected them? Were they producing inferior goods and services to the society? Were the drivers of these businesses inept / incapable? Were the businesses quacks? Does their 'promoter/s' lack resilience?

The insights from the discourse above and possible answers to the highlighted questions have become necessary to enable nascent and existing entrepreneurs to harness and nurture competencies that would lead to the continuity of their ventures. Indeed, the capacity of an entrepreneur to continuously remain in business depends on his ability to provide goods and services that are needed in the market (environment) place. This entrepreneurial capacity is dependent on factors like: ability to recognize opportunities in the environment, capacity to mobilize resources towards filling those identified gaps in the environment in a profitable and stable manner, ability to withstand environmental (internal and external) challenges (Salisu et al 2020). However, the question remains, to what extent can entrepreneurial resilience help small scale business owners to survive and remain in business even into generations?

It is against this background that this study sought to establish how small scale enterprises can rethink their ability to identify opportunities in the environment, build adequate capacity to address those identified needs and weather the environmental storm and take actions that address those needs in a profitable way.

Literature Review

Entrepreneurial resilience is the capacity of an individual or a firm to withstand crises, setbacks or challenges and succeed in the business environment. Factors like personal trauma, government policies, global pandemic (internal and external factors) e.t.c, could pose adverse challenges to business continuity. However, it is the ability of the entrepreneur or firm to overcome these challenges and excel in the environment that is seen as resilience. Entrepreneurial resilience is characterized by flexibility, perseverance, motivation, self-esteem, optimism etc. Other crucial factors to resilience are strategy, social capital, human capital, and financial capital. (Diepolder, et al., 2021) They noted that resilience cannot be sustained in isolation

Entrepreneurial Resilience is polished by networking with appropriate professionals, coaches, mentors, and perceiving change in the positive direction. In other words, a resilient entrepreneur should be broadminded enough to perceive crises/setbacks/challenges as a task that is surmountable. Those who dabble into the business of establishing an enterprise without adequate knowledge of the skill and experience required usually do not do well in it. This probably is the reason most businesses fail within five years of their establishment. (Meyer, 2020). An entrepreneur's resilience becomes the primary factor that underlies his or her success (Minimol, 2021). Those who dabble into the establishment of enterprises without adequate knowledge of the skills and experiences required usually do not do well in it. This probably is one of the reasons most businesses fail within five years of their establishment.

Opportunity Recognition

Opportunity recognition is a cognitive ability to be alert to changes in the environment and to identify and generate new ideas that would be viable for entrepreneurship (Soelaiman & Liediana, 2021). Opportunity recognition could arise from spotting changes in consumption pattern and consumer demands. This is usually followed by resources mobilization which involves taking strategic decisions. Strategic decisions drive entrepreneurs into initiating actions to create values using available resources at their disposal. Values are created by taking necessary entrepreneurial action to position the firm to explore opportunities and coping with uncertainties that could arise in the environment. For instance the recent relocation of some market clusters (Stone Crushing Zone from the town to Umuoghara, Meat Market to Margret Umahi International Market, Building Materials Market to Nkwagu, Timber Shade to Nkwagu in Abakaliki to new locations created opportunities to some small scale enterprises that were able to weather the storm while those that could not cope with the environmental change died naturally. Opportunity recognition is the process of identifying a feasible niche in the market for the business. It involves continuous brainstorming for new and better ideas. It is used in continuous process improvement to make the already available goods and services better.

Environmental factors (internal and external) such as political stability, interest rate, foreign exchange fluctuations, technological changes, socio-cultural dynamics e.t.c affect entrepreneurial activities in the area. Opportunities for entrepreneurship could be created or identified due to environmental dynamics and technological innovations (Eller, 2020) which would be seamlessly utilized through the possession of competence (Diepolder, et al., 2021). Opportunities for entrepreneurial activities abound due to environmental changes and technological innovations. The ability to recognize such dynamics represents competence / skill. Opportunity recognition is a cognitive ability that allows individuals to be alert to changes in the environment, to identify and generate new ideas that would be viable for entrepreneurship (Soelaimam & Liedianna, 2021; Shabrina et al, 2019). Given the concept of opportunity recognition as enunciated it is therefore hypothesized that:

Ho_1 Opportunity recognition has no positive significant effect on business continuity in the selected small-scale enterprises in Ebonyi State.

Capacity Building:

Entrepreneurs in Ebonyi state build capacity through imu ahia, imu oruaka, igba odibo and formal education. Capacity building for entrepreneurship development can be done through the right education and government support. Entrepreneurship development (ED) is basically "the process of enhancing entrepreneurial skills and knowledge through structured and unstructured training and institution-building programs".

Eze and Nwali (2022) opined that the importance of entrepreneurship to societal development cannot be over emphasized. Our educational system must equip graduates with the right entrepreneurial knowledge to make positive contribution in the socio-economic and political development of their societies. In other words, entrepreneurship education is a catalyst to jump start the development of the society.

The gains of entrepreneurship education like job creation, poverty alleviation, improvement in living standard, creation of goods and services etc are enormous. To empirically establish the extent capacity building affects business continuity, it is hypothesized that:

Ho_2: Capacity building does not positively significantly affect business continuity in the selected small-scale enterprises in Ebonyi State.
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Entrepreneurial Action

Entrepreneurial action refers to "behavior in response to a judgmental decision under uncertainty about a possible opportunity for profit" (Reis, et al., 2021). This conceptualization is process oriented and likely to manifest in a number of behavioral forms ranging from new organizations (Gartner, 1990) to new goods, new methods of production, new markets, new sources of supply, or new organization of an industry (Schumpeter, 1934:66). It entails utilizing prior knowledge, working with others, developing ideas, to create entrepreneurial value.

Ho_3: Entrepreneurial action does not affect business continuity in the selected small-scale enterprises in Ebonyi State

Business Continuity

A management process that identifies risk, threats and vulnerabilities that could impact an entity's continued operations and provides a framework for building organizational resilience by building capacity for an effective response.' Business continuity looks at an enterprise as a 'going concern' that should outlive its founders despite the occurrence of any adverse development that may threaten its smooth operation. Strong believe in a firm's ideology (core values), quality products, maximum satisfaction of customer's changing needs, (tastes and preferences), use of cutting-edge technology in the production process, use of well trained and motivated professionals, adherence to regulatory guidelines are some of the factors that incentivizes business continuity. (Disaster Recovery Institute, 2016). Continuity planning is strongly connected to resilience (White and O'Hare 2014) of businesses and communities. (Drozdow, 1998).

Business Continuity is an off shoot of the ability of an entrepreneur to use available resources to solve the identified problems/needs of the environment/market on a continuous basis; continuously pursue its goals & objectives, satisfy the interests of its stakeholders and remain afloat in the turbulent environment. The conceptual expressions in the preceding paragraphs depicts the relationships as shown in figure 1.

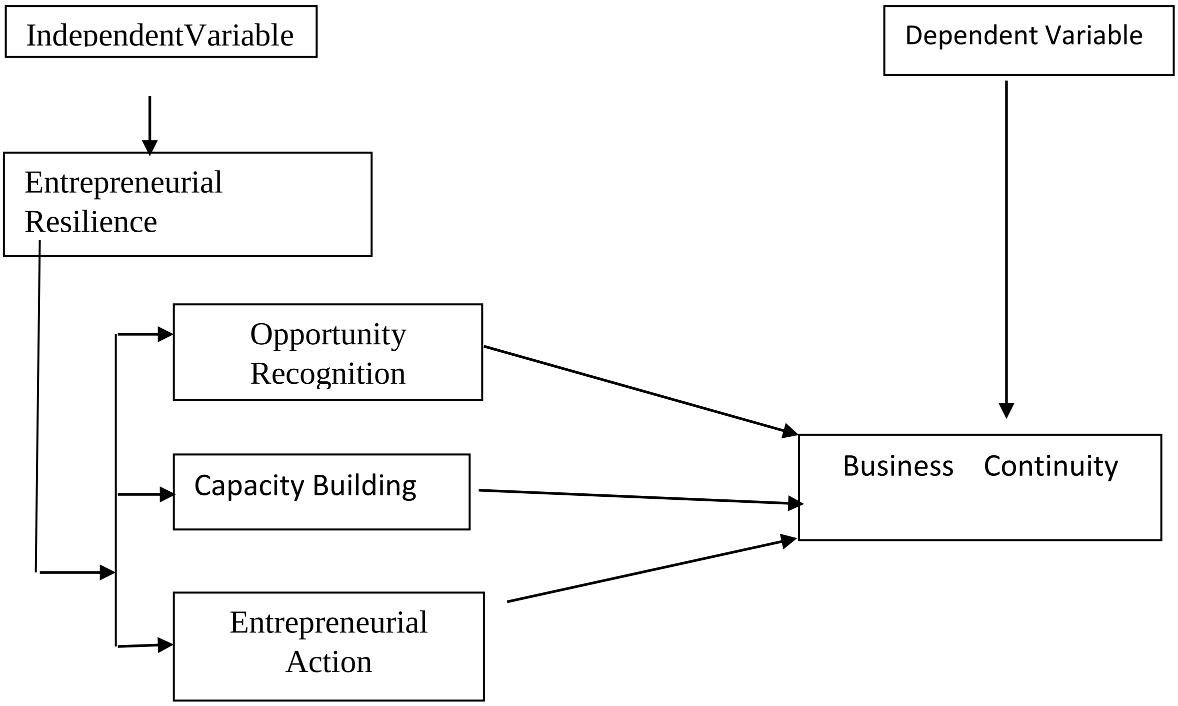

Figure 1: Researchers' Conceptual Framework of Entrepreneurial Resilience and Business Continuity 2023.

Empirical Review

Branicki, et al., (2017) examined "How Entrepreneurial Resilience Generates Resilient SMEs "investigated how entrepreneurial behaviors support SME resilience, refined the concept of entrepreneurial resilience, and identified how SME resilience might be promoted. Qualitative data were collected in the UK via 11 focus groups which provided a sub-sample of 19 SME participants. Their background in a precarious scenario, informal area of operation, adverse experience showed that entrepreneurs are resilient in a way that differ from the practices of multinational corporations.

Ceptureanu, et al., (2017) examined "empirically sustainable opportunities recognition. A Polyvinyl Chloride Joinery Industries Analysis using Augmented Sustainable Development Process Model" with the aim of ascertaining the effects of opportunity recognition to drive sustainability of manufacturing firms. Firms dealing on PVC in Romania and a sample of 104 SME firms were selected and questionnaire that were structured to capture the study variables were issued to them. Before data analysis, only 79 valid respondents' responses were collated which formed the data that was subsequently analyzed using logistic regression and moderation with the aid of SPSS23.0. Findings based on the stated hypotheses indicated that knowledge of the environment of a business significantly influences sustainable business opportunities. Opportunity recognition has a significant effect on sustainable SME in Romania. On the moderating effects, Social Embededness has a positive moderating effect on identification of sustainable opportunities by entrepreneurs. The study concluded that SME in Romania are exposed to environmental and sustainability challenges which would be mitigated through sustainable opportunity identification. Recommendation from the study is centred on the need for institutional enablers and barriers to sustainable SMEs in Romania.

Wood, et al., (2017) studied "Past as Prologue: Entrepreneurial Inaction Decisions and Subsequent Action Judgments."The purpose of the study was to examine the effects of entrepreneurial actions on new technological opportunities based on past and present decisions. The study followed an experimental research design by adopting a multiple judgment scenario approaches. In the study, entrepreneurs' judged likelihood of subsequent entrepreneurial action is considered the dependent variable; while the independent variable is initial entrepreneurial inaction. The study also controlled for entrepreneurs age, qualification and business experience. 143 entrepreneurs who owned at least one successful business in the United States of America participated in the study. Structured questionnaire designed on a 7-point scale was used to elucidate responses from the respondents. Data generated were subjected to descriptive statistic and correlation analysis for the main study and the confirmatory study (controlled group). Amongst other findings the main study and confirmatory (controlled group) indicate that initial inaction has a negative but significant influence on subsequent opportunity utilization ($b= -1.583$, $p \leq 0.001$) and ($b= -1.996$, $p \leq 0.001$) respectively. This implies that prior entrepreneurial inaction influences the possible desire to leverage future opportunities as may be presented in an environment. The study concludes that choosing inaction has clear consequences for the future evaluation of entrepreneurial opportunities.

Imran, et al., (2019) in the title "Resource and Information Access for SME Sustainability in the Era of 4.0: The Mediating and Moderating Roles of Innovation Capability and Management Commitment" sought to explore the sustainability of Small and Medium Enterprises (SME) with access to Resources and information and information through innovation and commitment. The authors argued that the sustainability of SMEs in developing economies has an impending need for accessibility of resources and information in the advent of technological innovation amidst stiff competition. The study took place in Pakistan covering a population of 222 SMEs which were selected using purposive sampling techniques. A survey research design with the use of a structured questionnaire designed mostly on a 7 – point scale was employed to elucidate responses from respondents who are those that have been in business for more than five years. Data generated from the field survey were analyzed using Smart-PLS and the results were used to test 11 stated hypotheses of the study. Major findings indicated that access to resources has no direct significant effect on sustainability of SME (β=-0.068, t=0.992, p=0.161 and Cl =-0.175, 0.048); while access to information has significant direct effect on sustainability of SMEs (β=0.382, t=6.457, p=-.000 an Cl=0.256, 0.461). Innovative capability significantly mediates access to resources sustainability of SMEs relationships. Management commitment significantly mediates innovation capacity access to information relationship. The study concluded that the sustainability of SMEs is significantly predicted by access to information and management commitment. While access to resources showed no significant effect on the relationship.The study is highly encouraging given the vast population which itstudied. The extant literature reviewed by the study and the methodology which are well explained are highly commendable.

Kolade and Egbetokun (2020) studied ‘Entrepreneurial resilience in turbulent environments: the role of spiritual Capital’ the paper proposed a conceptual framework that interrogated and integrated the relationships between spiritual capital, environmental turbulence, entrepreneurial resilience and firm survival. They used 306 randomly selected SMEs in Nigeria. The sample population for the study was the database of 18,906 firms registered in Nigeria by the end of 2010. This was obtained from the Nigerian National Bureau of Statistics and has been used in several previous studies. Of the 328-questionnaire sent out, 306 completed questionnaire were deemed usable**.** The results of the hierarchical regression indicated that, among the control variables included in the model, Belief, Levels of Education and Age had significant impacts on entrepreneurial resilience. While Prayer, Worship, Gender does not have significant impact on resilience. In effect, there is no significant difference between male and female entrepreneurs in terms of their resilience in the face of turbulent conditions. Also, it was observed that neither bonding nor bridging social capital has a significant impact on resilience. The authors did a good job in the literature in an attempt to explain the variables which are quite too many. However too many concepts resulting in many testable hypotheses combined in the study making it too cumbersome to decipher the major objectives of the study. Moreover, the number of respondents (306) was too small to represent the number of SMEs in Nigeria which affected the generalization of the findings.

Thomas Hedner et al., (2021) studied ‘Entrepreneurial resilience, Annals of Innovation & Entrepreneurship’ and noted that businesses in the 21st century have to grapple with the challenges of operating in turbulent environments characterized by market volatility, political instability, and terrorism. These factors also apply to both developed and emerging economies. In UK for instance businesses are coping with challenges posed by BREXIT. In order to survive, compete, produce quality goods and services, entrepreneurs strategize using available resources to remain afloat in the environment. While recent studies have drawn attention to the fact that social capitals like cooperative alliance, helps entrepreneurs to share costs, combine resources, achieve economies of scale, mitigate risks and uncertainties in the environment. This paper proposes a conceptual framework that interrogates and integrates the relationships between entrepreneurial resilience and business continuity

Buowari (2021) studied the “Factors Required for Small Business Sustainability in Nigeria” The authors identified financial resources, prior knowledge, networking ability, and ability to spot and utilize opportunities as the major tenets of sustainable entrepreneurship. The authors argued that small businesses in Nigeria have been observed to not survive beyond five years of starting up, hence the need to ascertain the major factors that will contribute to the sustainability of small businesses. The study took place in Port-Harcourt, Nigeria and small businesses that have lasted for more than five years in business participated in the study. A purposive sampling technique was employed and a population of 3 respondents who are successful owners of small businesses that have lasted beyond five years was used for the study. Semi-Structured interview questions were utilized to collect data from the respondents through interview. The data collected were transcribed into NVivo 10 for data analysis. Findings showed that entrepreneurial opportunity identification significantly influences the sustainability of small businesses. Prior knowledge and financial resources show a weak significant influence on the sustainability of small businesses. The study concluded that small businesses are crucial to Nigeria’s economy and could be sustained by creating an environment that will encourage the ability to spot and utilize opportunities presented by environmental dynamics. The study is worthy of commendation as it took to qualitative empirical dimension to study the sustainability of small businesses in the Nigerian context. The extant literature review and linking of the variables with the social theories is quite encouraging. However, the population of the study is quite low and would affect the generalization of the study findings with regard to SMEs in Nigeria.

In a related study, Soelaiman and Liedianna (2021) titled "Factors Affecting Entrepreneurial Opportunity Recognition Amongst Food and Beverage SMEs. They sought to ascertain the effects of entrepreneurial opportunity on sustainable small and medium enterprises (SMEs) in Indonesia. The authors succinctly enumerated factors like prior knowledge, social network and self-efficacy as antecedents to entrepreneurial alertness. The study anchored on entrepreneurial alertness theory to understand the linkages of the study variables. A survey research design was adopted and purposive sampling techniques were used to get a population of 88 beverage firms in Indonesia. Structured questionnaire designed on a 5 point Likert Scale was used to elucidate responses from respondents. Data generated from the field survey were subjected to validity and reliability test and subsequently utilized for the analysis using SMART PLS with the aid of SPSS. Findings indicated that prior entrepreneurial knowledge, social network and entrepreneurial self-efficacy have a significant positive effect on entrepreneurial alertness respectively. Entrepreneurial alertness has a significant positive effect on entrepreneurial opportunity identification. It, therefore, concluded that entrepreneurial opportunities are deciphered by being alert to the environmental dynamics which often presents entrepreneurial opportunities. Such entrepreneurial opportunities are vital to the sustainability of business especially the SMEs in developing economies. The study is commendable though it entertained few lapses. First the population of the study was not stated to show whether the employees of the selected 88 beverages SMEs were part of the respondents or otherwise. Secondly the study population which only covered SMEs in Jakarta would make the study findings difficult to generalize.

Samuel (2022) studied "Effects of Technopreneur Competence on Small Business Sustainability in a Developing Economy: A Study of Tech Small Businesses in Lagos State Nigeria". The objective of his study was to ascertain the effect of technopreneurial competence on small business sustainability in Lagos state. 257 management and staff of tech small businesses formed the population of this study. Survey research design was adopted and a structured questionnaire was adopted and used to elucidate responses from respondents. Data generated from the field survey were subjected to initial diagnostic for reliability to ascertain the usability of the study constructs. Data were analyzed using Pearson's correlation analysis and further subjected to multiple Linear Regression analysis to test the stated hypotheses. Results of the correlation showed that gender, opportunity identification, resource mobilization and technopreneurial action respectively have significant effect with small business sustainability. On the test of hypotheses, it was found that opportunity identification has a significant effect on small business sustainability. This implies that variations in technopreneurial competence would significantly influence small business sustainability in Lagos state Nigeria. The author did a good job but did not indicate the number of the 257 sample that did not return the questionnaire administered to them. Also the population of the study which covered only (257 respondents) was too small to reflect the entire small businesses in Lagos State Nigeria and as such may not be generalized.

Shreyasi et al., (2023) "Resilience Through the lens of Entrepreneurship: A Bibliometric Analysis and Network Mapping of the Emerging Research Field" Pointed out the relevance of resilience in entrepreneurship and reviewed the trends of subsisting literature on the discourse. 104 research papers were reviewed using Scopus database and graphical visualization of the bibliographic material developed using VOS viewer software. Result showed that there is no much collaborative research in the field as most authors work in isolation or in pairs. Consequently, research work on the discourse are few, hence this study to bridge the existing gap in the field.

Theoretical Framework

The theoretical discourse in this study is anchored on the effectuation theory. Effectuation Theory was developed by Sarasvathy in 2001. Effectuation logic is a process of utilizing available resources at one's disposal to create streams of opportunities that could be leveraged on to achieve varying alternative goals The basic assumptions of the effectuation theory as emphasized by Sarasvathy (2001) are:

a. That ability to focus on affordable loss rather than expected gain is the underlying factor of risk taking which creates more entrepreneurial opportunity options;
b. That seeking strategic alliance rather than competitive analysis minimizes uncertainties;
c. That entrepreneurship is harnessed through the exploitation of contingencies that arose within an environment over time compared to over reliance on the forecast results;
d. That controlling an unpredictable future rather than predicting an uncertain one drives entrepreneurship action better and is a source of building sustainable partnerships and commitments.

It states that processes of making decisions and performing actions like entrepreneurship involves taking a set of means as given and concentrating on selecting between possible effects that can be created with that set of means (Sarasvathy, 2001). This theory maintains that in entrepreneurship processes, assessing available resources and leveraging on them to achieve intended and or unintended goals and balancing the goals with resources are crucial to entrepreneurial action. Entrepreneurs cease available resources at their disposal to create or identify multiple possible opportunities for entrepreneurship and act on them to achieve desired goals.

Materials and Methods

The study adopted a survey research design with the aid of a structured questionnaire that captured the net effects of Entrepreneurial Resilience, Capacity Building Entrepreneurial Action, as variables of entrepreneurial resilience. Ebonyi State has 590,355 small enterprises, but only 1,823 are dully registered with Corporate Affairs Commission. The study focused on the dully registered ones and had a sample size of 300 got through the use of Krejcie and Morgan table 1970. This sample comprised management and staff of the selected small-scale enterprises in the six market clusters in Abakaliki metropolis, namely: Margret Umahi International Market, Construction and Building Materials Market, Rice-mill Market, Ekeaba (Food Stuff) market, Stone Crushing Zone (quarry) market, Contractors and lock-up shops in Abakaliki. Parameters used for the selection of the small-scale enterprises are: Registration with CAC, must have been in business for at least 10 years; must have a staff strength of at least 10 persons. Eighteen small scale enterprises (three from each of the six market clusters) were chosen. The source of data was through primary source with the aid of structured questionnaire designed to capture the study constructs and variables. The face and construct validities of the instrument were established as they dully captured the constructs of the study. However, the reliability text of the instrument showed that the measures were well above the threshold of 0.7 Cronbach Alpha, specifically, opportunity recognition had a=0.863; capacity building a=0.791; entrepreneurial action a= 0.880; business continuity a=0.752. Pearson Moment Correlation analysis was deployed to ascertain the relationship among the study variables and multiple linear regression analyses were used to test the stated hypotheses. All the analyses were aided by the Statistical Package for Social Sciences SPSS Version 23.0

Results and Discussion

Table 1: Questionnaire Distribution

Questionnaires	Population	Percentage%
No. returned	260	86%
No. not returned	40	14%
Total	300	100

Source: Researcher's field report in 2023

The questionnaire distributed were collected with a high response rate of 260 questionnaire representing 86% returned. 40 questionnaire were not returned/usable representing 14% of the entire questionnaire and were not part of the data for further analysis. This implies a high response rate, indicating acceptance of the study.

Table 2: Demographic Characteristics

Sex	Population	Percentage (%)
Males	202	76.92%
Females	58	22.30%
Total	300	100

Source: Researchers' field report in May 2023

The demographic characteristics of the respondents based on the data from the field survey indicated that only 58 respondents representing 22.30 of the entire respondents are female, while 202 representing 76.92% of the respondents are male. This indicated that males dominate in small scale enterprise business in Ebonyi State. The implication here is that males were greater in number among the respondents

Table 3: Descriptive Statistics

	Mean	Std Deviation	N
Gender	1.57	.496	260
Opportunity Recognition	11.40	3.059	260
Capacity Building	13.23	4.128	260
Entrepreneurial Action	11.97	3.394	260
Business Continuity	14.94	4.130	260

From the descriptive statistic result it is observed that business continuity, and capacity building have the highest arithmetic mean and their deviations well away from the set standard. Meaning that capacity building and business continuity drive resilience more than the other factors studied.

Table 4: Correlations between gender, Opportunity Recognition, Capacity Building, Entrepreneurial Action and Business Continuity

	Mean	SD.	1	2	3	4	5
1. Gender	1.57	.496	1				
2. Opport Rec.	11.40	3.059	.102	1			
3. Capacity Building	13.23	4.128	-009	.311	1		
4. Entrep Action	11.97	3.394	145*	.321**	.305**	1	
5. Business Continuity	14.94	4.130	.420**	.393**	287**	.279**	1

*Correlation is significant at the 0.05 level (2- tailed).
** Correlation is significant at the level of 0.01 level (2-tailed)
Note: Opport. Rec = Opportunity Recognition; Entrep. Action = Entrepreneurial Action
Source: SPSS Output Version 23.0

Table 4 showed the mean, standard deviation, and correlations that existed amongst the studied variables. There is a significant and positive relationship between gender, entrepreneurial action and business continuity ($r = .145$, $p < 0.05$; $n = 260$, $r - .420$, $p < 0.05$, $n = 260$) respectively. While there is no significant relationship between gender, opportunity recognition and capacity building ($r = .102$, $p = 0.102$, $n = 260$; $r = -.009$, $p = 0.885$) respectively.
Opportunity Recognition has positive and significant relationship with business continuity ($r = .260$, $p < 0.05$; $n = 260$) There is also a significant and positive relationship between entrepreneurial action and business continuity ($r =.279$, $p < 0.05$; $n = 260$). The import of the significant and positive relationship found among the dependent and independent variables showed that entrepreneurial resilience significantly relate to business continuity in the selected small scale enterprises in Ebonyi State.

Test of Hypotheses
The overall model summary effect of entrepreneurial resilience on business continuity indicated a model fit between the dependent (Business Continuity) and the independent (Opportunity Recognition, Capacity Building, Entrepreneurial Action) variables ($r = 448$, $1 = 3.253$, $F = 21.121$, $p < 0.05$). The results showed that a 20% change in business continuity is explained by entrepreneurial resilience ($r = .448$, $r^2 = .200$). Based on the overall significant effect of entrepreneurial resilience variables (Opportunity Recognition, Capacity Building, Entrepreneurial Action) on Business Continuity. we proceeded for the test of hypotheses.

Test of Hypotheses 1.
The result showed a significant effect of opportunity recognition on business continuity ($r^2 = 155$, $t = 1.255$, $F = 46.599$, $p < 0.05$); and that a 15.5% change in business continuity is explained by opportunity recognition

Test of Hypotheses 2.
The result showed a significant effect of capacity building on business continuity ($r^2 = .083$, $t = 1.255$, $F = 22.975$, $p < 0.05$); and that a 8.3% change in business continuity is explained by capacity building.

Test of Hypothesis 3

The result showed a significant effect of entrepreneurial action on business continuity (r^2 = .078, t = 1.255, F = 21.485, $p < 0.05$); and that a 7.8% change in business continuity is explained by entrepreneurial action.

Discussion of Findings

The study sought to ascertain the effect of entrepreneurial resilience on business continuity in selected small-scale enterprises in Ebonyi State. 300 (staff and management of the 18 small scale enterprises participated in this study. Male dominate the small-scale business industry.

H_{o1}. There is a significant positive effect of opportunity recognition on business continuity in the selected small-scale enterprises in Ebonyi State

Based on the data collected from the respondents and subjected to multiple linear regression analysis, the result indicated a significant effect of opportunity recognition on business continuity. F (1, 255) = 46.599, p = 0.00) in line with the alternate hypothesis as stated. We therefore rejected the null hypothesis. This finding is supported by earlier empirical findings of Buowari (2021), Eller et al., (2020), Soelaiman and Liediana (2021), and Ceptureanu et al., (2017) which averred that the ability to recognize entrepreneurial opportunity is consequential to business sustainability. Buowari (2021) study in the Nigeria context where many SMEs failed to exist beyond five years requires employees with the ability to recognize opportunities as one of the major factors to survive in an ever-dynamic business environment.

$H_{02:}$ There is a significant effect of Capacity Building on business continuity in the selected small-scale enterprises in Ebonyi State.

Similarly, the results of the tested hypothesis revealed that there is a significant positive effect of Capacity Building on business continuity. F = (1,255) = 22.975, p = 0.000) in line with the alternate hypothesis as stated. We, therefore, rejected the null hypothesis. This finding is supported by earlier empirical findings of Imran et al., (2019) which found that resources mobilization and information access significantly influence the sustainability of SME in a developing economy. Support for our finding is equally garnered from the findings of Soelaiman and Liedianna (2021) who found out that social networks as part of resources available to firms have a significant effect on small scale enterprises sustainability. Resources at firm's disposal in line with the assumptions of the effectuation theory, remain valuable depending on the mobilization of resources to create present values and position the firm for future endeavors. Entrepreneurial Resilience of employees as major resources to any organization could avail them the ability to utilize information abounding in social networks and ties which could be advantageous to develop new markets/products/services.

Ho_3: There is a significant positive effect of entrepreneurial action on business continuity in the selected small-scale enterprises in Ebonyi state.

The result of the analysis showed that there is a significant positive effect of entrepreneurial action on business continuity in the selected small-scale enterprises in Ebonyi State. F (1,255) = 21.485, p = 0.000). This led to the rejection of the null hypothesis and acceptance of the alternate hypothesis as stated. The work of Wood et al., (2017) that entrepreneurial inaction significantly affects the ability of business firms to leverage opportunities in their environment thereby minimizing their chances for sustainability. In line with the major assumptions of the effectuation theory, entrepreneurial inaction predisposes firms to create value using available resources at their disposal to achieve the desired aim of the owners as well as the external stakeholders for a long time if not forever.

Summary of findings

1. There is a significant positive effect of opportunity recognition on business continuity in the selected small-scale enterprises in Ebonyi State.
2. There is a significant positive effect of capacity building on business continuity in the selected small-scale enterprises in Ebonyi State.
3 There is a significant positive effect of entrepreneurial action on business continuity in the selected small-scale enterprises in Ebonyi State.
4. The demographic result shows that males dominate in small scale enterprise business in Ebonyi State.

Conclusion and Recommendations

Entrepreneurial Resilience is the ability to continuously and progressively remain in business despite environmental challenges. It is the foundation of business continuity. A resilient entrepreneur has the capacity to recognize opportunities, build adequate capacity to positively adapt (flourish) and take prompt business decisions (actions) in any environment. Based on the foregoing, it is our considered recommendations that:

1. Opportunity recognition: Entrepreneurship is driven by ability to recognize opportunities in an environment and mobilize resources towards addressing those identified needs in a profitable and stable manner. Optimal performance of this task continuously will ensure business continuity

2. Capacity building and open mindedness: Entrepreneurs need to build adequate capacity (in terms of skill acquisition, training, apprenticeship, creativity, ability to cope with environmental challenges, ability to predict the market/environment and take advantage) so as to remain afloat in the dynamic business environment.

3. Entrepreneurial action: Having identified opportunities in an environment and built adequate capacity to exploit those opportunities, entrepreneurs should take action towards addressing those opportunities/challenges in the environment.

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ROLES OF ENTREPRENEURSHIP IN LIBRARIANSHIP: OPPORTUNITIES AND CHALLENGES

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Abstract
In librarianship, entrepreneurship entails using cutting-edge methods to guarantee sustainability, boost user satisfaction, and improve library services, and striking a balance. The purpose of this paper titled "Roles of Entrepreneurship in Librarianship: Opportunities and Challenges," was to provide a thorough understanding of the current situation entrepreneurship plays in Librarianship and to pinpoint the chances and obstacles that stand in the way of entrepreneurship in librarianship. This paper listed a few funding possibilities for librarianship entrepreneurship, including retained earnings, angel investors, venture capital, Initial Public Offerings (IPOs), personal savings, and crowdfunding. It examined the functions that entrepreneurship performs in the field of librarianship, including problem-solving and creativity, marketing and promotion, and locating new financing sources. It highlighted a few of the benefits of becoming an entrepreneurial Librarian, including resource management, community involvement, and innovation and technology integration. Along with highlighting some of the challenges faced by entrepreneurial Librarians including financial risk, business savvy, rivalry, work-life balance, marketing, and sales. It concluded that, through its promotion of innovation, enhancement of services, and response to the changing requirements of patrons, entrepreneurship would play a pivotal role in determining the future of librarianship. Incorporating entrepreneurial ideas can result in innovative problem-solving, improved user experiences, and long-term library expansion. It provided way forward such as Curriculum Development and Education: Integration of Entrepreneurship into LIS Curricula, Foster Entrepreneurial Mindset, Skill Development and Capacity Building, Business Skills Training, Networking Opportunities, Service Development and Innovation, Digital Product Development e.t.c

Keywords: Challenges, Entrepreneurship, Librarianship, Opportunities, Roles

Introduction

Entrepreneurship has gained prominence and been the subject of substantial discussion across a range of academic areas, including Library and Information Science (LIS). Encouragement and support of entrepreneurial activities in libraries has many benefits, including the development of an entrepreneurial mindset in students, better service delivery, increased community engagement between the library and the community, job opportunities, and higher income levels (Ahmed & Metwaly 2023). Innovation and entrepreneurial services are what make university libraries' information services competitive. Subject Librarians use the professional information in the library to offer creative and entrepreneurial services that help professionals learn, teach, and conduct research. This is the evolving orientation of the university library information service (Liu,2019).

According to Attebury and Finnell (2009), skills are critical for entrepreneurs and Librarians needs to received adequate training in these. This is corroborated by Edewor (2012), who contended that Librarians are compelled to enroll in other courses that do cover entrepreneurship because LIS curricula do not cover it, hence giving them the opportunity to learn these skills (Wema, 2021).

Since Librarians use to serve as guardians of knowledge and information, Library and Information Science is therefore not new; rather, it began when LIS professionals realized that librarians needed to adapt to a more dynamic and changed society that was influenced by new technologies, skills, user needs, and an ever-increasing number of unemployed graduates (Clair, 1996; cited in Wema, 2021). This study represents an exploration into the roles of entrepreneurship in librarianship, given the opportunities and constraints involved (Ahmed & Metwaly, 2023).

Therefore, Ahmed & Metwaly, (2023) believes that Entrepreneurship in Librarianship has to do with applying entrepreneurial concepts to the library industry. That is the key to enhancing library services and having an impact on the community is to be innovative in thinking, spot fresh opportunities, and take calculated risks.

Librarianship is the profession of managing and arranging information resources, including books, journals, and digital media. There are many different kinds of libraries where librarians are employed, including academic, school, public, and special libraries. Because they facilitate information access and promote learning, research, and community development, Librarians are essential members of society (Wema, 2021). He further posits that their main duties consist of obtaining and setting up information sources: choosing, acquiring, and organising materials. Offering information services: helping consumers locate and make use of information. Overseeing the activities of the library: managing day-to-day operations, including hiring, budgeting, and facility upkeep. Encouraging learning and literacy: promoting lifelong learning, reading, and research.

Hence, the purpose of this study was to examine the roles that entrepreneurship plays in librarianship, as well as discover any potential opportunities, and to identify any obstacles that can stand in the way of entrepreneurship in librarianship.

Concept of Entrepreneurship

The process of launching and maintaining a firm, which frequently entails risk and ingenuity, is known as entrepreneurship. To transform a concept into a profitable endeavour, one must see chances, make a plan, and take decisive action. Entrepreneurs are essential to the development of society, the economy, and the production of jobs. Entrepreneurship is defined as the process of employing private initiative to develop a business idea into a new endeavour or to expand and diversify an existing venture or entreprise with strong growth potential.

According to UNDP (2010), cited in Mustapha, (2019), posit that when an innovation presents itself, entrepreneurs recognise it as an opportunity to act quickly, raise capital and managerial expertise, and take measured risks to create demand for new goods, services, and procedures. The process of starting, growing, and running a new company with the goal of turning a profit—often by taking on financial risks—is known as entrepreneurship. Entrepreneurs are people who spot opportunities, think outside the box, and bring fresh concepts to the market—often upending established markets. Globalisation, economic conditions, and technological advancements have all had a substantial impact on the concept's evolution over time (Donald, 2019). Entrepreneurs are essential to the development of

society, the economy, and the production of jobs. Important ideas in entrepreneurship are as follows:
Innovation is the introduction of novel goods, services, or methods.
Taking risks means accepting uncertainty and the possibility of failing.
Recognising and seizing business possibilities is known as opportunity recognition.
Coming up with solutions to problems and barriers is known as problem-solving.
Leadership: Motivating and steering a group of people towards success.

Entrepreneurship In Librarianship

According Doe, (2023), and Mustapha (2019), the creative and proactive attitude that Librarians and library managers take to improve library services, programs, and operations is referred to as "entrepreneurship" in the field of librarianship. Applying entrepreneurial concepts like innovation, taking calculated risks, strategic thinking, and flexibility is necessary to satisfy the community's changing requirements and make sure the library is important and relevant for years to come. The goal of Entrepreneurial Librarianship is to establish libraries as vital, dynamic centres of learning, creativity, and community involvement. Librarians may improve the sustainability and effect of their services and guarantee libraries' survival in a constantly evolving information environment by embracing an entrepreneurial attitude (Doe, 2023). Below is a breakdown of the main ideas of librarianship's entrepreneurial spirit for your better understanding:

Digital Transformation: To increase access to library resources, e-books, online databases, and virtual reference services are being introduced. Maker spaces are places equipped with tools and equipment where people of the community may work together and come up with new ideas.
Collaborative Projects: Offering cooperative services and programs in conjunction with nearby companies, educational institutions, and cultural organisations.
Grant writing: Using grant proposals to obtain financing for unique ideas, technology advancements, and community initiatives.
Marketing campaigns: Publicising library services and programs through newsletters, social media, and neighbourhood gatherings.
Tailored Services: Providing individualised support, including information literacy sessions, research advice, and customised reading lists.
Innovation: Developing distinctive programs and services catered to the requirements of the community; Introducing new digital resources and technology to enhance information access. Creating innovative approaches to involve patrons and advertise library materials.
Strategic planning involves establishing long-term objectives and creating strategies to reach them. Finding patterns and openings in the information environment. Coordinating library services with the strategic objectives of the community or parent organisation.
Resource management: Resource management includes discovering alternate financing sources and effectively managing budgets. Looking for sponsorships, collaborations, and grants to help fund library projects. Making the most of both digital and physical resources.
Community Engagement: Establishing robust connections with community individuals, organisations, and stakeholders is the essence of community engagement. Organising marketing and outreach campaigns to increase public knowledge of library services. Organizing programs, workshops, and events that address the varied interests of the community.

Teamwork and Leadership: Encouraging professional growth and training for library workers. Developing a culture of cooperation and ongoing improvement among employees. Setting a good example and encouraging others to adopt an entrepreneurial mindset.
Flexibility and Sturdiness: Adapting and reacting quickly to shifts in society, technology, and user needs. Putting policies into place to keep libraries open through hard times. Maintaining the effectiveness of library services through ongoing evaluation and improvement.

Roles Entrepreneurship Plays in the World of Librarians

Entrepreneurship gives librarians the abilities and mentality they need to be proactive, flexible, and inventive in an ever-changing information environment. It's a means of guaranteeing that libraries can prosper and provide the best possible services to their communities (Muhammad & Giri, 2019). Though they may appear to be unrelated areas, librarianship and business can really interact fairly effectively. In the field of librarianship, entrepreneurship can be useful in the following ways:

Creativity and Issue-Solving: Librarians can find unmet needs in their communities and come up with innovative solutions by adopting an entrepreneurial mindset. This could include developing new information services for certain user groups, devising new library programs, or even launching their own information-related companies.
Marketing and Promotion: Libraries must effectively market their services and themselves in the current digital era. Strong communication strategies can be created by librarians with entrepreneurial abilities to reach new audiences and highlight the resources available at the library.
Locating New Funding Sources: Conventional funding sources for libraries aren't always dependable. Librarians with an entrepreneurial mindset can investigate novel approaches to bringing in money, like submitting grants, organising fundraising activities, or creating fee-based services.
Entrepreneurial Librarianship as a Career Path: Librarians with an understanding of business can undertake independent projects in addition to standard library responsibilities. This could entail initiating their own specialised libraries, providing data curation services, or consulting on information.
Education and Skill Development: The importance of entrepreneurship for librarians is being acknowledged by library schools. These days, several programs provide courses or even whole programs (Kazemi, & Seifi, 2019).

Sources of Funding for Entrepreneurship In Librarianship

Getting finance is a vital first step in starting and expanding a business. There are several options available to entrepreneurs, and each has pros and pitfalls of its own. The following are the main sources of funding for businesses:

Personal Savings: The initial source of capital for an entrepreneur is frequently their personal savings.
Retained Earnings: Profits that are not given to shareholders or owners, but rather are put back into the company.
Angel Investor: Angel investors are affluent people who lend money in return for debt that can be converted to equity or ownership.

Venture Capital: Investment firms that oversee a collection of money from numerous investors in order to make investments in start-ups and small-to medium-sized businesses with promising future growth.
Crowdfunding: The process of raising modest sums of money from a large number of individuals, usually via the use of websites like Indiegogo or Kickstarter.
Bank Loans: Conventional bank loans that have principal and interest as payback terms.
Microloans: These are little, quick loans that are usually provided by community-based or nonprofit organisations. A line of credit is an adaptable loan from a bank that gives the business owner access to money up to a predetermined amount (Smith, 2024).
Credit cards: Short-term expenses are financed with personal or commercial credit cards.
Peer-to-peer lending: refers to borrowing money directly from people through websites such as Prosper or Lending Club. Trade credit: Suppliers' extended terms for payments.
Government grants are non-repayable financial rewards provided by federal, state, or local governments for certain reasons such as innovation, job creation, or research and development.
Subsidies: Government funding given to companies operating in specific sectors or areas.
Leasing: Getting the use of machinery or cars in exchange for recurring payments as opposed to buying them completely.
Strategic partnerships: involve working together with another company to share risks and resources in a way that is advantageous to both.
Joint ventures: Establishing a new firm together with another organisation to pursue a particular goal.
Family and Friends: Taking out a loan from someone you know personally, which might be more flexible but carries some personal risk.
Development banks: These are financial institutions, like the Small Business Administration (SBA) in the United States, that finance initiatives aimed at fostering economic development.
Non-Governmental Organisations (NGOs): Groups that support and financially aid business owners, particularly those in underdeveloped nations (Mayombya, et al., 2019).

Opportunities of Entrepreneurial Librarianship

The field of Librarianship entrepreneurship is dynamic and ever-changing, with plenty of chances and obstacles to overcome. The opportunities are stated below:

Integration of Technology and Innovation: Digital Services: Libraries can add electronic books, online databases, and virtual reference services to their list of digital resources.
Automation: By putting automated checkout, return, and cataloguing systems in place, you may increase productivity and enhance user satisfaction.
Engagement with the Community: Outreach Initiatives creating initiatives like technological training, cultural events, and literacy programs that are suited to the requirements of the community.
Collaborations and Partnerships: Expanding library services and reach by forming alliances with nearby companies, educational institutions, and organisations.
Resource Management: Grants and Fundraising: Business owners can find and obtain funding through grants, donations, and partnerships. Revenue Generation: Businesses can increase their revenue by charging for services, leasing space for events, or selling merchandise.
Customised Services: such as Specialised Collections that is by Creating collections that address particular interests or professional requirements. Personalised User Experiences: Using data analytics to understand user preferences and customise services.

Professional Development: Staff Training and Development: Providing opportunities for staff to stay up to date on new technologies and practices. Leadership Roles: Encouraging librarians to assume leadership roles in community and professional organisations (Isaac, et al., 2019).

Challenges of Entrepreneurial Librarianship

Despite the difficulties, this career path is distinctive and fulfilling. The following have been listed below as the Challenges of Entrepreneurial Librarianship:

1. **Financial Risk**: There is always a risk associated with starting a business. You may have trouble raising capital, paying for operating expenses, and bringing in a consistent income.
2. **Business Acumen**: Although librarians are experts in information, they may need to acquire new skills in marketing, accounting, and business management.
3. **Competition:** The information services industry can be competitive, so you'll need to effectively market your special talents and services to stand out.
4. **Work-Life Balance:** Managing your own business can be tough, requiring long hours and dedication. It can be challenging to maintain a healthy work-life balance.
5. **Marketing and Sales:** Entrepreneurial librarians must be at ease promoting themselves and their services, which can be uncomfortable for them.

Conclusion

It can be concluded that through its promotion of innovation, enhancement of services, and response to the changing requirements of patrons, entrepreneurship will play a pivotal role in determining the future of librarianship. Incorporating entrepreneurial ideas can result in innovative problem-solving, improved user experiences, and long-term library expansion.

Way forward

1. Librarian should be ready at all time to take financial risk but the risk should be a calculated one. This would enable them to do better in the world of business.
2. Librarians should be furnished with finance and skills that would enable them to operate any type of business within the confine of Librarianship.
3. Librarian should apply strategies to effectively market their special acquired talents and services to stand out in the case of competition.
4. Librarian should try as much as possible to see how they can they can organise their businesses with regards to the timing and also show much dedication and commitment in their businesses for better results.
5. Entrepreneurial librarians should as much as possible promote themselves and their services via advertisement, type of services provided etc.

In addition to the above, the following areas should also be taken into considerations:

- Curriculum Development and Education**:** Integrate Entrepreneurship into LIS Curricula: Provide students with the fundamental business skills they need by integrating entrepreneurship courses or modules into library and information science programs.

- Foster Entrepreneurial Mindset: Encourage students to take risks and be innovative. Provide Practical Training: Give students practical experience through internships, competitions, and mentorship programs.
- Skill Development and Capacity Building: Business Skills Training: Provide librarians with workshops and training courses on digital literacy, marketing, finance, and business planning.
- Networking Opportunities: Help librarians get in touch with investors, business owners, and tech specialists. Ongoing Education: Recommend that librarians remain current with new developments in technology and market patterns.
- Service Development and Innovation: Determine Market Needs: To find unmet information demands and create creative solutions, conduct market research.
- Digital Product Development: Produce information portals, online databases, and mobile applications, among other digital goods and services.
- Data-Driven Decision Making: Assess the effects of entrepreneurial endeavours and use data analytics to guide business decisions.
- Supportive Ecosystem: Incubators and Accelerators: Create initiatives to help library-based businesses succeed. financial Sources: To assist with entrepreneurial endeavours, investigate financial sources such as grants, loans, and investments.
- Policy Framework: Create laws and policies that promote entrepreneurship in the library industry.
- Cooperation and Joint Ventures: Multidisciplinary Cooperation: Collaborate across fields including computer science, business, and design to create inventive solutions.
- Public-Private Partnerships: Work together to meet information needs with businesses, government agencies, and neighbourhood associations.
- Knowledge Sharing: Encourage librarians to share knowledge by organising conferences, webinars, and online forums.

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ENHANCING INFORMATION LITERACY SKILLS FOR NIGERIAN ENTREPRENEURS IN BUSINESS DECISION MAKING

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Abstract
This article examines the critical role of enhancing Information Literacy skills in empowering Nigerian Entrepreneurs to make informed business decisions. Information literacy, encompassing the ability to identify, evaluate, organize, utilize, and communicate information, is essential for navigating the complexities of both local and global markets. The article discusses the diverse sources of information available to Nigerian Entrepreneurs, including digital libraries, government publications, academic journals, and business news outlets. It highlights the pivotal support role of libraries in providing access to valuable resources and training. Additionally, the article outlines ways to enhance Information Literacy Skills by Nigerian entrepreneurs such as defining information needs, finding information, evaluating information, organizing information, using information ethically and best practices for developing robust Information Literacy skills, such as continuous learning, utilizing reliable sources, and critical evaluation of information. The challenges faced by Nigerian Entrepreneurs, such as limited access to resources, lack of awareness, and technological barriers, are also addressed. Finally, the article offers suggestions for overcoming these challenges, emphasizing the need for improved infrastructure, awareness campaigns, capacity building, and collaboration among key stakeholders. By enhancing their Information Literacy skills, Nigerian Entrepreneurs can improve their decision-making capabilities, leading to better business outcomes and contributing to the overall economic development of the country.

Keywords: Information, Literacy, Skills, Information Literacy, Business, Decision making, Entrepreneurs

Introduction

In today's competitive business environment, the ability to access, evaluate, and effectively use information referred to as Information Literacy is crucial for making informed business decisions. For Nigerian Entrepreneurs, developing and enhancing these skills is essential for navigating the complexities of local and global markets. Nigeria, with its dynamic and diverse economy, hosts a growing entrepreneurial sector. However, the success of these Entrepreneurs often depends on their ability to make effective and informed decisions.

According to Oladejo and Yinus (2018), many Nigerian Entrepreneurs struggle to access reliable information, hindering their decision-making processes. Therefore, enhancing Information Literacy skills is vital for empowering these Entrepreneurs to make sound business choices. Information Literacy skills, often known as media literacy or digital literacy skills, encompass the ability to identify, assess, organize, utilize, and communicate information across various formats. These skills are crucial in numerous contexts but are especially important when evaluating a source’s quality and credibility, giving proper credit to sources, acquiring new knowledge, solving problems, or making decisions. Consequently, they are essential for effective business decision making by Entrepreneurs.

In our contemporary environment, technology has changed our "world" and our way of thinking and doing things. For instance, rapid technological changes has brought proliferation of information resources in different formats which has come to bear on Entrepreneurs to the extent that the abundance of information resources is now a threat to their choices to array of information resources in their daily business transactions and decision making.

Entrepreneurs are required by the circumstance to acquire a set of abilities to recognize when information is needed and the abilities to locate, evaluate and use effectively the needed information for prompt business transactions. Information Literacy as maintained by Ochogwu, et al., (2016) is the ability of an individual to locate or access, process and use information effectively. According to the authors, Information Literacy is the basis for lifelong learning and it cut across disciplines in learning and business environments.

The Chattered Institute of Library and Information Practitioners (CILIP) in Arau, et al., (2014) defined Information Literacy as a state that involves an individual, knowing when and why information is needed, when to find it, and how to evaluate, use and communicate it in an ethical manner. According to Chattered Institute of Library and Information Practitioners (CILIP), an information literate person is one who can understand the need for information, the resources available, how to find information, the need to evaluate results, how to work with or exploit results, ethnics and responsibility of use, how to communicate or share one's findings and how to manage the findings effectively.

Entrepreneurship Literacy

In Nigeria, the concept of Entrepreneurship Literacy is not entirely new; however, in developed and developing societies such as USA, China, Germany, Japan, and India, it is a pervasive and integral part of daily life for individuals and organizations alike. Entrepreneurship is a multifaceted concept defined in various ways across disciplines by scholars. According to Kuratko (2004), Entrepreneurship is a dynamic process that innovatively influences an individual's business activities. It encompasses the willingness and ability to navigate a business environment with the intention of exploring and investing in a business or venture. Ugwuke et al., (2014) describe Entrepreneurship as a process where private initiative is used by individuals or groups to transform a business concept into a new venture or to grow and diversify an existing enterprise with high growth potential.

Akinwumi cited in Arua et al., (2014) defines Entrepreneurship as the act of identifying, initiating, organizing, and bringing a vision to life. This vision could manifest as a new product, service, process, organizational strategy, promotional strategy, or a niche market. In this context, Entrepreneurship literacy is operationalized as the formal education or training received in tertiary institutions that equips individuals with the skills to initiate, develop, maintain, and sustain an enterprise. This education not only supports personal sustenance but also fosters the creation of employment opportunities for others.

The significance of Entrepreneurship in driving economic development and innovation underscores the need for enhancing Information Literacy skills among Nigerian Entrepreneurs. These skills enable Entrepreneurs to effectively gather, assess, and apply relevant information, thereby making informed decisions that can lead to successful business ventures.

Sources of Information for Entrepreneurs

Entrepreneurs in Nigeria have access to various information sources that can aid their business decision making processes, these include:

1. Digital Libraries and Online Databases: Resources such as the Digital Library of Nigeria (DLN) and global databases like JSTOR offer valuable business-related information. Digital libraries provide access to a wide range of e-books, journals, and research papers that help Entrepreneurs stay updated with the latest industry trends and practices.
2. Government Publications: Reports and data from institutions like the National Bureau of Statistics (NBS) offer insights into market trends and economic conditions. These publications provide statistical data, economic forecasts, and industry reports essential for strategic planning and decision-making.
3. Academic Journals and Books: Academic publications provide research-based information that helps Entrepreneurs understand various aspects of business management and market dynamics. Universities and research institutions often publish studies on market analysis, consumer behavior, and business strategies that are invaluable for Entrepreneurs.
4. Business News Outlets: Platforms such as Business Day Nigeria and The Guardian Nigeria offer up-to-date information on local and international business news. These sources provide current affairs, market updates, and expert opinions that inform day-to-day business decisions.

Library Support for Entrepreneurs Information Literacy

Libraries play a crucial role in supporting Nigerian Entrepreneurs by providing access to information and training. According to Aina and Ajiferuke (2019), Libraries in Nigeria have increasingly been offering workshops and seminars focused on developing Information Literacy Skills. These sessions cover areas such as effective internet searching, evaluating sources, and utilizing digital tools for business analysis and decision making.

Libraries also provide access to business databases and electronic resources that would otherwise be inaccessible to many Entrepreneurs due to cost constraints. Public and Academic libraries, in particular, have been instrumental in democratizing access to information, offering a range of services including:

i. Workshops and Training Sessions: Libraries conduct regular training sessions on topics like information searching, data evaluation, and using business databases. These sessions help Entrepreneurs develop critical skills for finding and using information effectively.

ii. Access to Business Databases: Many Libraries provide access to premium business databases such as EBSCO, ProQuest, JSTOR and MarketLine. These databases offer comprehensive business information, including market reports, financial data, and industry analysis.

iii. Embedded Librarianship: Librarians offer personalized assistance to Entrepreneurs, helping them navigate complex information sources and find relevant data for their business needs.

Enhancing Information Literacy Skills for Nigerian Entrepreneurs

Ways to enhance Information Literacy Skills by Nigerian entrepreneurs to make informed decisions, innovate, and stay competitive in the global market include the following:

1. Defining Information needs: Clearly articulating research questions and objectives to identify what specific information is required by developing a clear, specific questions that guide the search for information relevant to business goals or challenges and defining what aims are to be achieved with the information whether it's understanding market trends, evaluating competitors, or assessing new business opportunities. Also identify and prioritize the most critical pieces of information needed to make informed Business decisions.
2. Finding Information: Locating relevant sources, including databases, journals, and online resources by accessing and searching academic and business databases such as JSTOR, ProQuest, and industry specific databases for comprehensive data and reports. Furthermore, looking for peer-reviewed journals and industry publications that provide credible and in-depth information and leverage Online Resources by using search engines, digital libraries, and industry websites to find current and relevant information.
3. Evaluating Information: Critically assessing sources for credibility, accuracy, and reliability. Verify the qualifications and expertise of the author or organization to ensure they are authoritative in the subject area and evaluate the publication source for reliability and bias. Also cross-checking information with multiple sources to confirm accuracy and ensuring the information is up-to-date and relevant to current market conditions or business trends.
4. Organizing Information: Managing and synthesizing information effectively by developing a systematic approach to organize information using tools like spreadsheets, databases, or content management systems and group information into relevant categories or themes to facilitate easy retrieval and analysis. In addition, condense information into actionable insights and summaries that highlight key points and relevance to business decisions.
5. Using Information Ethically: Respecting copyright, plagiarism, and intellectual property laws when using and sharing information by properly attributing all sources of information to avoid plagiarism and uphold academic and professional integrity. Also familiarizing with copyright and intellectual property laws to ensure compliance when using or reproducing content and avoid unauthorized use of proprietary or confidential information and seek permissions where necessary.
6. Using Information Technology: Effectively utilizing digital tools, software, and platforms to manage and analyze information by using business intelligence tool (e.g., Tableau, Power BI) for data visualization and analysis and employ tools like Microsoft Teams, Google Workspace, or Slack to facilitate team communication and document sharing. Also using software for organizing and managing business data and information efficiently.
7. Critical Thinking: Analyzing and interpreting information to make informed decisions by assessing the logic and reasoning behind different pieces of information and their implications for business decisions. More so, combining insights from various sources to form a coherent understanding and make well-rounded decisions and challenging assumptions and considering alternative viewpoints to ensure a comprehensive analysis.
8. Problem Solving: Applying information literacy skills to address business challenges and develop solutions by using gathered information to propose and evaluate potential

solutions to business problems. Furthermore, formulating strategies based on data and analysis to address specific business issues or opportunities and applying solutions and review their effectiveness, making adjustments as necessary based on new information and feedback.

9. Communication: Effectively sharing information with stakeholders to inform and support business decisions by creating clear and concise reports or presentations that convey key findings and recommendations to stakeholders. Communicating information in a manner that is accessible and relevant to different audiences, including investors, team members, and customers. Also employing charts, graphs, and other visual aids to enhance the clarity and impact of information shared.
10. Lifelong Learning: Continuously updating knowledge and skills to stay competitive in the business environment and engaging in continuous learning through courses, workshops, webinars, and conferences to keep up with industry trends and advancements. Regularly reading industry publications, following thought leaders, and participating in professional networks to remain updated on new developments and be open to new tools, technologies, and methodologies that can enhance business practices and information management.

Additionally, Nigerian entrepreneurs should be aware of Local business information sources by utilizing local resources, such as Nigerian Stock Exchange, National Bureau of Statistics, and Industry Reports, Cultural and Linguistic considerations by accounting for cultural and linguistic diversity in information seeking and utilization and be conscious of information security by protecting sensitive business information from cyber threats.

Best Practices for Enhancing Information Literacy Skills for Nigerian Entrepreneurs

To develop robust Information Literacy skills, Nigerian Entrepreneurs should adopt the following best practices for effective business decision making:

1. Continuous Learning: Regularly attending workshops and training sessions on Information Literacy and staying updated with the latest trends in information management. This involves participating in webinars, enrolling in online courses, and joining professional networks that focus on business information skills.
2. Utilizing Reliable Sources: Prioritizing information from reputable and verified sources to ensure the accuracy and reliability of the data used for decision making. Entrepreneurs should develop the habit of cross referencing information from multiple sources to validate its credibility.
3. Critical Evaluation: Developing the ability to critically evaluate information for bias, relevance, and credibility. This includes assessing the author’s credentials, publication date, and the methodology used in the research.
4. Networking with Information Professionals: Building relationships with Librarians and Information Specialists who can provide guidance and support in accessing and utilizing information effectively. Engaging with information professionals can provide Entrepreneurs with valuable insights and recommendations on where to find the best information for their specific needs.

Challenges faced by Nigerian Entrepreneurs in Information Literacy Skills

Despite the available resources and support, Nigerian Entrepreneurs face several challenges in Enhancing Information Literacy skills for effective business decision making:

i. Limited Access to Resources: Many Entrepreneurs, particularly those in rural areas, have limited access to digital libraries and online databases due to infrastructural constraints. Poor internet connectivity and lack of digital devices hinder their ability to access and utilize online information.

ii. Lack of Awareness: There is often a lack of awareness about the importance of Information Literacy Skills and the resources available to support it. Many Entrepreneurs in Nigeria do not realize the value of Information Literacy skills in enhancing their business decisions and strategies.

iii. Technological Barriers: The digital divide and lack of technological proficiency can hinder the ability of Entrepreneurs to access and use online information effectively. Many Entrepreneurs may not be familiar with digital tools and platforms, which limits their ability to find and utilize relevant information accordingly.

iv. Lack of Capacity Building: Lack of regular training and capacity building programs to enhance the Information Literacy skills of Entrepreneurs involves developing and enhancing skills, abilities, and resources essential for business success and sustainability.

v. Inadequate Collaboration: There is inadequate collaboration between Libraries, Government Agencies, NGOs and Business Development Centers to provide comprehensive support to Nigerian Entrepreneurs.

Suggestions for overcoming Entrepreneurs Information Literacy Skills Challenges

To overcome these challenges faced by Entrepreneurs, the following suggestions are forwarded:

i. Improving Access to Resources: Investing in better internet connectivity and digital infrastructure to facilitate access to online resources, particularly in underserved areas. Government and private sector initiatives should focus on expanding broadband access and providing affordable digital devices, especially to rural areas.

ii. Awareness Campaigns: Conducting awareness campaigns to educate Entrepreneurs about the importance of Information Literacy Skills and the resources available to them. These campaigns can be conducted through social media, Business Associations, Non-Governmental Agencies (NGOs) and Community Organizations.

iii. Creating Digital Literacy Training Programs: Develop and offer training specifically for entrepreneurs covering basic computer skills, internet navigation, and business-related digital tools and ensure accessibility through workshops, online courses, and mobile learning platforms.

iv. Capacity Building: Providing regular training and capacity building programs to enhance the Information Literacy skills of Entrepreneurs. These programs should be tailored to the specific needs of Entrepreneurs and include practical exercises and real-world examples.

v. Collaboration: Encouraging collaboration between Libraries, Government Agencies, NGOs and Business Development Centers to provide comprehensive support to Entrepreneurs. Partnerships can help pool resources and expertise to create a more robust support system for Entrepreneurs.

Conclusion

Enhancing Information Literacy skills is crucial for Nigerian Entrepreneurs to make informed business decisions. While there are significant resources and support systems in place, challenges such as limited access to information and technological barriers must be addressed. By adopting best practices and implementing the suggested measures, Nigerian Entrepreneurs can enhance their Information Literacy skills, leading to better business outcomes and contributing to the overall economic development of the country. Moreover, fostering a culture of continuous learning and collaboration between libraries, educational institutions, and business communities will ensure that Entrepreneurs are equipped with the latest Skills, Tools and Knowledge. This collaborative effort can drive innovation, improve competitiveness, and ultimately lead to a more resilient and prosperous entrepreneurial ecosystem in Nigeria. By prioritizing information literacy, Nigeria can empower its entrepreneurs to not only survive but thrive in an increasingly information-driven global market.

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