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Green Finance and Sustainable Development in Africa: The Nexus?

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Abstract

Environmental factors like pollution, degradation, deforestation, waste disposal, climate change and others have direct impact on the economic, health and social lives of the people. Hence financing sustainable environment has received greater attention over the years. The need to ascertain whether green finance has contributed significantly to the achievement of the sustainable development goals in Africa is the motivating factor behind this study. The study aimed at investigating the relationship between green finance and sustainable development in Africa. It further examined the association between green bonds issued and size of forest area, carbon-dioxide emission, food insecurity, life expectancy and population of undernourished children from 2012 to 2020. The study used trend analysis, Pearson's Product Moments Correlation and Granger causality test to investigate the behaviour of the selected variables, association and causality between green finance and sustainable development in Africa. The study found that the trends of green finance and sustainable development indicators studied differed. It also found that though there existed strong correlation coefficients between green finance and sustainable development, the correlations were not statistically significant given that their p values were greater than the 0.05 level of significance. The study found no causal relationship between green finance and sustainable development. It was therefore recommended that governments of African countries create an environment that will facilitate the inflow of green finance, policy makers should provide a legal framework to facilitate the attainment of sustainable development goal and profitability the continent.

Keywords: Green Finance, Sustainable Development

1. Introduction

Sustainable development has been the focus of many governments in recent years. Programmes and policies are being undertaken to foster economic, social and environmental sustainability as countries strive to achieve some stated development goals. Environmental factors like pollution, degradation, deforestation, waste disposal, climate change and others have direct impact on the economic, health and social lives of the people. Hence financing sustainable environment has received greater attention over the years. Ayesha *et al* (2022).

The OECD (2020) re-emphasized the importance of the environment to modern societies' wellbeing. Without adequate green finance, the advent and far-reaching effect of climate change and environmental degradation pose a great threat and risk to the world economies and the quest for sustainable development. According to the OECD, the United Nations' Intergovernmental

Panel on Climate Change (IPCC) has consistently warned countries against desertification and land degradation because of their attendant effects on food security, land availability, water scarcity and loss of the green heritage. According to the organization, while it estimated that about €6.35 trillion will be needed globally every year to attain the goal set by the Paris Agreement in 2030, Spinaci (2021) reported that the European Commission estimated that more than €240 billion will be needed as investments in energy and climate areas if the European Union targets on climate and energy sustainability will be achieved in 2030. The organization believes that only huge investment in green finance can achieve these targets.

Globally, green finance instruments have been on the increase since the last decade as reported by Spinaci (2021). Figure 1 shows the global green fund from 2013 to 2019.

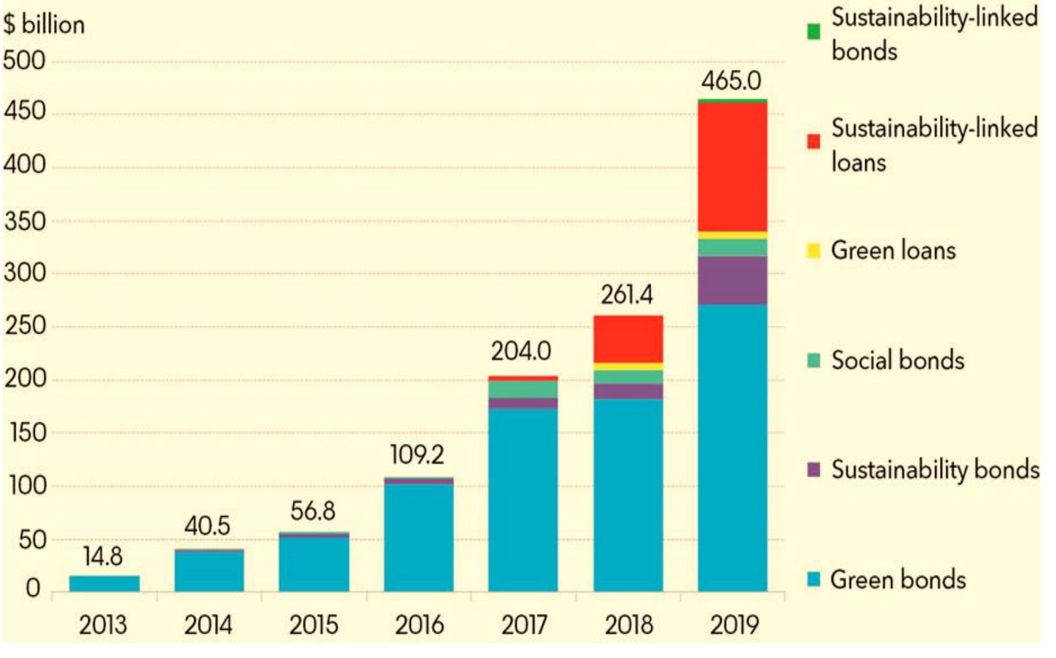

Figure 1: Global Green Finance Debt Issuance, 2013-2019
Source: Spinaci (2021)

Early global efforts in green finance started with the issue of green bonds which was subsequently joined by sustainability bonds and social bonds. Sustainability-linked loans and social bonds joined the green finance instruments group around 2017 while green loans and sustainability-linked bonds joined the fray in 2018 and 2019 respectively. However, as it will be shown later, green bonds in Africa have not been witnessing the same trend (consistently upward movement) since 2012.

As observed by Voltz (2018), driving the economies of developing and emerging economies to the path of sustainable development requires greater financial investment in the environment that houses the economy. Financing the environment is termed green finance. Voltz (2018) defined green finance as "all forms of investment or lending that consider environmental effect and enhance environmental sustainability".

It has been argued that the goal of green finance goes beyond just "helping the planet earth". Ozili (2021) defined green finance as a way of managing financial resources that syndicates pecuniary benefits (profits) with the protection of the environment. Its aim is two-pronged: achieving profitability and sustainable environment simultaneously. Wang and Zhi (2016) believed that these two goals are inseparable in green finance: financial incentive and planet preservation.

Issues relating to green finance have attracted researchers' interest in recent years, with the obvious deteriorating environment and climate changes (Zhang et al., 2019; Falcone and Sica, 2019). Sachs et al (2019) believed that increased investment in green finance is necessary for the attainment of the environmental aspect of sustainable development. They advocated the development of more green financial options and instruments supported by enabling policies and legal frameworks that promote attractiveness to financial institutions and sustainable environmental development at the same time. Taghizadeh-Hesary and Yoshino (2019) suggested private sector-oriented policy like the "Green Credit Guarantee Schemes (GCGSs), tax waivers for investors in the sector and interest rate reduction aimed at encouraging private sector investors.

Sachs et al (2019) however posited that one major obstacle to green finance is its unattractiveness to potential investors in terms of low return on investment in the environment. As noted by Sachs, banks are more interested in financing oil and other related project than green projects. The reason is not farfetched: the high risk attached to most green projects discourages investors. Hence, observers believe that government agencies and policies should directly finance green projects. Agencies like the Central Banks and Federal ministries of environment should be given the financial power (through budgets) to specifically finance investment in green projects. Financial regulatory authorities can also prescribe minimum lending requirement and maximum interest rate that will be favourable to the lending institutions.

Although the United Nations, realizing the importance of green finance in achieving sustainable development goals, have embarked on mobilization of private and public institutions towards improved green finance, its effect on sustainable environment development in the sub-African countries remains debatable.

Ayesha *et al* (2022) identified some factors that constitute barriers to green loans and investments. While green loans can be scuttled by factors such as absence of requisite capacity and inexperience, high transaction cost and long payback period, and fewness of bankable green project, green investments can be hampered by factors such as lack of requisite regulation, shortness of investment horizon and fewness of green assets. Liu et al., (2021) noted that the issue surrounding green finance has been consistently formally advocated by China and that it has received widespread attention over the years as an important contributor to environmental protection, sustainable development and better standard of living, Mohd and Kushal (2018) opined that the goal of economic-environment balancing needs green finance aids from the more developed to less developed countries.

Empirical evidences point to significant relationship between green finance and sustainable development (Zheng & Abu-Bakkar, 2022; Wang *et al,* 2022; Ayesha *et al,* 2022). Most of these studies focus on the developed countries. Studies that specifically address this relationship in Africa are, to the best of this researcher's knowledge, rare. The need to ascertain whether green finance has contributed significantly to the achievement of the sustainable development goals in Africa is the motivating factor behind this study.

This study achieved three major objectives. First, it analyzed and compared the trend of green finance bonds vis-à-vis sustainable development. Second, it examined whether there is significant association (correlation) between green finance and sustainable development, and thirdly, it investigated whether there is causal relationship between green finance and sustainable development between 2012 and 2020.

2. Literature Review

2.1 Green Finance and Sustainable Development

Flemming (2020) stated that the concept "Green Finance" refers to all organized financial arrangement created and directed towards making the environment better. The developed world countries such as France, United States and China are getting increasingly involved in green financing particularly because of the resurgence of climate change. According to Flemming, one major instrument of green finance across the globe is the green bond and as at 2020, trade green bonds worth targeted at environmental support was going towards $2.36 trillion. Of recent, the World Economic Forum (WEF) has advocated integrating recovery from the effect of Covid-19 as part of the target of green finance. Flemming identified projects covered by green finance as including "energy renewal and efficiency, emission and pollution control, conservation of biodiversity, land and natural resource use sustainability and circular economy initiatives"

The main instrument of green finance, according to Flaherty *et al* (2017), is the "green bond" because it offers many avenues for green project finance. It also balances present costs with future costs that are associated with green investments. Flaherty *et al* (2017) however posited that there exists no specific evidence that green finance significantly affects people's lives and sustainable development worldwide.

A United Nations Environment Programme, UNEP (2022) listed the mechanism through green finance is made to include green bonds and green insurance which are directed at pilot projects and community enterprises. Green finance instruments facilitate increased financial flows from banks, insurance, micro-credit and investment initiatives from private, public and non-governmental organizations to financing sustainable development projects. The UNEP argued that sustainable development is premised on friendly environment hence green finance should focus more on environmental sustainability. The organization stated that it has been actively cooperating with countries and regulators in the financial system to improve the environment towards the achievement of the 2030 sustainable development goals. Areas of getting involved to "green" the environment, according to the UNEP include giving support to the public sector institutions to create enabling environment, facilitating public-private partnership for issuing of green bonds and building capacity for communities to obtain micro-credit finances.

Dey and Banerjee (2021) stated that the idea to "go green" started with the launching of UNEP Finance Initiative in 1992 with focus on three main areas: green finance, economy and growth. The green finance aimed at realizing economic growth by financially investing in the environment which in turn will foster sustainable development. The second focus aimed at creating an economic environment where there is employment and income growth and enhancement of participation of public and private in provision of infrastructure. The third focus aimed at facilitating growth through efficient use of natural assets. Dey and Banerjee (2021) categorized the services provided by green finance into four as depicted in Figure 2.

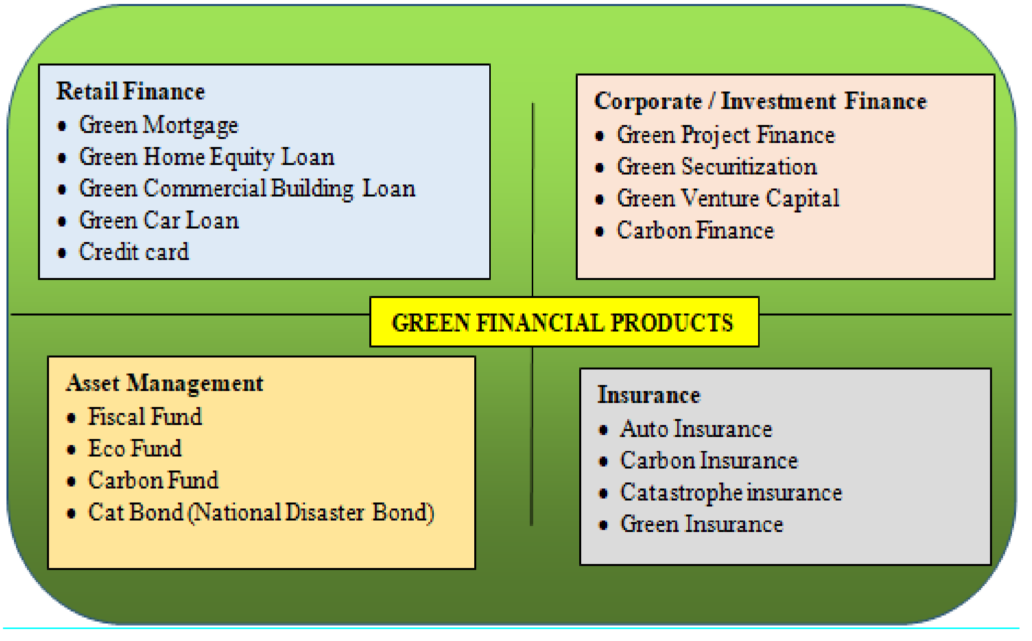

Figure 2: Services and Products of Green Finance
Source: Dey & Banerjee (2021)

Empirical literatures that address the effect of green finance on sustainable development globally are few and rare in Africa. Zheng and Abu-Bakkar (2022) assessed the nexus of green finance, corporate social responsibility (CSR) and environmental performance of banking institutions using a sample size of 388 bank employees. Employing Structural Equation Modeling (SEM), the study found that a positive relationship existed between CSR and environmental performance and that green financing had a significant effect on environmental performance of Bangladesh banks.

A global study was carried out by Wang *et al* (2022) to examine the causality between green finance and sustainable development (SD) using the "bootstrap rolling-window Granger causality test" which revealed that although green finance positively affected sustainable development globally, the exact causal relationship between them could not be established. The authors suggested that government of different countries and international organizations develop "high-quality green" investment, minimize risk attached to green finance and improve classification systems, control standards and ways of disclosing information in order to achieve sustainable development through agricultural financing.

Ayesha *et al* (2022) did a detailed analysis to answer the question of development in the financial sector affected environmental degradation in Europe. Taking a sample of 40 European countries from 1990 to 2019, the authors analyzed the effect of banks' private sector credit, foreign financial flows and domestic private sector credit on carbon -dioxide emissions, energy use, natural resource deterioration and greenhouse emission. Results of the regression model employed by the researchers suggested that green finance negatively affected environmental degradation measures although institutional quality, which served as a control variable, worsened the selected environmental sustainability indicators.

Zhang and Wang (2021) constructed a system to evaluate the impact of green finance on development. Using a pressure-state-response (PSR) model on a dataset covering 2014 to 2017 in China, the authors found that green finance promoted sustainable development in terms of economic, environmental and financial development.

Hongxing *et al.* (2021) studied the association among gross domestic product, financial aid, CO2 emission, domestic financial assistance, foreign direct investment, trade openness and energy consumption in Africa from 1990 to 2018. The authors employed the "Dynamic Seemingly Unrelated Regression (DSUR) and panel causality test. Among other findings, the authors discovered that foreign direct investment contributed positively to GDP while CO2 emission has a significant bi-directional causality with gross domestic product.

3. Research Methodology

3.1 Data Sources

This study extracted data from secondary sources. Data for green bonds was obtained from the website of the African Development Bank, data for CO2 emission and forest area were obtained from the Databank of the United Nations Environment Programme (UNEP), data for food insecurity index was obtained from the Databank of the Food and Agricultural Organization (FAO) while data for life expectancy and number of undernourished children were obtained from the World Bank Sustainable Development Databank. The scope of data used (2012-2020) was because the main attempt to issue green bonds started with South Africa in 2012. Data beyond 2020 are not yet available.

3.2 Analytical Techniques

3.2.1 Trend Analysis

We used Trend Analysis to plot and analyze the behaviours of the selected variables over the research period. This involves plotting the trend graph of the variables which also enables comparison of the green bonds data with the selected sustainable development indicators in terms of up or downtrends.

3.2.2 Correlation

We used the "Pearson Product Moment Correlation (PPMC)" technique to investigate whether there exists any significant association between green finance and sustainable development with respect to the study variables. The PPMC determines the degree of association between two or more linearly related variables. The null hypothesis guiding this study is that there is no significant association between green finance and sustainable development in Africa. Generally, given variables X and Y, the correlation coefficient between X and Y, denoted by r_z. x is expressed as:

$$\boldsymbol{r_y.x} = \frac{\Sigma(X_i-\bar{X})(Y_i-\bar{Y})}{\sqrt{\Sigma}(X_i-\bar{X})^2\sqrt{(Y_i-Y)^2}} \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{(i)}$$

$\bar{X}$ and $\bar{Y}$ are mean values of variables X and Y respectively

Where X = Green Bonds, and Y = sustainable development variables (CO2 emission, life expectancy, food insecurity index, forest area and number of undernourished children. The research variables are defined as follows:

Green Bonds = Annual aggregate amount of green bonds issued by and for African countries for selected years.

CO2 Emission = Volume of CO2 emitted in tons per capita for Africa

Food insecurity index = Annual percentage of the population that cannot afford three square meals daily

Life Expectancy = Annual average of number of years people are expected to live

Forest Area = Size of forest in the continent per year

Number of Undernourished Children = Annual number of children who are undernourished.

Conventionally, a coefficient of correlation (r) = 0.4 (40%) and above denotes a strong correlation, an r lying between 0.3 (30%) and 0.39 (39%) implies a moderate correlation while an r less than 0.3 (30%) is said to be low correlation. When r = 0, it is said that there is no correlation between the variables.

We also used the Student t-Test to ascertain the statistical significance of the coefficient of correlation at 5% level of significance.

3.2.3 Causality Test

We used the Granger causality technique to ascertain if past changes in green finance caused changes in sustainable development than the latter caused in itself.

4. Empirical Analysis

4.1 Green Bonds Issue in Africa

Table 1 contains the volume of green finance in term of green bond which is the major financial instrument in green investment in Africa. In all the African Development Bank, government of some countries, financial institutions and municipals and cities are issuers of green bonds in Africa. The financier/issuer of each tranche of green bond determines its type as indicated in table 1.

Table 1: Green Bonds in Africa

Year	Country	Financier	Type	Amount (US$m)	Yearly Totals (US$m)
2012	South Africa	South Africa Republic	Sovereign	1,554	1.554
2013	Africa	AfDB	Institution	500	500
2014	South Africa	Johannesburg City	Municipal	138	938
	Africa	AfDB	Institution	300	
2015	Africa	AfDB	Institution	500	500
2016	Morocco	Moroccan Agency of Sustainable Energy	Agency	104	302
	Morocco	BMCE Bank	Institution	48	
	Africa	AfDB	Institution	150	
2017	Nigeria	Federal Govt.	Sovereign	30	424
	South Africa	Cape Town City	Municipal	74	
	Africa	AfDB	Institution	320	
2018	Seychelles	Seychelles Republic	Sovereign	15	755
	Morocco	Casablanca Finance City	Agency	38	
	South Africa	Growthpoint	Corporate	97	
	Namibia	Bank of Windhoek	Institution	5	
	Africa	AfDB	Institution	600	
2019	Nigeria	Access Bank	Institution	41	455
	South Africa	Nedbank	Institution	117	
	Nigeria	North-south Power	Corporate	15	
	Nigeria	Federal Govt	Sovereign	41	
	Kenya	Acorn Project	Corporate	41	
	Africa	AfDB	Institution	200	
2020	Africa	Not yet available			
Total					$5,428m

Source: www.afdb.org and Marbuah (2020)

Marbuah (2020) stated that green finance (especially green bond) has maintained a consistent growing trend in Africa since the first was issued introduced in South Africa in 2012. This also generated amplified interest among stakeholders in environmental and sustainable development issues. The Africa Development Bank, some emerging economies like Nigeria, Morocco, Kenya and others such as Seychelles and Namibia followed suit by issuing green bonds in Africa.

4.2 Sustainable Green Development

We present selected sustainable environment development indicators in Africa in Table 2.

Table 2: Selected Sustainable Environmental Development in Africa

YEAR	CO2 EMISSION (Metric ton per capita)	FOOD INSECURITY INDEX (Annual value)	LIFE EXPECTANCY (Years)	FOREST AREAS (Sq km)	NUMBER OF UNDERNOURISHED (Millions)
2012	1.512513	NA	57.66225	6588424	171.7
2013	1.536488	NA	58.28617	6549278	175.5
2014	1.548816	16.7	58.86782	6510132	179.5
2015	1.468136	17.1	59.40065	6470987	187.4
2016	1.443976	19.2	59.88122	6430837	198
2017	1.436416	19.9	60.31431	6391509	203.5
2018	1.449085	19.3	60.70567	6352213	216.8
2019	1.454275	20.2	61.06047	6311896	227.5
2020	NA	22.4	61.38583	6271976	262.8

Source: Author's Compilation from www.unep.org, www.wb.org & www.fao.org (2022)

Table 2 contains data for the selected sustainable environment development in Africa from 2012 to 2020. There are other sustainable development indicators that are not included in the table due to lack of requisite data. Tables 1 and 2 provide the data for the analyses in the study.

4.3 Trends Analysis

This section assesses the trend of all the study variables from 2012 to 2020 in order compare the behaviours of the variables. The trend is presented in Figure 3

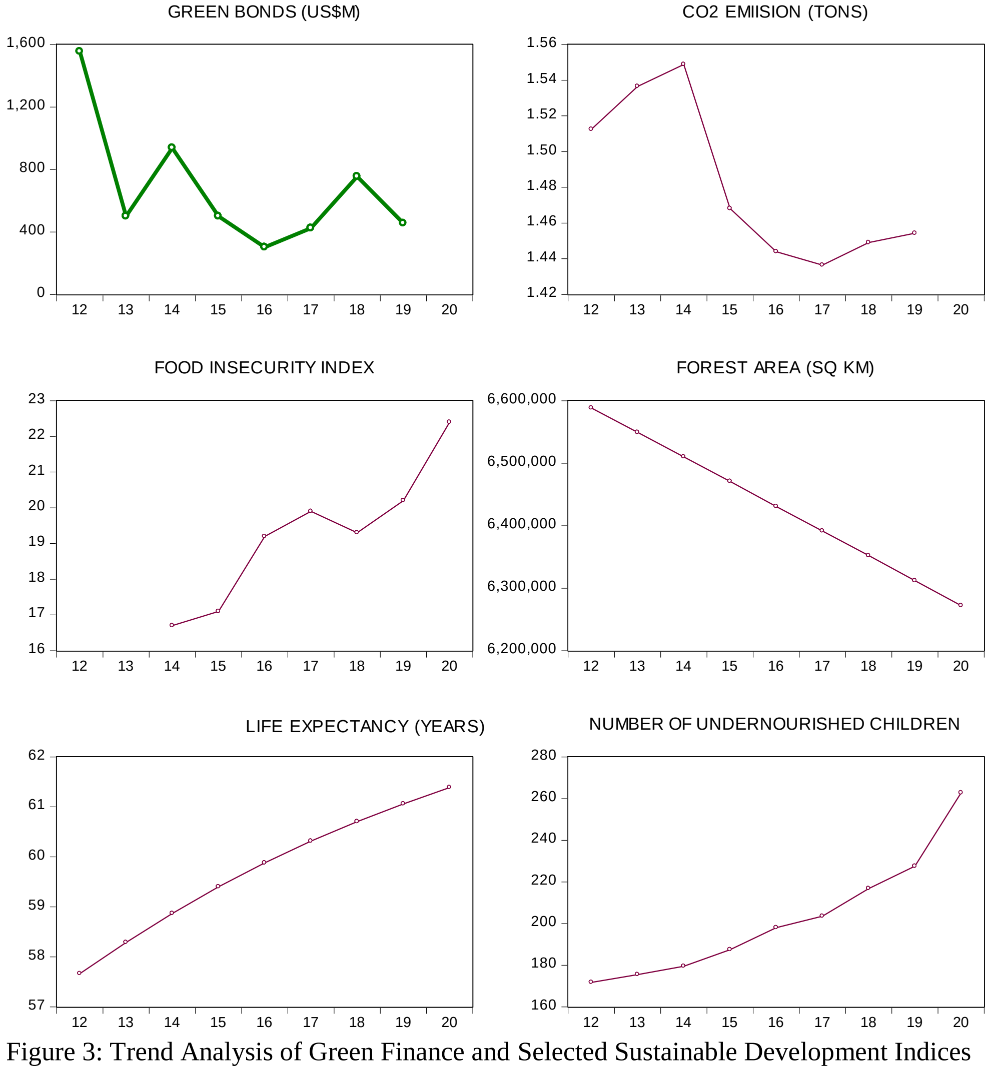

Figure 3: Trend Analysis of Green Finance and Selected Sustainable Development Indices

Source: Author's (2022)

Figure 3 reveals that the volume of green bonds issued fell after the first issue by South Africa in 2012. The volume however rose in 2014 but soon fell until it rose mildly in 2017. It fell thereafter. These trends signify a zig-zag behaviour in the volume of green bonds issued in Africa from 2012 to 2020. It is shown however that falling trend was more prevalent than the rising trend.

CO2 emission rose between 2012 and 2014 but fell until 2017 and thereafter when it rose mildly. For food insecurity, the trend consistently rose from 2012 to 2020. This certainly means that more people are becoming food-insecure than the previous year. In the opposite direction is the size forest area that is available in Africa which witnessed consistently falling trend throughout the years. This implies that deforestation, encroachment and environmental degradation have reduced the size of forest available in the continent.

Good enough, life expectancy consistently increased over the period. Nevertheless, the number of undernourished children rose throughout the period posing a challenge to the effectiveness of green finance in promoting better standard of living.

4.4 Correlation Analysis

This section contains the estimation of the Pearson's coefficient of correlation between green bond and the sustainable development variables. The result is presented in Table 3.

Table 3: Pearson's Correlations Matrix

Pearson Correlations with 1-Tailed Test (Sig = 0.05)+						
VARIABLE	GREEN_ BONDS	FOREST AREA	CO2 EMISSION	FOOD INSECURITY	LIFE EXPECTANCY	UNDERNOURISHED CHILDREN
GREEN_BOND	1.000000					
FOREST AREA	0.583 (0.129)	1.000000				
CO2_EMISSION	0..522 (0.184)	-.994 (0.00)*	1.000000			
FOOD INSECURITY	-0.569 (0.238)	-.0.936 (0.01)*	-.0.795 (0.29)	1.000000		
LIFE EXPECTANCY	-0.632 (0.093)	-.0.994 (0.00)*	-0.799* (0.009)*	0.932 (0.01) *	1.000000	
UNDERNOURISHED CHILDREN	-0.497 (0.211)	-.0.949 (0.000)*	-.0.768 (0.013) *	0.937 (0.01)*	0.913 (0.000)*	1.000000

+Significant level in parenthesis. *Significant

Source: Author's (2022)

Table 3 reveals the coefficients of correlation and corresponding probability (*p* values) between green bonds and each of the sustainable development indicators. There is a strong positive correlation (0.583 or 58%) between green bonds and forest area. However, this association, though high is not significant as revealed by its *p* value of 0.129 which is greater than the 0.05 level of significance. Secondly, CO2 emission positively and strongly correlates with green bonds (0.522 or 52%) but this association is also statistically insignificant ($p = 0.184$). Food insecurity negatively and strongly correlates with green bonds with coefficient -0.569 or -57% but this is also not statistically significant ($p = 0.238$). On its part, life expectancy has a negative and strong correlation with green bonds (coefficient of correlation = -0.632 or 63% and $p = 0.093$). Finally, the number of undernourished children has a strong negative correlation (-0.497 or -50%) but the coefficient is statistically insignificant ($p = 0.211$). These results imply that though there is correlation between green finance and sustainable environmental development in Africa, the correlation is not statistically significant. The remaining contents of Table 3 show the correlation among the sustainable development variables themselves.

4.5 Causality Test

This section contains the analysis of Granger pairwise causality to ascertain whether there exists any significant causal relationship between green bonds and selected sustainable development indicators. Table 4 contains the results of the Granger causality test

Table 4: Pairwise Granger Causality Test Results

Null Hypothesis:	Obs	F-Statistic	Prob.
FOREST_AREA does not Granger Cause GREEN_BOND	7	0.64022	0.4685
GREEN_BOND does not Granger Cause FORE_A		0.18140	0.6921
FOOD INSECURITY does not Granger Cause GREEN_BOND	5	1.33866	0.3668
GREEN_BOND does not Granger Cause FISIND		0.37844	0.6011
CO2_EMISSION does not Granger Cause GREEN_BOND	7	0.99590	0.3748
GREEN_BOND does not Granger Cause CO2_EM		0.39691	0.5629
LEXP does not Granger Cause GREEN_BOND	7	0.84782	0.4093
GREEN_BOND does not Granger Cause LEXP		2.40654	0.1958
UNDERNOURISHED CHILDREN does not Granger Cause GREEN_BOND	7	0.47469	0.5287
GREEN_BOND does not Granger Cause UNDERNOUR		0.02858	0.8740

Source: Author's (2022)

The Granger causality test follows the F-Statistic and its *p* value. Two variables have causal relationship (bi- or uni-directional) if the probability of F-Statistic is less than the 0.05 level of significance and the reverse is the case if it is greater than the 0.05 level of significance. As revealed in Table 4. None of the sustainable development indicators has significant causal relationship with green bond with all *p* values greater than 0.05. These further confirm the non-significance results found in respect of the Pearson's correlation coefficients.

4.6 Discussion of Findings

This study basically analyzed the association between green finance and sustainable development in Africa from 2012 to 2020. The primary purpose of green finance is to facilitate sustainable environmental development which also affects standard of living. For reason of data availability, the study assessed the relationship between green bonds issued and only five (5) sustainable development indicators (forest area, CO2 emission, food insecurity, life expectancy and number of undernourished children).

The study employed trend analysis, Pearson's Product Moment Correlation and Granger causality to assess the association between green bonds and other variables. It was observed that the number of years of decline in green bonds issue was greater than when it rose and that the first bond issue in Africa in 2012 has been the highest ever. This calls for concern as it will invariably mean that not much speed was seen in achieving the sustainable development goal. This is evident in the rising food insecurity index and number of undernourished children and declining forest area. It can be inferred that the lack of accomplishing improvement in these indicators is due to the declining quantum of green finance from as high as US$1,554 million in 2012 to as low as US$455 million in 2019. Life expectancy has however improved over these years while CO2 emission has been on the decline.

Results of the PPMC showed that forest area and CO2 emission have strong positive correlation with green bonds but food insecurity index, life expectancy and number of undernourished children have strong negative correlation with green bonds. As strong as these correlations are, however, none of them is statistically significant enough. Hence, the null hypothesis of no significant correlation between green finance and sustainable development cannot be rejected. Findings on green finance versus sustainable development in this study contradict those of Zheng and Abu-Bakkar (2022), Wang *et al* (2022) and Ayesha *et al* (2022) which found significant relationship between the two variables.

The study further examined whether there is any significant causal relationship between green finance and sustainable development. Results of the pairwise Granger causality test showed that none of the sustainable development variables has significant causal link with green finance. Similar result was found by Wang *et al* (2022). This position, which agrees with the results of the PPMC, implies that none of the development variables has its previous changes causing present changes in green finance than previous changes in green finance was causing in itself.

5. Conclusion and Recommendations

Findings from the analysis carried out in this study revealed that first, in terms of trends, all the sustainable development indicators studied differed from green finance. Secondly, though the variables correlated strongly with green finance, the correlation were not statistically significant implying that the association between the variables was not significant enough to conclude that any of the variables influenced the other. Finally, the results of the causality test showed that no significant causal relationship has existed between green finance and sustainable development during the years.

It is evident from this study that green finance has not significantly contributed to sustainable environment development in Africa, at least from 2012 to 2020 and this poses a challenge to the government, policy makers and investors in green finance.

Therefore. The study thus recommended that:

The government should create an enabling environment that will facilitate inflows of green finance.

There should be policies that will reduce the rate of deforestation, encroachment and environmental degradation.

Policy makers should put in place necessary legal frameworks that will regulate green finance to ensure that it achieves the two-pronged objectives for which it was created: welfare and profitability.

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Imperative of Finance Charges Reduction as a Catalyst for Mitigating the Impact of Covid-19 Pandemic in Nigeria

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Abstract

The financial effect of Covid-19 in Nigeria motivated this study. The study aimed at obtaining empirical evidence to support reduction in finance charges as a veritable catalyst for mitigating the impact of Covid-19 Pandemic in Nigeria. This study collected time series data from the Central Bank of Nigeria's Statistical Bulletin, published academic journals and reports of United Nation Development Programme. Stationary investigation of the collected data was conducted using Augmented-Dickney-Fuller approach and Johansen co-integration method was used to confirm the existence of long run relationship among variables while the estimation of the short run dynamics was done by Vector Error Correction Model. Findings revealed that commission on turnover and monetary policy rate were negatively associated with per capital income, and by implication, impair the standard of living of Nigerian financial service consumers. Lending interest rate was insignificantly related to standard of living while saving deposit rate was found to positively promote standard of living of the financial service consumers. The study concluded that reduction in finance charges could have the potency to mitigate the impact of the Covid-19 pandemic on financial service consumers in Nigeria. It was recommended that monetary authority should review the lending rate to a single digit to encourage borrowing, flow of credit and stimulation of the standard of living of the average financial service consumers while close monitoring and supervision of the lending financial institution compliance with the monetary authority's new policy measures regarding finance charges is critical in the covid-19 pandemic era.

Keywords: Covid-19 pandemic, Finance charges, Living Standard

1. **INTRODUCTION**

The COVID-19 pandemic is a coronavirus disease which is caused by severe acute respiratory syndrome, and was first recorded in Wuhan city, China in December, 2009. The fast speed at which this disease spread across the globe compelled the World health Organization to declare a global public health emergency of International concern on 30th January, 2020, while a pandemic was declared on 11th March, 2020. Consequently, the first confirmed case of Covid-19 in Nigeria was announced on 27th February, 2020, while on 9th March, 2020, a second case of the virus was reported (Nigerian Centre for Disease Control [NCDC], 2020). Hence, Nigerian President announced the first phase of lockdown of the country on the 27th April, 2020, with effect from 4th May, 2020 and lasted till July 2020 with gradual easing measures along the line (Ridwan, Kazeem & Omokanmi, 2020).

Although lockdown was absolutely necessary to curtail the spread of Covid-19 and shield public from infections, the economic and social implications of several months of lockdown still affected individuals and businesses that are struggling to forge ahead despite the odds engendered by the lockdown. Apparently, the implications of locking down millions of Small and Medium Scale Enterprises, millions of corporate bodies, individuals and households are better imagined than real in a life time. Few of the obvious implications is that the lockdown has further pauperized the already pauperized Nigerians, large percentage of whom was living below the poverty line before the Covid-19 outbreak. According to World Bank (2020), Nigeria is highly vulnerable to the global economic instability occasioned by COVID-19. Nationally, according to this Bank, 40% of Nigerians (which is about 83 million people) live below the poverty line, while another 25% (53 million) are vulnerable. The Bank, therefore, argues that with the reign of COVID-19, many of these 53 million vulnerable Nigerians could fall into poverty. It consequently submits that while the intensity of the health impact is a function of the duration and the domestic spread of the outbreak, the economic impact depends on oil prices as oil accounts for over 80 percent of Nigerian exports, 33% of banking sector credit, and 50% of government revenues.

With Covid-19 consequences staring at Nigerians in the face, World Bank (2020) emphasizes that Nigeria has fewer buffers and policy instruments to absorb the adverse effects as the excess crude account is already depleted, external reserves are strongly dependent on short-term flows, while policy uncertainty and insecurity affect investors' confidence. It further notes that prior to the 2016 recession, economy of Nigeria was growing fast at 6.3%, and in comparison, before COVID-19 struck, the economy was growing at 2.2%. Inflation was in single digits in 2014, compared to about 12% in 2019. The general government fiscal deficit was 4.4% of GDP in 2019 when compared to 1.8% in 2014. It stresses that unemployment and underemployment are expected to increase as consequences of Covid-19, and this will affect the poor households and scale up the share of the Nigerian population vulnerable to falling into poverty.

The foregoing has revealed that the adverse impacts of Covid-19 on Nigeria and Nigerians are mammoth, and thus, beckoning on urgent policy measures for cushioning purpose. One of the ways to achieve the foregoing is to look at finance, which is a key variable that affects both the rich and the poor, and on which businesses and households depend largely for survival. For instance, businesses require finance to start up and continue operating; individuals and households cannot feed, school, cloth, enjoy medical care, insure or build houses without sufficient finance; government requires finance to run its affairs, pay personnel costs and execute various developmental projects. Indeed, finance is the lifeline of human survival and the basis for achieving improved living standard for the populace. In Nigeria, as pivotal as finance is to business and human survival, the cost of obtaining finance in Nigeria is horribly high and this had constituted a major albatross to business survival and improved standard of living of Nigerians.

At present in Nigeria, even when several other countries are implementing policy measures to cut finance charges, it is worrisome to note that households and businesses that aspire to obtain credit from banks or other financial institutions must meet multiple and humongous finance charges in the name of interest rate, commitment fee, administrative fee, processing fee, etc. Furthermore, operating bank account in Nigeria, despite the unbearable impacts of Covid-19 pandemic, is accompanied by different transaction charges: account maintenance fee, electronic money transfer levy, commission on turnover, USSD fee, etc. all of which impair the financial positions of businesses and Nigerians. Thus, if negative impact of Covid-19 in Nigeria must be mitigated, reduction in finance charges is the best constituency to make a formidable beginning. The foregoing is accentuated by Olurounbi (2020), when she notes that as a result of COVID-19 impact on the global economy, several countries around the world including the United States, Canada, Russia, United Kingdom and Nigeria, among others, have executed interest rate cuts. She submits that Nigeria unexpectedly cut its Monetary Policy Rate (MPR) from 12.50% to 11.50% in an attempt to boost the economy by providing cheaper credit.

Consequently, many authors have carried out empirical investigations on the impact of finance charges in Nigeria. However, the existing studies have focused majorly on the impact of lending interest rate and monetary policy rate alone (Udude, 2015; Hammed, Irwan, Joel, Saad & Musibau, 2017; Ogege, 2019; Mannaseh, et al, 2018; Davis & Emerenini, 2015; Ndubuaku, Ifeanyi, Nze & Onyemere, 2017; Utile, Okwori & Ikpambese 2018). In addition, effect of interest rate has always been examined on either aggregate economy, disaggregated sectors of the economy, profitability of banks, etc which excluded the living standard of Nigerians; Also, none of the existing studies have canvassed for reduction in finance cost as way of mitigating impact of Covid-19 Pandemic in Nigeria, and neither has exiting studies examined the effect commission on turnover on standard of living as posited in this study. Consequently, this study makes a radical departure from the trends in existing literatures and examined the effect lending interest rate, monetary policy rate and commission fee as way of improving the standard of living, while mitigating the impact of Covid-19 Pandemic in Nigeria.

The question formulated to guide this study states that "what is the effect of finance charges on the standard of living of the financial consumers in Nigeria?" In order to obtain empirical evidence to canvass for reduction in finance charges as a veritable tool for mitigating the impact of covid-19 pandemic, this study aims at investigating the effect of lending interest rate, monetary policy rate, commission on turnover and saving deposit rate on the standard of living of financial consumers in Nigeria. To achieve the stated objective, this study hypothesizes that Finance charges have no significant negative impact on the standard of living of financial consumers in Nigeria. This paper will cover the literature review which will discuss other authors work in the topic under discussion, Interest Rate and its Dimensions, Monetary Policy Rate, Lending Interest Rate, Saving Interest

Rate, Commission on Turnover (COT), Finance charges, Standard of Living and Poverty in the Context of Covid-19 Pandemic, Mitigating the Impact of Covid-19 in Nigeria: The Finance Option. The methodology session discusses the method used to achieve the stated objective of the study, methods of data collection, model specification and method used to analyse the data collection. The result session present the results from data analysis as well as the findings.

2. LITERATURE REVIEW

Finance charges in the view of Kagan (2021), simply refer to a fee payable on the use of credit or upon extending the existing credit agreement. He posits that such charge may be arrived at by levying a flat amount or in terms of a fixed percentage of the amount borrowed which is the most common. According to him, finance charge is usually an aggregation of many charges such as the interest rate on the borrowing plus associated transaction cost, account maintenance fees, commitment fee, administrative fee and many others depending on the lending banks and nature of credits being procured. It can be inferred from the foregoing view that finance charge is a form of compensation for the lenders in return for the provision of the credit and constitutes major income source for the financial institutions in Nigeria, especially, the banks.

Furthermore, any cost that is associated with borrowing money, procuring credit, or liquidating loan obligations qualifies as finance charge as it is an amount which borrowers has to pay in addition to the repayment of the principal sum borrowed (Corporate Institute, 2020). Supporting the view of Kangan (2020), it further posits that interest rate on borrowed money is the commonest type of finance charge, although there are other finance charges such as late fees, account maintenance fee, annual fee, etc. In addition, realizing the potency of finance charges to mitigate the impact of Civid-19 pandemic on the financial consumers, World Bank (2020) affirms that globally, the financial regulators are struggling to address the consequence of Covid-19 pandemic which has aggravated the financial conditions of the financial consumers. It thus admonishes the banks to fairly treat the consumers (i.e customers) and desist from behaviour capable of adding to the suffering of their customers. Thus, finance charge is a focus variable in this study; and given that finance charge is a cost to the financial consumer, it implies that it is likely to impinge on the per capital income and hence, the average standard of living of Nigerians. This accounts for why its measurement is important in this study.

Interest Rate and its Dimensions

One of the prominent components of finance charges is interest rate which has many dimensions. Therefore, various dimensions of interest rate are as reviewed below:

Monetary Policy Rate

CBN (2016) opines that monetary policy refers to the specific actions taken by the Central Bank to regulate the value (quantity), supply (availability) and cost of money in the economy with a view to achieving government's macroeconomic objectives. It is the CBN's official interest rate on which other interest rates are predicated both in the money market and in the economy. Hence, it is called anchor rate or Minimum Rediscount Rate in some other climes. Every decision made by

CBN on the MPR influences the rate of economic activities as well as the price mechanisms in the country through some channels. In view of this, Coronation Research (2021) affirms that any pronouncement on MPR affects the public expectation and confidence as well as the expectations of the various economic agents concerning the future bearing of the economy. In addition, such pronouncement affects prices of shares and other financial assets, exchange rate between naira and other countries' currencies, as well as the saving and spending capability of economic agents and the public. In the last ten years, MPR has been hovering between 9.25% and 14%, while as at the time of conducting this study, it stands at 11.5% (CBN, 2021). This rate is germane in achieving the objective of this study because it is critical in determining the standard of living of the financial consumers as argued by Igbodika and Chukwunulu (2016) that higher monetary policy rate and saving rate impliedly reduce the standard of living and hence, economic empowerment of Nigerians.

Lending Interest Rate

Kagan (2020) explains that one common component of finance charges is the interest rate, which is usually expressed as percentage of amount lent to borrower and it constitutes an income in the hand of the lender. Interest rates can vary depending on the type of financing being procured and the borrower's creditworthiness. As posited by Finan (2016), interest rate is the cost of obtaining credit in an economy which is the price charged on annual basis by the creditors on fund provided for the debtors. Increase in lending interest rate discourages borrowing and consequently slow down economic growth by reducing economic activities. Low interest rate however, encourages borrowing and promotes economic growth because more profits are made by businesses which pay only a small portion of their profits as finance cost. Hence, low interest rate implies higher profit margin and vice versa (all other things being equal) (CBN, 2016).

In addition, Olurounbi (2020) had averred that several countries (including countries in which interest rates are lower than what is obtainable in Nigeria) around the world had embarked on reduction in interest rates so as to cushion the impact of Covid-19 pandemic. Consequently, Nigeria cannot stand aloof in this critical time and allows her citizens to suffer from the pangs of Covid-19; but she must take the bold step of ensuring constant supply of cheaper credit to both households and businesses in order to survive this unusual time. Buttressing the foregoing, Abimbola (2020) submits that the views of the policymakers is that reduction in interest rate will guarantee provision of cheaper credits so as to increase demand aggregate, provide stimulus for production, scale down unemployment and contribute to the growth of output. She however, concludes that some analysts believe that although interest rate reduction should on paper, lower the interest rate on bank loans and spur lending to businesses; the anxiety about the weak state of the Nigerian economy will frustrate the efforts of the CBN to achieve the desired result eventually.

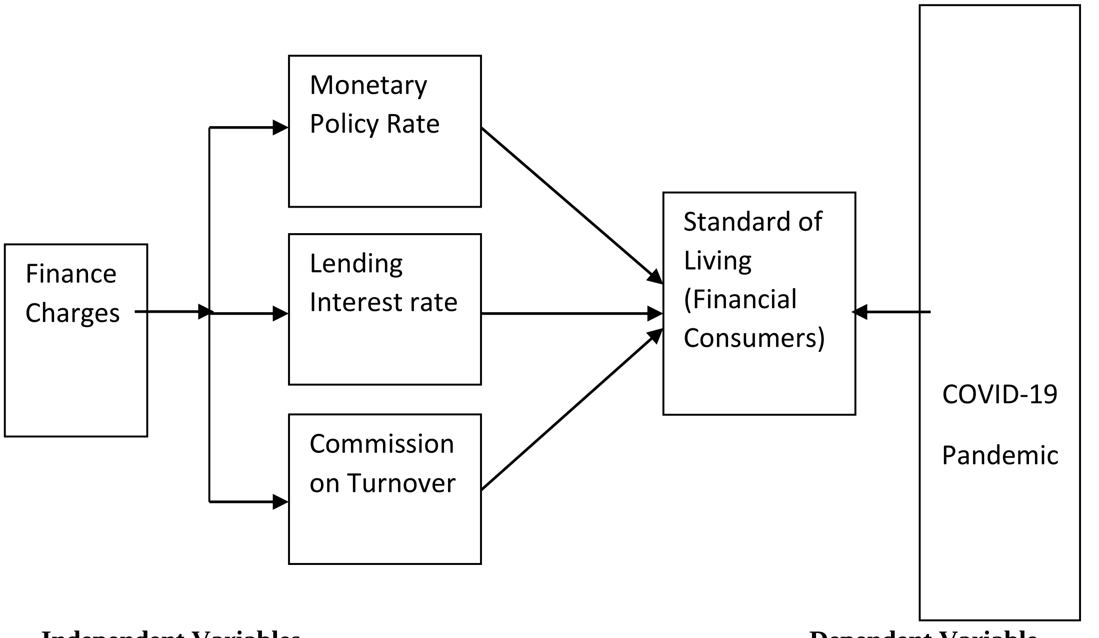
Saving Interest Rate

Although saving interest rate is not a direct finance cost to the financial consumers (borrowers), it is usually form part of the factors to be considered in fixing market interest rate. It is the cost incurred by the deposit financial institutions on deposit mobilized and it determines the cost of lending mobilized deposits. Hence, the higher the saving interest rate, the higher the lending interest rate is most likely to be, and vice versa. This interest rate affects savings because should the interest rate on savings be found encouraging, individuals would be motivated to save idle fund more and this connotes expansion in the loanable funds available to finance economic activities that can enhance economic growth (Ogege, 2019). In respect of saving interest rate and in the context of mitigating the impact covid-19 pandemic, this study establishes the empirical evidence to support the view that it should be increased to encourage saving culture among the Nigerian populace because of its likely twin consequences. First, savers earn more interns of returns on their savings which strengthens their disposable incomes. Secondly, increase in savings as a result of increase in saving interest rate will expand the lending base of the deposit taking financial institutions and empowers them to learn more; this consequently boosts economic activities and by extension, increases GDP per capita income to cushion negative consequences of Covid-19 on financial consumers. Meanwhile, the CBN had recently reduced the interest rate on savings deposits to a minimum of 10% annually as against previous 30% annual rate of the MPR with the aim of facilitating supply of money and encourage spending power (Olurounbi, 2020).

Commission on Turnover (COT)

Bartik (2020) explains that commission on turnover is a fee usually levied on any withdrawal made by a customer who operate current account with Nigerian banks. Before January 2016, it was usually calculated at “N5 per mill” for every N1,000 withdrawn by customers. Translating that N5 was payable for every N1,000 withdrawn. Most banks calculate this on month-end basis and it is a very good source of revenues guaranteed as customers are sure to withdrawal from their accounts in most cases. However, according to Olurounbi (2020), Central Bank of Nigeria (CBN) issued directive to the banks to adopt flexible a maintenance fee on current account that is negotiable in order to phase out the Commission on Turnover (COT) fee, which had been abolished since 1st of January, 2016. He further explains that the banks were directed to charge only a fee which must not exceed N1 per N1,000 for every debit transaction initiated by customers in Nigeria. However, with this directive, Oguh (2016) argues that loan interest income constitutes about 70% of the total revenues of the Nigerian banking sector while the remaining 30% is made up of fee and commission; and out of this 30% fee and commission income, COT constitutes above 60%. He consequently concludes that if the new directive concerning COT is implemented, the banks stand to lose about N100 billion in revenue out of the total revenue of N550 billion annually. This N550 billion annual income to banks is at the expense of and hence, a cost to financial consumers.

The various concepts reviewed above are pictorially come up with diagrams to arrive at the conceptual framework of this study as depicted in figure 1:



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Finance charges, Standard of Living and Poverty in the Context of Covid-19 Pandemic

Lending interest rate (and other finance charges) is the key determinant of the borrowing behaviours of the financial consumers; this is because the loan decision regarding the purchase of a new house, cars, even tertiary education and other amenities that improve the basic standard of living of Nigerians is a function of associated borrowing cost such as interest rate, commitment fee, account maintenance fee, COT, administrative charges etc. (CBN, 2016). Therefore, the lower the finance charges on loans, the more loans are contracted by the consumers to improve their standard of living and rise above poverty level. This is because lower finance charges connotes low monthly repayment cost and this enables consumers to spend more on procurement of goods and services since the proportional amount of their income is associated with debt servicing. The reverse of the foregoing will be the case if financial consumers are accessing loans at exorbitant finance charges, with attendant decrease in their standard of living and upscale in poverty level.

Furthermore, apart from influencing spending and consumption pattern of consumers, finance charge like interest rate equally influences the savings and investment attitudes of the consumers and the businesses; changes in interest rate will influence the extent of household savings as well as the decision regarding production and investment of the business firms. In this position, Afolabi (1999) highlights income, availability of attractive savings facilities, rates of interest on savings as the determinant of savings, and by extension, the volume of investment. Consequently, the foregoing explicated behaviours of finance charges justify why this study is imperative to empirically validate the need to reduce finance charges, especially in this time of Covid-19 pandemic to stimulate speedy recovery and avoid further pauperization of Nigerians. This is because Andam, Edeh, Oboh, Pauw and Thurlow (2020) submit that there is a temporary but significant rise in the National poverty rate by 8.7% as a result of Covid-19 pandemic, while households have lost 25% of their average incomes during the lock down time. They affirm that during the Covid-19 lockdown, more 17 million Nigerians slipped into poverty due to the pandemic despite Nigeria already being dubbed world poverty capital prior to the outbreak of the pandemic. However, World Bank (2020) reiterates that additional 5 million Nigerians are meant to drop into poverty due to Covid-19 in 2020.

Also, while making his submission, Boyle (2021) opines that the extent of material well-being of a nation's population is referred to as standard of living. In other words, standard of living is the quantity as well as the quality goods and services possessed by the population of a country, and it often measured by the GDP per capital income. Alternatively, standard of living can also be gauged by Human Development Index (HDI) that incorporates three key factors in respect of human development derived from life expectancy, education and knowledge, gross national income (GNI) per capita as a measure of standard of living (UNDP, 2020). As at 2019, the countries with top HDI scores are Norway (0.957), Ireland and Switzerland (0.955), Hong Kong and Iceland (0.949), and Germany (0.947), United States seventeenth in position with 0.926 HDI while China was 85.40. In Nigerian case, World Bank (2020) reveals that despite the progress made by Nigeria in terms of socio-economy in the recent years, her HDI had remained weak as a result of low investment, which made her to rank 152 out 157 nations surveyed by the Bank in 2018.

Mitigating the Impact of Covid-19 in Nigeria: The Finance Option

In his review of the impact of Covid-19 pandemic on financial consumers, World Bank (2020) unfolds that the negative effect of the pandemic as highlighted by the International media and organizations include increasing over-indebtedness by the consumers, exploitation by the fraudsters of fears over the pandemic to swindle financial consumers, increased in frauds and scams, default in loan repayment by individuals due to unexpected loss of income, pressure to seek fast credit access to immediately cater for living expenses and its attendant exposure to aggressive debt collector cum late payment fees and loss of insurance coverage due to inability to pay premiums as and when due. The Bank realizes that financial Regulators globally are acknowledging the high vulnerability of financial consumers to risk of being harmed and are therefore executing measures to alleviate these harms. Some of these measures are:

- Grant temporary restrictions on debt collection and enforcement activities. Enhanced monitoring of aggressive and unscrupulous debt collection activities is also crucial during these times.
- Grant respite to consumers on repayments of loans through extension, loan restructuring, repayment holidays;

This study is anchored on Neo-classical theory of interest rate which is also known as loanable fund theory, and Neo-classical Investment theory**.** Neo-classical interest theory posits that the key determinant of interest rate is the demand for and supply of loanable funds by the financial institutions. Thus, the theory still aligns with the view of expressed by the demand and supply theory of interest rate propounded by classical theorists. However, according to this theory, there are three mains sources where demand comes for loanable funds namely: government, businesses and consumers. Furthermore, according to this theory, the demands for credits by the consumers and businesses are interest elastic, translating that they are only willing to borrow more at lower interest rate and discouraged from borrowing when the interest rate rises. Also, their motivation to borrow is a function of their expected profit margin relative to the cost of capital (interest rate). Hence according to Olubanjo (2015) as cited in Osuji (2020), the availability of lendable funds is a function of savings, creation of credit, all of which are interest elastic. This theory addresses the position of this study that finance cost reduction is key to cushioning the effect of Covid-19 pandemic in the sense that it is when lending interest is lower that financial consumers would be motivated to demand for credits from the lenders to finance the purchase of houses, cars, finance education, access medical care and establish their small businesses so as to improve their standard of livings. On the other hand, if savings interest rates are increased, it motivates the surplus sector to bring more deposits to the banks and other deposit taking financial imitations in anticipation of earning more return on their investments (deposits). This is the position of the Neo-classical investment theory which posits that investment is a function of rate of interest.

3. METHODOLOGY

Research Design

The appropriate design for this study is ex post facto in nature as event being investigated had occurred before the conception of this study; hence, manipulation and control of the research variables by the researcher is impossible.

Model Specification

The relationship among the variables of this study is modeled following the model specified by Igbodika and Chukwunulu (2016). Hence, in a functional form, the model of this study is specified thus:

SDL = *f*(MPR, LIR, COT, SDR)……………………………………………Eq(i)

Transforming the equation (i) into Error Correction Model form produces Eq(ii) thus:

$\Delta SDL_{t-1} = \alpha 0 + \theta_i \Sigma LIR_{t-1} + \gamma_i \Sigma \Delta MPR_{t-1} + \lambda_i \Sigma \Delta COT_{t-1} + \varphi_i \Sigma \Delta SDR_{t-1} + \Psi ECM_{t-1} + et$......................Eq(iii)

Variable Description

Variables in the Eq(iii) are a described below:

SDL = this is the standard of living in Nigeria proxied by human development index which is a robust summary measure for assessing long-term progress in three basic dimensions of human development such as a long and healthy life, access to knowledge and a decent standard of living;

LIR = maximum lending interest rate of the banks and cost of borrowing by the financial consumers;

MPR = monetary policy rate, which is the rate that controls all other market rates;

COT = commission on turnover, which is a charge on every debit withdrawal from current accounts operated by financial consumers;

SDR = saving deposit rate, which is the rate at which depositors earn returns on their investments.

$\alpha 0$ = Constant term or intercept of the model

θ_i, γ_i, λ_i, φ_i = Short run dynamic coefficients of the parameters to equilibrium;

LIR, MPR, COT & SDR = Parameter to be estimated;

ΨECM_{t-1} = the coefficient that measures the speed of adjustment or convergence of ΔSDL to the equilibrium in case there is previous year deviation; it must be negative and statistically significant.

Apriori Expectation

In line with Neo-classical interest rate theory, finance charges are expected to be negatively associated with standard of living in Nigeria; hence the following a priori expectation holds:

θ_i,< 0, γ_i< 0 λ_i< 0. Also according to Neo-classical investment theory, saving deposit rate is expected to be positively related to standard of living; hence,φ_i> 0.

Sources of Data

This study sourced quantitative data from CBN's statistical Bulletin and United Nation Development Programme (UNDP) reports from 1992 through 2019. The choice of this period was informed by the fact that it is the period immediately preceding the outbreak of covid-19 pandemic in Nigeria and globally.

Data Analysis Method

This study analyzed the collected data quantitatively using both descriptive and inferential statistics. To this end, the study commenced with the analysis of the descriptive nature of the data, followed by the test of stationary properties of the data which was conducted using Augmented Dickney-Fuller approach, to investigate the long run relationship among the research variables, Johansen co-integration method was adopted because it circumvents the use of two-step estimators and can estimate and test for the presence of multiple co-integrating vectors. Finally, the co-integration test result suggested the estimation of the Error Correction model in equation (iii).

4. RESULTS

This section presents the results of data analysis, interpretations and discussion of findings in this study.

Table 1: Summary of Descriptive Statistics

	SDL	LIR	MPR	COT	SDR
Mean	0.480630	24.36670	13.57143	0.442857	5.562664
Median	0.482315	22.75125	13.50000	0.500000	4.090000
Maximum	0.532000	36.09000	26.00000	0.500000	16.66000
Minimum	0.390000	18.36250	6.000000	0.100000	1.410541
Std. Dev.	0.037145	4.648321	3.946316	0.142539	4.276188
Skewness	-0.461530	0.772605	0.863371	-2.041241	1.589283
Kurtosis	2.698723	2.687486	5.343716	5.166667	4.179234
Jarque-Bera	1.099940	2.899563	9.887083	24.92130	13.40952
Probability	0.576967	0.234622	0.007129	0.000004	0.001225
Sum	13.45763	682.2676	380.0000	12.40000	155.7546
Sum Sq. Dev.	0.037252	583.3861	420.4821	0.548571	493.7163
Observations	28	28	28	28	28

Source: *Authors' Computation (2022)*

Table1 contains the summary of the descriptive properties of the research variables. LIR has the highest mean value at 24.37, this is followed successively by MPR at 13.57, SDR at 5.56 while SDL and COT have mean values of 0.48 and 0.44 respectively. From the foregoing, the mean values for all the variables are very close to their median values and stuck in-between the minimum and the maximum values for each variables; this is suggestive of the fitness of the observations. A close look at the standard deviation values reveals that SDL, LIR, MPR and COT all have low standard deviation values, suggesting that their observations all cluster around their sample mean values and implies low estimation error in the results. The standard deviation of SDR is however high at 4.28 when compared with its mean value at 5.56, translating that its observations fail to cluster around its sample mean value, and implying possible estimation error which will be further investigated later by appropriate diagnostic tests.

Considering skewness of the observations, for an observation to have normal skewness, it should have 0 values. Thus, all the variables mirror the normal distribution except COT with 2.04 skewness value and SDR with 1.59 skewness values, however, these values are not too far from 0. Kurtosis measures the thickness of flatness of the distribution of the observations. For a sample distribution to be normal, and hence, mesokurtic, its kurtosis value must be at least 3. Consequently, from Table 1, all the variables are all clearly mesokurtic rather than platykurtic as none has a kurtosis value that is less than 3.

The Jarque-Bera statistic measures the normality of sample distribution. The null hypothesis for Jarque-Bera test states that the distribution is normal. Hence, from the Table 1, it can be concluded that that while LPCI and LIR are normally distributed because their Jargue-Bera probability values are above 0.05 significance level, suggesting that we cannot reject the null hypothesis. However, it is a difference case for MPR, COT and SDR with probability lower than 0.05 significance; as a result of this, we have no enough reason to accept null hypothesis and this connotes that they are clearly not normally distributed.

Unit Root Test

Given that the time series data are usually trended, there is need for unit root test to be conducted to remove the trend component inherent in the series data entirely. Thus, this study assesses the stationary properties of the variable by employing Augmented Dickney-Fuller method. The results of the test for all the variables and the model with intercept for both logarithm and first level differences are presented in Table 2.

Table 2: Augmented Dickney-Fuller Unit Root Test Results at logarithmic levels

H0: b = 0; Ha: b > 0

Variables	**Critical value @5%**	**ADF test statistics**	**Remarks**	**Order of Integration**
SDL	-2.976263	-1.998819	Non-stationary	N/S
LIR	-2.976263	-2.765644	Non-stationary	N/S
MPR	-2.976263	-2.939718	Non-stationary	N/S
COT	--2.976263	-0.347524	Non-stationary	N/S
SDR	-2.976263	-2.898719	Non-stationary	N/S
	Unit root test at first differences			
Variables	**Critical value @5%**	**ADF test statistics**	**Remarks**	**Order of Integration**
SDL	-2.998064	-3.563735*	Stationary	I(1)
LIR	-2.981038	-7.011751*	Stationary	I(1)
MPR	-2.981038	-8.931213*	Stationary	I(1)
COT	-2.981038	-5.099020*	Stationary	I(1)
SDR	-2.981038	-5.087063*	Stationary	I(I)

Source: *Author's Computation (2022)*

*Notes:*Denotes significance at the 5% level and the rejection of the null hypothesis of non-stationarity.*

In Table 2, it is noticeable that all the variables are not stationary at levels, implying that they contain unit roots which have to be removed by differencing to prevent spurious estimates. Thus, when the variables were differenced at first order, they all became stationary, and the null hypotheses of non-stationarity are robustly rejected, suggesting that the variables are integrated of order *I*(1). By this result therefore, there is need to carry out co-integration test among the variables to establish if they are combinable in a linear form in the long run. The result of the optimal lag length selection, using Akaike Information Criterion (AIC) and the Johansen co-integration tests are depicted on Table 3 and 4 respectively:

Table 3: Optimal Lag Length Selection

VAR Lag Order Selection Criteria						
Endogenous variables: SDL LIR MPR COT SDR						
Exogenous variables: C						
Date: 06/16/21 Time: 08:00						
Sample: 1992 2019						
Included observations: 26						
Lag	LogL	LR	FPE	AIC	SC	HQ
0	-123.5322	NA	0.013540	9.887096	10.12904	9.956766
1	-61.38483	95.61141*	0.000811*	7.029602*	8.481252*	7.447625*
2	-47.60423	15.90069	0.002446	7.892633	10.55399	8.659008

Source: *Author's Computation (2022)*

**Indicates lag selection by the criterion*

Using AIC, inspection of Table 3 reveals that the optimal lag length for the model of this study is 1, being the model that minimizes AIC value.

Table 4: Johansen Cointegration Test Result

Date: 06/16/21 Time: 06:47				
Sample (adjusted): 1994 2019				
Included observations: 26 after adjustments				
Trend assumption: Linear deterministic trend				
Series: HDI LIR MPR COT SDR				
Lags interval (in first differences): 1 to 1				
Unrestricted Cointegration Rank Test (Trace)				
Hypothesized		Trace	0.05	

No. of CE(s)	Eigenvalue	Statistic	Critical Value	Prob.**
None *	0.692077	77.80143	69.81889	0.0100
At most 1	0.551343	47.17591	47.85613	0.0578
At most 2	0.538673	26.33702	29.79707	0.1189
At most 3	0.190077	6.222144	15.49471	0.6693
At most 4	0.028095	0.740925	3.841466	0.3894

Source: *Author's Computation (2022)*

Trace test indicates 1 cointegrating eqn(s) at the 0.05 level

** denotes rejection of the hypothesis at the 0.05 level*

Null hypotheses of no co-integration: $\mathbf{H_0}$: $\beta_{1,} = \beta_{2,} = \beta_{3,} = \beta_4 = \beta_5 = 0$

Alternative hypotheses: $\mathbf{H_1}$: $\beta_{1,} \neq \beta_{2,} \neq \beta_3 \neq \beta_4 \neq \beta_5 \neq 0$

In the Table 4, it is observed that the trace statistics indicates the rejection of null hypotheses of no co-integration among the variables. This implies the existence of long run equilibrium relationship among the variables, and translating that they can be linearly combined in the long run. If the null hypothesis for no co-integration is rejected, the lagged residual from the co-integrating regression are imposed as the error correction model (ECM). Thus, the foregoing supports the choice of restricted VAR (i.e. Vector Error Correction Model) model as the appropriate technique for data analysis in this study since co-integration relation exists among the variables. Also, the normalized co-integration equation coefficients depicting the long run equilibrium relationship among the variables are as follows:

$SDL = -0.0082_{LIR} + 0.0058_{MPR} + 0.2995_{COT} + 0.0192_{SDR}$ …………Eq(iv)

(0.0063) (0.0066) (0.1742) (0.0053)

Note: Standard Error statistics are stated in parenthesis

From the co-integration equation stated above, it can be deduced that in the long run, while monetary poly rate (MPR) and savings deposit rate (SDR) maintain negative and significant relationship with SDL, lending interest rate (LIR) maintains positive and significant relationship while commission on turnover (COT) maintains negative but insignificant relationship. Thus, in the long run, 1% increase in LIR is associated with about 0.8% increase in standard of living and vice versa. Furthermore, 1% increase in MPR, COT and SDR would culminate in 0.58%, 30% and 1.9% respectively decrease in the standard of living and vice versa in the long run.

Vector Error Correction Model (VECM) Estimates

One of the prerequisites for estimating VECM is that there must be existence of long run co-integration relation among the variables of interest. This condition has been fulfilled as per Table 4. Thus, VECM estimates are as depicted on Table 5.

Table 5: Error Correction Model (ECM) Result

Dependent Variable: D(SDL)

Method: Least Squares (Gauss-Newton / Marquardt steps)

Date: 06/16/21 Time: 14:58

Sample (adjusted): 1994 2019

Included observations: 26 after adjustments

	Coefficient	Std. Error	t-Statistic	Prob.
ECM-1	-0.080101	0.063844	-1.254637	0.2248
D(LIR(-1)	0.000226	0.001711	0.131984	0.8964
D(MPR(-1)	-0.000851	0.002042	-0.417025	0.6813
D(COT(-1)	-0.015423	0.082906	-0.186035	0.8544
D(SDR(-1)	0.000324	0.004584	0.070708	0.9444
C	0.000393	0.006561	0.059936	0.9528
R-squared	0.114856	Mean dependent var		0.000409
Adjusted R-squared	-0.164664	S.D. dependent var		0.028502
S.E. of regression	0.030759	Akaike info criterion		-3.900475
Sum squared resid	0.017976	Schwarz criterion		-3.561756
Log likelihood	57.70617	Hannan-Quinn criter.		-3.802936
F-statistic	0.410904	Durbin-Watson stat		1.828439
Prob(F-statistic)	0.862621			

Source: *Author's Computation (2022)*

The VECM predicting the relationship between standard of living and financial charges can be stated as follows:

$\Delta logSDL_{t-1} = 0.0004 + 0.0002\Delta logLIR_{t-1} - 0.0009\Delta logMPR_{t-1} - 0.0154\Delta logCOT_{t-1} + 0.0003\Delta SDR_{t-1} - 0.0801ECT_{t-1}$ ………….Eq(v)

Table 5 contains the short-run coefficients of the Error Correction estimates. The Error Correction Term (ECT), which represents the speed of adjustment or convergence to long-run equilibrium is -0.080. The coefficient is rightly signed but not statistically significant which connotes that the previous year deviation from long-run equilibrium is corrected in the current period at an adjustment speed of 8%. This means that when the standard of living of Nigerians is at disequilibrium level due to experience of any shock by the explanatory variables, the speed of its convergence to equilibrium is 8%.

Looking at the relationship between the standard of living and finance charges as linearly depicted in the above equation, it is clear that against theoretical expectation, lending interest rate (LIR) is positively but insignificantly associated with standard of living in the short run. However, the reverse is the case for monetary policy rate (MRR) and commission on turnover (COT) as they maintain negative relationship with standard of living in conformity with theoretical expectation, although the relationship of MPR and COT with standard of living is insignificant in the short run which confirms the long run relationship earlier found. In the case of saving deposit rate, it also aligns with theoretical as it maintains positive relationship with standard of living. To this end, 1% increase in lending interest rate is associated with about 0.02% increase in the standard of living and vice versa. Also, 1% increase in the monetary policy rate of the CBN will cause about 0.09% reduction in the standard of living of Nigeria and the reverse is true. Equally, 8% decrease in standard of living is caused by 1% increase in commission on turnover of the banks and vice versa, about 0.03% increase in Nigerian standard of living is propelled 1% increase in the savings deposit rate of the banks in the short run.

The coefficient of determination of the ECM is 0.12, implying that in the short run, about 12% change in the standard of living in Nigeria is caused jointly by the finance charges during the period covered by this study, while the remaining 82% is accounted for by other factors such as social and infrastructural goods provided by the government but not captured in the model of this study. Although the low R^2 value reduces the goodness of fit of the fitted regression line, it has justified clearly that among other things that need to be done by the government to reverse that scars of covid-19 pandemic, the finance charges must be addressed as they have the potency to change standard of living by 12%. Furthermore, the standard errors of the estimated coefficient are very low which suggests the low risk of errors in the estimated coefficients.

Test of Hypothesis

In testing hypothesis, the decision rule is that H0 is rejected once p-value < = 0.05, otherwise, H0 is accepted and H1 rejected. Thus, the hypothesis of this study is reinstated as follows:

H_0: Finance charges have no significant negative impact on the standard of living of financial consumers in Nigeria.

H_1: Finance charges have significant negative impact on the standard of living of financial consumers in Nigeria.

From Table 5, it is obvious that the p-values of each of the finance charge proxies are greater than 0.05 significance level, suggesting the acceptance of null hypothesis and rejection of alternate hypothesis. Hence, it is concluded that finance charges have no significant negative impact on Nigerian standard of living. The foregoing connotes that although finance charges negatively affects standard of living, their effects is however weak. The weak effects may not be unconnected with the fact that not all financial charges that are suffered by the financial consumers are captured by the estimated model due to unavailability of aggregate data. For instance, the aggregate of N50 electronic transfer fund charge, USSD charges, administrative charges, commitments fees, etc are not available for observations and considerations.

Findings

This study found a positive but insignificant relationship between lending interest rate and standard of living of the financial consumers as measured by human development index which incorporates standard of living; the possible explanation for this is that lending interest rate was moderately affordable to financial consumers during the period covered by this study; this encouraged borrowing to finance consumption and investments which and hence stimulated the standard of living in Nigeria. This finding however contradicts theoretical proposition by Neo-classical theorists of interest rate which establishes an inverse relationship between interest rate and quality as well as wellbeing of the consumers. According to this theory, high interest rate will discourage financial consumers from accessing credits and hence, reduce their consumption and spending to acquire basic amenities of life.

However, this finding partly disagrees with the study of Ogege (2019) who found a positive and significant relationship between interest rate and consumer per capita income and partly affirms his finding of a positive but insignificant relationship between interest rate and human development index. Accordingly, the finding in this study also corroborates the work of Jelilove (2016) with respect to insignificant effect of lending interest rate. In addition, in the study of Igbodika and Chukwunulu (2016), the interest rates could only jointly predict 10.4% of the standard of living as against present study in which standard of living was found to be predicted jointly by 12%.

Also, the present study found positive and insignificant relationship between standard of living and saving deposit rate in conformity with the Neo-classical investment theory, but contradicts the finding of Igbodika and Chukwunulu (2016) that a negative relationship between these variables. Hence, the finding of this study with respect to saving deposit interest rate implies that higher saving deposit rate presupposes higher return on investment of the depositors. This brings about increase in their disposable incomes and their ability to acquire basic amenities that bring quality of life and well-being to stimulate increase in standard of living. Thus if saving deposit rate is optimally encouraging, it can speed up the recovery process of the Nigerians from the negative impact of covid-19. This supports the recommendation of Simon-oke and Jolaosho (2013) that there was need for Nigerian government to narrow the gap between the lending rate and the savings rate as this can trigger increase in the Nation's per capita income. Furthermore, the effect of saving rate as revealed in this study also confirms the finding of Okwori and Ikpambese (2019) who found a significant positive effect of saving deposit rate with GDP.

In addition, monetary policy rate as the anchor rate of all other rates was also expected to be negatively related to standard of living as found out in this study. This has further confirmed the Neo-classical interest rate theory that there is an inverse relationship between interest rate and consumption spending. Hence, higher monetary policy rate would pummel lending interest rate and discourages borrowing by the financial consumers to the detriment of their ability to spend, consume and acquire basic needs that bring quality of life. This study thus agrees with the study of Igbodika and Chukwunulu (2016) that a negative and insignificant relationship exists between monetary policy rate and standard of living in Nigeria. Finally, commission on turnover also affirms the expectation of negative relationship with standard of living of the financial consumers. It implies that charges on each withdrawal made by the financial consumers from their current accounts are weakly affecting their ability to acquire basic amenities that improve their quality of life, which if not addressed, might worsen the wellbeing of the financial consumers and stall quick recovery from the adverse impacts of Covid-19.

Diagnostic Tests

Table 6: LM Autocorrelation Test

VEC Residual Serial Correlation LM Tests		
Null Hypothesis: no serial correlation at lag order h		
Date: 06/16/21 Time: 16:05		
Sample: 1992 2019		
Included observations: 26		
Lags	LM-Stat	Prob
1	28.53056	0.2840
2	28.66924	0.2780

Source: *Author's Computation (2022)*

In testing for autocorrelation, the Null hypothesis is that the residuals are serially uncorrelated, while the Alternate hypothesis is that the residuals are serially correlated. Thus, from Table 6, the F-statistic p-value of 0.2840 and 0.2780 indicates that we fail to reject the null hypothesis at both 1% and 5% significance levels. We therefore conclude that the residuals are serially uncorrelated and the estimates of the model are not spurious.

VEC Residual Heteroskedasticity Tests: No Cross Terms (only levels and squares)

The result of Heteroskedasticity test is presented on Table 7.

Table 7: VEC Residual Heteroskedasticity Test Results

VEC Residual Heteroskedasticity Tests: No Cross Terms (only levels and squares)
Date: 06/16/21 Time: 16:08
Sample: 1992 2019
Included observations: 26

Joint test:		
Chi-sq	df	Prob.
148.5448	165	0.8162
Individual components:		

Source: *Author's Computation (2022)*

The Null hypothesis in this test is that the residuals are homoskedastic, while the Alternate hypothesis is that the residuals are heteroskedastic. Hence, the p-value of 0.8162 implies that we fail to reject the null hypothesis at both 1% and 5% significance levels. We therefore conclude that the residuals are homoskedastic. The foregoing conclusion further lends supports the validity of the estimated coefficients of the ECM.

5. CONCLUSION

This study has investigated the potency of the reduction in financial charges as a tool for mitigating the impact of covid-19 Pandemic in Nigeria. The study employed Vector Error Correction Model to estimate the relationship between the standard of living and the various financial charges payable by the financial consumers in Nigeria. Many countries as well as the financial regulators globally have been contriving to reduce the pangs of covid-19 pandemic on people and the economies. Nigeria cannot be an exception, not even when reliable statistics from the World Bank have put Nigeria as the world's poverty capital in the comity of nations.

Findings in this study had revealed the negative relationship between financial charges and the standard of living of Nigeria, and suggested that the standard of living in Nigeria could be up scaled by 12% should the finance charges be reduced jointly by 1%. By the result of this study therefore, the potency of the financial charges to reverse the downward trends in the Nigerian standard of living and help cushion the impact of covid-19 cannot be overemphasized in the short and the long runs.

Although it is worthy of note that Nigeria so far has cut the Monetary Policy Rate (MPR) twice, first in May and second in September 2020 from 12.50% to 11.50% (CBN, 2020), this is still adjudged high; moreover, because MPR only functions as signaling device, this reduction has not reflected in the market interest rate as the average lending rate is still hovering around 26%. This is contrary to what is obtainable in other climes like, United States, Brazil, Japan, United Kingdom, etc. where interest rates are single digits. Having found finance charges to be negatively associated with the well-beings of Nigerians, it is concluded that their reduction therefore can facilitate increased standard of living if reduced and by extension, reverse the scars of covid-19 pandemic in Nigeria. Consequently, unless urgent policy measures are put in place to cut down all interloping finance charges as a relief to allow business and households to thrive in this critical time, Nigeria and Nigerians may find it difficult to get out of the wood of the impact of Covid-19 within the shortest possible time relative to other countries that have adopted cut in finance charges.

6. RECOMMENDATIONS

In the light of the findings of this study, the following are recommended:

i. Having found the base lending rate (monetary policy rate) to be negatively related to standard of living of Nigerians, monetary authority should therefore review the MPR and peg it at a level that will push market lending to a single digit to encourage borrowing and flow of credit to financial consumers. This is because the financial institutions, especially banks, are usually bailed out by the CBN if they fail or suffer liquidity squeeze, and therefore have nothing to lose should they get into trouble, while individual households and businesses that bear the brunt of high finance charges are not easily rescued by the monetary authority.

ii. Savings interest rate was found to be facilitating Nigerian standard of living in this study; hence, it should be sustained or possibly adjust to a more sustainable level, to the extent that it does not unduly push the lending interest rate off the equilibrium of single digit.

iii. Monetary authority should direct the lending institutions to temporarily desist from charging excessive commission on turnover as well as other charges related to default in repayment of loans as this is detrimental to the welfare and quality of life of the financial consumers.

iv. Close monitoring and supervision of the lending financial institutions is critical in this period of Covid-19 in order to track their compliance with monetary authority's new policy measures regarding finance charges and avoid foul play which might impede flow of credit, spur inflation and further impair standard of living in of the financial consumers.

v. Authors recognize the limitation of this study in term of data coverage, and thus recommend that future researchers should consider other finance charges equally suffered by Nigerian financial consumers, such as account maintenance fee, USSD fee, commitment fee, and administrative charges among others in their studies.

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Elinor Ostrom's Contribution to the Development of Common Pool Resources (CPR) in India: A Historical Perspective

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Abstract

In June 2012, Elinor Ostrom whose work on the commons won the 2009 Nobel prize in economics passed away. Her demise created a vacuum for both scholars and policy analysts who focus on the issue of sustainable development. This paper examines the contribution of Elinor Ostrom to the development of the concept of CPR in India. It argues that while discussing the importance of common resources, Elinor Ostrom pointed out that it was difficult to prevent people from using common resources, thereby making such resources vulnerable to abuse. Therefore, Ostrom suggested that to make these common resources eco-friendly, their usage must be regulated and coordinated either by the government or private organizations. However, Ostrom demonstrated through her works in Nepal, Sri Lanka, and India that people can effectively manage shared resources. Indeed, the concept of common property resources became a subject of academic and scholarly debate after the publication of Ostrom's seminal work, "Governing the Commons." Therefore, it becomes necessary to undertake an in-depth study of her work on Common Pool Resources (CPR) to understand what makes collective action applicable in diverse settings such as forests, irrigation, fisheries, and even pastures. Against this background, this study becomes necessary. It discusses the existing debates on the institutional governance of these common resources and analyses the major argument of Ostrom's work. The study examines the conventional debates on institutional arrangements in governing common resources. Finally, it analyses the central argument of Ostrom's work and explores the relevance of the research to the social environment in India.

Keywords: Common Pool Resources, Institutional governance, policymakers, Resource administration, sustainable development

Introduction

Over the years, the exhaustion of Common Pool Resources (CPR) has remained a major concern among scholars, policymakers, and development theorists. This is particularly true in countries such as India, where ~~a~~ majority of the rural poor are solely dependent on common resources such as pastures, forests, and groundwater among others, as the main source of their livelihood~~s~~. Indeed, CPR has become prevalent in development studies to address poverty and promote community-based and environmental-friendly sustainable developments.[1] History has shown that one of the most critical problems about common resources is the issue of governance and the question of identifying appropriate institutions to manage the resources. Against this background, there

[1] N. S. Jodha, "Common Property Resources and Rural Poor in Dry Regions of India" in *Economic and Political Weekly*, Vol, 21, no 27, (1986), p. 34.

emerged a strong debate among scholars as to the best way of handling these resources. Following these debates, two schools of thought emerged. The first school proposed 'the state' as the best alternative when market forces fail. The second school perceives privatization as the only solution to the problem.

Until the early 1980s, scholars had assumed that the users of such common resources could not arrange to effectively manage the resources hence they recommended the imposition of government or private ownership. Conversely, some scholars argue that boundaries between different forms of resource tenures, such as public, private and communal are neatly defined.[2] However, available evidence suggests that there exists a huge body of literature that contests such well-ordered demarcations between resource tenure. Such literature argues that they are blurry and overlap with each other. Indeed, the idea of a well-ordered and neat demarcation continues to support most of the academic debates and policy decisions on the issue of governance of natural resources. Essentially, the environmental debates in India reflect such institutional dilemmas and there is a high propensity to have confidence in the state as the sole custodian of natural wealth. Nevertheless, there has been a paradigm shift from this kind of thinking owing to two fundamental and interrelated factors. The first is the inability of centralized policies to bring about targeted development outcomes, while the second is the emergence of numerous people's movements that questioned the role of the state. It must be established that these two factors have influenced successive governments in India since the 1970s to recognize people as "agents of change" and eventually brought the ordinary people into several programs to foster participatory development.[3]

Therefore, it is within this framework of analysis that Elinor Ostrom's work on the governance of Common Pool Resources becomes relevant in the Indian context, where there exist several community-based institutions that manage diverse common resources ranging from water to forests. Among these are the Van Panchayats (forest councils) in Uttarakhand and the Pani Panchayats (water councils) in Maharashtra. Thus, Ostrom's theoretical formulation goes beyond the dominant debate between the state and the market. It recommends institutional diversity, such as looking to individuals to address societal problems. To be sure, her work demonstrates that creative solutions to problems such as the depletion of common-pool resources are not an exclusive preserve of national governments.[4]

Biography of Elinor Ostrom

Elinor Ostrom was born on 7th August 1933, in Los Angeles, California, USA. She grew up during a period that has been described by historians as the era of the "Great Depression". She learned to grow vegetables and other fruits during the summers. In the Second World War, she learned to knit

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2 H. Demsetz, "Towards a Theory of Property Rights" in *American Economic Review*, (1967), Vol, 57, See also, H.S. Gordon, The Economic Theory of a Common Property Resource: *The Fishery Journal of Political Economy*, Vol, 62, (1954), 124-142.

3 Bipan Chandra, Mridala Mukherjee, and Aditya Mukherjee, *India Since Independence*, (New Delhi, Penguin Books, 2008), 489.

4 M. Acheson, Ostrom for Anthropologists" *International Journal of the Commons*, Vol, 5 no 2, (August 2011), 319-339

scarves for the boys overseas. Indeed, her childhood was spent learning and doing the traditional activities of a girl-child during the 20th century. Her major recreational activity was swimming. That partly explains why she joined a swimming team and swam competitively until she started teaching swimming to earn funds that she could save to help put her through college.[5]

The available evidence suggests that she attended Beverly Hills High School, where she belonged to the Debating Society in her junior year of high school and participated actively in speech competitions throughout the state of California. She established that the challenge of being a poor kid in a rich kid's school gave her a different perspective on the future and the lifestyle she chose. Despite no support from her mother, she was determined to support herself by working in the library, at a dime store, and at the bookstore to complete her undergraduate degree without going into debt.[6]

Upon graduation, she worked briefly as an Export Clerk in a large clerical pool, where she got a position as Assistant Personnel Manager in a business firm that had never hired a woman for anything but a secretarial position. That experience of obtaining a very good job in her early twenties helped her later when she decided to go into graduate studies and was offered a Research Assistant and admission to a Ph.D. program. The experience taught her never to take initial rejections as permanent obstacles to moving ahead. During her graduate program, she participated in a research team that studied the water industry in Southern California based on some of the initial framings by Vincent Ostrom (whom she later married), Charles Tiebout, and Robert Warren.[7] Whereas some of the students who worked on the project attempted to analyze the political economy of a group of groundwater basins in Southern California, Elinor was assigned to study the West Basin that underlay multiple cities along the coast of the Pacific Ocean.

Significantly and without knowing she was studying a common-pool resource problem, she became familiar with the types of problems that users of a common-pool resource encounter in trying to manage such resources.[8] By early 1965, she defended her dissertation. Later that year, her husband was offered an attractive position as a full professor at Indiana University, Bloomington. Therefore, she only moved along with him to Indiana without thinking of an appointment as it was rare for any department to hire women in those days. However, as providence would have it, the Department of Political Science later needed someone who could teach Introduction to American Government on Tuesdays, Thursdays, and Saturday mornings. Against that background, Elinor was appointed as a Visiting Assistant Professor to handle that responsibility. After a year of teaching freshmen, she was asked if she could be Graduate Advisor. From that moment, she was moved into a regular appointment. The appointment marked a turning point in her life and career as she was turned into a researcher.

Consequently, she spent the first fifteen years of her research career at Indiana University studying police industries across the United States. During that period, she pointed out that many scholars

5ElinorOstrom'sBiography,see:https://www.nobelprize.org/prizes/economicsciences/2009/ostrom/biographical, Date Accessed: 25th October 2021.

[6] Ibid.

[7] Ibid.

[8] Ibid.

had confused the multiplicity of units serving the same metropolitan area with a chaotic distribution of services.[9] However, after fifteen years of comprehensive research on police industry structure and performance, she returned to studying the commons. Fortunately, in the mid-1980, the National Research Council (NRC) created a special committee to review the research written on common-pool resources. Thus, scholars began to recognize that much research on such topics had been conducted but was divided by discipline, sector, and region.

Owing to such divisions and existing boundaries, it was discovered that scholars who studied inshore fisheries in Africa did not know about other studies of resources in the same Africa. For instance, if such scholars were sociologists, they did not know any of the work done by economists, political scientists, and historians among others. Significantly, participating in the NRC committee, and seeing the huge amount of research that had been conducted taught Elinor Ostrom major lessons. She discovered that scholars were not only divided by discipline, but also by methodologies.[10]

Collective Actions and Prisoner's Dilemma: Approaches to Institutional Administration of Common Pool Resources (CPR)

In her work, *Governing the Commons,* Ostrom's main contention was to understand how institutions are created to conserve natural resources. Against that background, she established that various explanations have been given by experts, theorists, and scholars suggesting different approaches to the problem of conserving, preserving, and managing CPRs.[11] It was established that three major models were mostly used for recommending either state or market solutions to address the issue of depletion and better administration of CPRs. These are the tragedy of the commons, prisoner's dilemma (PD), and the logic of collective actions.[12] The common assumption in all these models is that without external forces people are unlikely to cooperate and therefore the only regulation will be private organizations or state regulation.[13]

Evidently, the expression, "The tragedy of the Commons" began with Garrett Hardin whose article appeared in *Science* in the fall of 1965. He used it to denote the degradation of an environment that is held in common.[14] His description of the situation was quite remarkable. He envisaged a situation where several herders grazed their cattle in common grazing land. Each herder is free to bring more animals to his herd even if the carrying capacity of the grazing area was exceeded thereby causing a disequilibrium. It must be established that the tragedy of the common model was postulated at a time when environmental problems were at their peak, assuming an uncontrollable proportion.

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[9] Ibid.

[10] Poteete Amy, Marco Janssen, and Elinor Ostrom, *Working Together: Collective Action, the Commons, and Multiple Methods in Practice.* (New Jersey: Princeton University Press, 2010), 125.

[11] Elinor Ostrom, Neither Market nor State, Governance of Common Pool Resources in the Twenty-First Century, Lecture Presented in 1994, at the IFPRI, Washington D.C.

[12] Ibid.

[13] R. Wade, *Governing the Market: Economic Theory and the Role of Government in East Asian Industrialization*, (New Jersey: Prentice Hall University Press, 2003), 57.

[14] Hardin Garrett, "The Tragedy of Commons" in *Science*, Vol, 162, no 13, (December 1965), 1243-1248.

Against that background, there was an urgent need for a theory to explain the environmental problems that were plaguing the world and the need for a framework to help address the issues. That explains why the model was not only applied to pastures but also public utilities such as air, water, and national parks. Therefore, it provided the framework on which scholars, especially environmentalists understood resource issues.[15]

However, in the early 1990s, Elinor Ostrom postulated the theories of Collective Action and Prisoner's Dilemma (PD). She established that collective action problems can be modelled as the prisoner's dilemma game. The PD-Game Model is a simple game model in which collective decisions produce outcomes that are harmful to the group as a whole without intervention by some higher authority. Ostrom conceptualized it as a non-cooperative game in which all the players have absolute information. Evidently, in non-cooperative games, communication among the players is irrelevant as long as it is not modelled as a part of the game. If communication is allowed, verbal agreements among players are presumed to be non-binding unless it is so mentioned in the game structure. Indeed, the PD-Game Model is relatively known and needs only to be summarized in this study.[16]

In its application, Ostrom used the standard example of two prisoners who have been caught by the police and are immediately separated and kept in different cells so that they cannot communicate with each other. Thereafter, the two suspects are interrogated separately about a crime they jointly committed. It is a truism that if they cooperate and neither confess to the crime, they will earn a suspended sentence. However, if one reneges and gives evidence to the police, he will be paid and released while the other receives a heavy prison term. Similarly, if both defects each gets a prison sentence. Thus, it can be established that from the point of view of either of them, staying silent while the other confesses would give the worst outcome.[17]

Against this background of the use of common-pool resources, the option is either to cooperate with others in a rule of restrained access or not to cooperate at all. Each individual has a choice to make: Either everyone abides by the rules while individuals enjoy unrestrained access and everyone follows the rule or no one follows the rule and everyone suffers the consequences.

In this circumstance, it must be argued that the only solution is either coercion from outside the group to force people to reach and maintain social equilibrium or a change in the rule from outside the group to a private property regime.[18] The PD-Game Model was of great interest to scholars especially social scientists because it justified their conclusions that rational people cannot achieve rational collective outcomes. It is also applicable to all situations where some can decline

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[15] Fikret Berkes and David Feen," Paradigm Lost: Changing Views on the use of Common Property Resources" in Alternatives, Vol, 12 no 2, (1990), 45.

[16] John Von Neumann and Oskar Morgenstern, *Theory of Games and Economic Behaviour* (Princeton: Princeton University Press, 1944). See also, Xinsheng Liu, *Modelling Bilateral International Relations: The Case of US-China Interactions* (New York: Palgrave Macmillan, 2006), 16.

[17] R. Wamger, "The Theory of Games and the Problem of International Competition" in American Political Science Review, Vol, 77, (1983).

[18] Mancur Olson, *The Logic of Collective Action*, (Massachusetts: Harvard University Press, 1971).

cooperation while others willingly cooperate.[19] This issue was equally explained by Richmond Campbell who pointed out that these paradoxes cast doubts over the understanding of rationality and in the case of the PD-Game Model, he suggested that rational creatures couldn't cooperate.[20] To be sure, the scope of these consequences further explains why the paradoxes have drawn so much attention thereby demanding a central place in academic research and discussions. Two major observations are prevalent in modelled situations such as the PD-Game Model. First, there is a lack of communication between and among the players in the game. They make their choices in ignorance of each other's choices. Second, each player chooses once before the payoffs are received and so cannot change their minds upon finding out what the opponent has done. This implies that the players cannot negotiate among themselves to change the rules of the game for a more favourable collective outcome.[21]

Nevertheless, if the situation is a constant phenomenon the reasoning changes. If the players in a PD-Game know that the game will be played repeatedly in the future, they will cooperate today in the hope that the others will make a similar choice in the future.[22] Over the years, scholarly works on game theory have drawn profoundly to the theory of repeated games in arguing that cooperative behaviour grows out of interest. Such writings have built on existing models. Such scholars presume that CPR appropriators are trapped in a Hobbesian state of nature and cannot extricate themselves from the situation, hence the call for an external agency such as the government to take over the common resources.[23] However, it must be established that even though PDs provide important insights into the collapse of social institutions they lack the explanatory power to give precise information as to how or why institutions begin or are sustained. Rather, they imply that within any group no internal incentives exist to initiate or maintain institutional arrangements.[24]

Elinor Ostrom's Governing the Commons: A Paradigm Shift

In her work on the irrigation system in Nepal, Ostrom argues that the theoretical presumption that an external central government is necessary to supply and organize forms of communal ownerships such as providing irrigation works has been reinforced by the colonial experience.[25] The available evidence demonstrates that during the colonial period, governmental organizations were created in most parts of Africa and Asia to develop unirrigated areas. Sadly, these centralized state powers

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[19] Elinor Ostrom and Roy Gardener, Coping with Asymmetries in the Commons: Self Governing Irrigation System can Work in journal of economic perspectives Vol, 7 no 4, (1993), 93-112.

[20] R. Campbell and L.Sowden, Paradoxes of Rationality, (Vancuover: University of British Columbia Press, 1985),

[21] Arun Agrawal, Resource and Institutional Sustainability in *Drama of the Commons*, ed Elinor Ostrom, *et al*., (Washington D.C: National Academy Press, 2002), 106.

[22] E. Axelrod, "The Evolution of Cooperation Among Egoists" in *American Political Science Review*, Vol, 75 (1981).

[23] Nagendra Harini and Elinor Ostrom, Governing the Commons in the New Millennium: A Diversity of Institutions for Natural resource Management, See, www.eoearth.org Date Accessed: 17th October, 2021.

[24] Arun Agrawal, "Common Property, Forest Management and the Indian Himalayas" in Contributions *to Indian Sociology*, Vol, 35, no 2, (June 2001), 181-212.

[25] Ganesh P. Shivakoti and Elinor Ostrom, Improving Irrigation Governance and Management in Nepal, (London: ICS publishers. 2001), 126.

over the supply of irrigation waters have continued in the post-independence era, especially in rural areas. In other instances, some of these institutions were even created after independence. Indeed, irrigation developments in most parts of Africa and Asia have been highly distorted by the process of state attention to investments and domination with the associated decrease in local rights and initiatives.[26]

Significantly, Ostrom and her colleagues in the "Workshop on Workshop", organized by Elinor and Vincent Ostrom, established that community-based institutions need to be recognized in addressing issues concerning the depletion and abuse of natural resources. Indeed, research and publications from the workshops have proven beyond doubt that human communities have crafted several natural institutional measures for regulating access to common resources thereby successfully creating an equilibrium between use and available resource. To be sure, Ostrom's work mainly emphasized the importance of collective action for sustainable use of natural resources, for which the Nobel Prize in Economics for 2009 was awarded to her.[27] She was able to demonstrate in her works, that community-based solutions to common property resource problems have been successful over a long period. She pointed out that such semi-voluntary institutions through which communities of users, whether they are herders, fishers, or irrigators are capable of managing common resources collectively, thereby controlling offenders in such a manner as to preserve such resources and make them eco-friendly.

Understandably, Ostrom established that these associations are capable of self-sustaining, especially when the participants have incentives, such as the freedom to monitor and sanction offenders. Her research indicates that there are several property systems through which access to natural resources can be negotiated. She contends that, apart from the state and private property, it is possible to envisage forms of community property through which some assets are held in common. Also, there exist reasonable and distinct procedures for gaining rights of access to the use of such common resources. In her words, there exist several socially likely procedures in which a common property resource such as a park, forest, or water is used by several independent users within the framework of a stable society.[28]

Essentially, Ostrom's research into the Governance of Common Resources exemplifies a great variety of common-property resource regimes that are efficient, reliable, and stable. There is something in such studies that provide new methods of thinking of economic strategies in the 21st century. That was why she established that:

> We will all be poorer if local, self-organized institutions are not a substantial portion of the institutional portfolio of the twenty-first century. Many indigenous institutions developed to govern and manage local common-pool resources have proven themselves capable of enabling individuals to make intensive use of these resources over the long run— centuries or even millennia—without destroying

[26] Elinor Ostrom and Roy Gardener, Coping with Asymmetries, 97.

[27] Elinor Ostrom was the recipient of the 2009 Alfred Nobel prize in Economic Sciences.

[28] Elinor Ostrom, Understanding Institutional Diversity, (New Jersey, prentice University Press, 2005), 76.

> the delicate resource base on which individuals and their future offspring depend for their livelihood.[29]

Remarkably, Ostrom's major contention in Governing the Commons was to identify the situations that result in implicit and explicit rules to manage CPRs at the rural level. In that regard, she analyzed several cases where healthy and extended resource-management systems existed. Similar to the common-pasture management in Japan and Switzerland, irrigation systems in the Philippines and Spain, there existed other systems that experienced disappointments. These include countries such as Sri Lanka, Turkey, and Nova Scotia in Canada. However, she did not establish explicit rules that worked in a sizeable number of cases. In this circumstance, she argues that public control is required vis-a-vis common property resources if economic efficiency is expected from their development. She established that where large economies and technical knowledge are involved, external forces should be large central governments, which she described as necessary agents of change, especially in rural areas where powerful individuals control major resources by discouraging collective actions.[30] The consequence of such an exercise resulted in drawing up a set of design principles for stable local common resource management.

Furthermore, she refuted Hardin's article titled, "The Tragedy of the Commons," which was published in *Science*~~,~~ in 1965. However, she subscribed to the views in Mancur Olson's book, The *Logic of Collective Action* which was published late that year. To be sure, her publications have emphasized a variety of conditions under which collective action in resource control and administration can be done more effectively. This does not suggest that certain critical areas were not ignored by Ostrom and others. In fact, not giving enough attention to the nuances of community dynamics', CPR works have tended to underestimate questions of social difference and the diverse and conflicting interests of resource users. Similarly, the focus on collective action has tended to shift attention away from the management of institutions that can enhance cooperation, even though they can also be plagued with conflicts, fractionalization, and power politics.[31]

Understandably, it is within this context that Elinor Ostrom's work, "Beyond Markets and State[32] is being interrogated. In that work, Ostrom engaged fully with some of the contending issues, moving away from the early rigid approach to design principles and questions about the learning and resilience needed for successful collective action in today's rapidly changing world.[33] Indeed, Ostrom established that human-induced changes in natural resources occur at multiple and varying degrees. However, established governance mechanisms for addressing them are planned quite often at a single level whether international, national, regional, or even at the local level. This partly explains why they fail to provide lasting solutions. Quite often, attempts to decentralize

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[29] Elinor Ostrom, Neither Market nor State, Governance of Common Pool Resources, 6.

[30] Elinor Ostrom, *The Drama of the Commons*, (Washington D. C. National Academic Press, 2002), 34.

[31] Nagendra and Ostrom, Polycentric Governance of Multifunctional Forested Landscapes, *International Journal of the Commons*, Vol, 6 no, 2, (2012), 34.

[32] Elinor Ostrom, "Beyond Markets and States: Polycentric Governance of Complex Economic Systems" in *American Economic Review*, Vol, 100 no,3, (June 2010), 641-672.

[33] Lyla Mehta, Elinor Ostrom's Nobel Prize for Economic Sciences, www.ids.ac.uk/gonews, Date Accessed: 7th July 2021.

institutional arrangements do not recognize the need for complex arrangements. They are based on a single government at all levels taking charge of an issue area, thereby ignoring the existence of other vibrant self-governed institutions.[34]

Furthermore, polycentric institutions provide a constructive blueprint for governance enabling aspects of preferred solutions to be adopted to protect the enduring sustainability of various ecological systems. By considering the collaboration between actors at different levels of governance, polycentric institutions contribute their quota to our understanding of the many governance outcomes in the administration of CPRs based on the interests of citizens and the complexity of resources and governance systems at all levels.[35]

Adaptation of Ostrom's thesis and its implication for India

To begin with, Ostrom's research is most important for India, a country that is struggling to manage its common resources such as village common land, forests, groundwater, and allied geographical features among others. Although common land in India is often described as wasteland, rural households depend on them for fodder, water, fuel, and other valuables for their livelihoods. The fact that these are not directly marketable, leads to their being often ignored in most projections of output despite their high contributions to livestock production and overall household welfare.

Besides, India remains an important location for Ostrom's work for two reasons. First, there exists in India, multiple informal institutional arrangements at the local level that monitor the use and access to common resources. These are community-based and are governed by customary laws. These institutions are successful in conserving and preserving these resources, whether they are man-made or natural. For example, in the arid region of Rajasthan, water tanks (*bawris*) that were constructed centuries ago are still maintained by local communities. Also, there are institutions such as the sacred groves in many forested areas of Himachal Pradesh, Uttarakhand, or the Van Gujjars, the pastoral communities in Rajasthan and Gujarat have evolved their own rules and norms for the use of the common resources.

Furthermore, the role of the Indian state that controls the use and access of most of the common resources, such as forests, land, and underground water has steadily witnessed a decline. Although there are hundreds of community-based institutions that could manage common resources, they have declined due to a lack of acceptability from the government. Although the government has since the 1970s, introduced the famous slogan of people's participation, the available evidence suggests that the state is yet to recognize the ability of people to manage natural resources. This is particularly worrisome if the resources are economically viable. These include village common land, pastures, and other common resources. Ostrom established that the best solution to manage India's underground water, forests, and land is to recognize institutional diversity, which she described as polycentric governance. It is, therefore, necessary for the state to recognize the diversities of situations. To that end, she advocates equal measures of community, private, and government involvement are fundamental to managing the common resources in India.[36]

[34] Dilip Athavale, "Nobel Winner Ostrom's work Relevant for India" in *Times of India*, October 15 2009.

[35] Nagendra and Ostrom, Polycentric Governance of Multifunctional Forested Landscapes, 1.

[36] Elinor Ostrom, "Beyond Markets and States: Polycentric Governance, 650.

Significantly, writings on common property have been instrumental in developing a theoretical framework for the use and access of common-pool resources in most parts of the world. In India, such efforts towards decentralized governance of forests and other common resources were initiated in the early 1980s through the Joint Forest Management program in the Midnapore district of West Bengal. This was subsequently replicated in different states across the country. Ever since then, there has been a body of literature on the subject through such initiatives that were not successful as expected. However, Ostrom's work provides development scientists and policymakers a blueprint as to the best ways of integrating different dimensions of livelihood as it concerns the common people in their policy goals. She established that most government policies fail to have desired outcomes because of their simplistic nature.[37]

Essentially, the trend of writings on common property resources initiated by Elinor Ostrom was followed by a large body of literature by scholars working on commons in India. Ostrom and her colleagues were instrumental in initiating the International Forestry Resources and Institutions Programs (IFRI) in the early 1990s. Restricting itself to a few locations such as India and Nepal, the studies from IFRI examine how a governance procedure affects forests and the common people whose livelihoods depend on such resources. Indeed, various scholars associated with IFRI have attempted to study the role of both formal and informal institutions in enhancing resource sustainability and the livelihoods of people. Therefore, it could be argued that the body of research initiated by Ostrom has become important in demonstrating the benefits of self-rule and local monitoring for the sustainable administration of community forests. This is very germane in the Indian setting~~s~~ where there exist both formal and informal arrangements for managing underground water, forests, and fisheries.

Conclusion

Significantly, Elinor Ostrom's work on Common Pool Resources has sufficiently demonstrated how common resources such as fisheries, grazing lands, forests, and irrigation systems can be effectively managed by people who use them instead of private companies or governments. She postulated the theory of collective action and prisoner's dilemma. Her work demonstrates that collective action problems can be modelled as the prisoner's dilemma game in which collective decisions produce outcomes that are harmful to the group as a whole without intervention by some higher authority. She conceptualized this as a non-cooperative game in which all the players have absolute information. It was a case of either everyone abiding by the rules while individuals enjoy unrestrained access and everyone follows the rule, or no one follows the rule and everyone suffers the consequences. In her words, what we have ignored is what citizens can do and the importance of real involvement of the people as opposed to just having somebody in the country's capital making rules. This implies that in a world where attention has been focused solely to the state and private sector as the driving force, Ostrom shifted attention to the concept of institutional diversity.

[37] Nagendra and Ostrom, Polycentric Governance of Multifunctional Forested Landscapes, 5.

Management Styles and Employees Performance in Dangote Nigeria Plc, Lagos State, Nigeria

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Abstract

Leadership is pivotal to the success of any organization being the engine that drives employee motivational process and employee performance. Based on this notion, this study examined leadership styles and employees performance in Dangote Nigeria plc, Lagos State, Nigeria with the objective of determining the relationship between transformational leadership style and employee performance in Dangote Nigeria plc; investigating the effect of autocratic leadership style on employees' performance in Dangote Nigeria plc; and Investigating the relationship between transactional leadership style and employees' performance in Dangote Nigeria plc. The study was underpinned by the trait and contingency theories respectively. Data were obtained from 220 respondents' through the primary mode and respondents were selected using the purposive, stratified and simple random sampling techniques from a population of 617. Findings revealed that all the three leadership styles examined in the study significantly affect and share connections with employees' performance but at varying degrees. The study concluded that leadership is the engine which drives the developmental process of any organisation; hence, absolute scrutiny of personnel's traits will go a long way in assisting the organisations make informed decisions on the style of leadership to be adopted, to achieve desired results towards enhancing organisational development and stability; thus, a well-articulated leadership style that will transcend into employee behavioural change should be adopted to allow for optimal performance.

Keywords: Autocratic Leadership Style, Employees Performance, Transactional Leadership Style and Transformational Leadership Style

I. Introduction

Organisational performance is a function of many components and it is hugely or largely dependent on many organisational factors. The most prominent factor is the style of leadership or management being practiced. Since leadership has been adjudged as the process for socially influencing employees towards accomplishing certain identified objectives, it serves as a key determinant of success or otherwise in any organisation (Nuhu, 2019). Effective leadership is very important and crucial for organisational survival and leadership style play significant roles in advancing the course of an organisation. Pragmatically, organisations are bedeviled with many challenges and majority of these challenges are traced to managers in terms of competencies, traits and role incongruence (Bass, 2022). Taking a clue from the above, it can be inferred that inappropriate styles of leadership can hinder organisational advancement through the way and manner by which leaders deal with subordinates in project handling, task delivery and attainment of certain selected objectives and goals.

Therefore, effective performance and optimal work outcomes are largely dependent on the pattern of management or leadership style in practice to steer or pilot the boat; this is because employees respond adequately well only to congruous pattern or style of leadership (Obiwuru, Okwu, Akpa, & Nwankere, 2019). Leadership is a quality that can be easily identified if found in and within an individual. As simple as the connotation of leadership sound; it still remains a very difficult riddle to describe; thus, many meanings have been attributed to it by scholars from diverse views. To some scholars, leadership implies someone leading or influencing others to achieve a common goal (Xu, & Wang, 2018; Wang, Oh & Courtright, 2019). Management styles from the lens of leadership style are tools as well as a potent mechanism employed by management towards gaining a high level of competitiveness and competitive advantage. Leadership style assist organisations in achieving stated objectives and goals whether in the area of project management, operations management, customers service delivery and so on in an efficient and effective manner by connecting the performance of jobs to specific valued rewards and making sure that the necessary required resources accrued to employees are made available (Ngambi, Cant & Van-Heerden, 2019).

Several studies have conceptualised leadership style as it relates with organisational performance; for instance, Fieldler (1969) submitted that leadership style infer a relationship pattern where an individual spur other persons to perform optimally towards the realisation of a goal, objective or task. Going forward, he posited that leadership style relates to performance in the sense that it presents a methods for making many people work together in achieving a common task. Based on his finding, he also submitted that in examining leadership styles; the concept can be categorised under the following styles transactional leadership, charismatic leadership, transformational leadership, visionary leadership, and visionary leadership (Yukl, 2014; Bass, 2018; Ismail, Halim, Munna, Abdullah, Shminan, Mud, 2019; Sergiovanni, 2021). In the same vein, scholars such as Tannenbanum and Schmidt (2018) also identified and proposed four types of leadership style which have been most widely acknowledged and accepted. Another submission of leadership is found to revolve around theory 'X and Y' which is presumed to emphatically explain the McGregor's theory; these leadership styles are democratic, autocratic, dictatorial, and laissez faire leadership styles.

Many challenges have been identified as serving as impediments for organisation in actualising their set goals; these problems in many instances arise from the management purview; and it manifests majorly in the area of planning which is the primary function of management and it is crucial to all other administrative activities of the executive officials. Effective leadership assist in bring about a proactive and efficient management and also allows them to perform beyond expectation. Just as any other organisational survival tool; leadership represents a catalyst for change but some constraints serve as bottle neck for its full operationality which is the style and pattern of leadership; which has over the years hinder organisations from reaching desired goals.

The goal of any organisational is to make profit while minimising costs; but this can only be achieved with the right pattern and style of leadership (Fu-Jin, Shieh & Tang, 2017). It is based on this an account that this study is embarked upon. Many organisations have failed to compete favourably due to ineffective style of leadership and on such account, coordination of employees activities have not been well articulated and structured, or controlled which has brought about negative variation in employees attitude, low level of productivity and high cost of operations coupled with uncooperative employees attitude; all of which on the long run can make an organisation fold up (Bennis, 2016).

From the foregoing, it can be observed that studies bordering on leadership styles and employees performance have no specific or definite bearing as there has not been consensus. Thus, to take this study further and fill the gap in literature, this study investigated the management styles through leadership and its attendant effect on employees' performance in selected Dangote companies in Lagos State, Nigeria.

The following research questions have been formulated to direct this study.

i. What is the relationship between transformational leadership styles on employees' performance in Dangote Nigeria Plc?

ii. What is the effect of autocratic leadership styles on employees' performance in Dangote Nigeria plc?

iii. What is the relationship between transactional leadership styles and employees' performance in Dangote Nigeria Plc?

The general objective of this study was to investigate the impact of leadership styles on employees' performance in Dangote Nigeria plc. The specific objectives were to:

- assess the relationship between transformational leadership style on employees' performance in Dangote Nigeria plc;
- examine the effect of autocratic leadership style on employees' performance in Dangote Nigeria plc;
- Investigate the relationship between transactional leadership style and employees' performance in Dangote Nigeria plc.

The study addressed three principal hypotheses as follows:

$H0_1$: There is no significant relationship between transformational leadership styles on employees' performance in Dangote Nigeria plc.

H0₂: There is no significant effect of autocratic leadership style on employees' performance in Dangote Nigeria plc.

H0₃: Transactional leadership style does not have significant relationship with employees' performance in Dangote Nigeria plc.

Structure of the Study

This study is sub-divided into seven different headings to facilitate a better understanding. A depiction and explanation of what each heading involve is stated below:

i. Introduction

ii. Conceptual Review

iii. Methodology

iv. Results & Discussions

v. Conclusion and Recommendations

2. Conceptual Review

Leadership style

Leadership has been a very controversial concept and it has more than 350 definitions (Burke, 2016). Other than that, Kuchler (2018) highlighted that leadership persistent to be one of the most extensively discussed topic by researchers globally. The term leadership denotes different meaning to different people. Although, there is no universally accepted definition of leadership (Yukl, 2018), majority of definitions on leadership reflects some basic elements which include "group" "influence" and "goal attainment" (Bycio, Hackett & Allen, 2018). Today, new definitions are added to the list as well. Despite the fact that there have been very different definitions of leadership, concept of 'influence' has been used in almost all of them Çokluk & Yılmaz, (2019). One of the most important reasons for this difference in leadership definitions is the difference and leadership theories in positioning leadership.

Leadership style can be viewed and described as the blend and fusion of diverse features, behaviours and traits which are employed by leaders in interacting and relating with employees and other subordinates (Carrière & Bourque, 2019). Leadership itself is concerned with the dimension and pattern which are connected with managerial capacities and behaviours that are directed towards the integration and effective coordination of activities for the realisation of organisational set objectives. Ojokuku, Odetayo and Sajuyigbe, (2018) also averred that leadership style can be regarded as the relationship exhibited by an individual in the process of unifying a group of people to work together to accomplish common objectives.

Employee performance

Employee performance can be described as the ability of an employee,assigned to specific tasks, to carry out all those tasks in line with the expectations of the organization. The effectiveness of a leader, regardless of whether positive or negative, may be assessed through employee performance and organizational growth. Podsakoff, MacKenzie, Moorman and Fetter, (2017) states that the overall performance of an employee can be as a consequence of his or perhaps her behavior on the job that can easily be observed as well as assessed. Basically, the authors view employee performance as "the contribution of an individual towards the realization of organizational goals and objectives".

Objectively, the performance of employees is able to be quantified through profit margins, productivity, return on investment, quality of work completed, market share etc. from the subjective viewpoint, employee performance may be assessed through alteration in the demeanor of the employee, the level to which an employee can easily master and improve commitment (Klein, Cooke, & Wallis,2019). It can certainly be said that leadership and organizational effectivenessis as a result of employee performance. The chief aim of each and every organization is stimulating work overall performance of its employees to its highest point as a way for it to make it through in a naturally competitive marketthat is unrelenting.

Leadership styles and employee performance

Leadership styles just about translate to the conduct of a leader towards his employees which often motivates or even coerces them towards attaining a clear purpose. Luthans (2017) described it as the way in which a leader influences his/her followers. Podsakoff, MacKenzie, Moorman and Fetter (2017) postulated that leadership behavior has the capacity to have an effect on satisfaction and trust of staff members in the organization as well as organizational citizenship conduct even further increases the relationship among leadership style and organizational dedication directly. There are a variety of approaches to leadership depending on the situation and every leader has their own style and pattern, whether you've used a single approach or integrating different styles. In accordance with the Oladipo, Jamilah, Abdul-daud, Jeffery & Salami (2018) study on the success or failure of business organisations, nations and other social units are primarily acknowledged to be dependent on the form of their leadership style. The majority of research has established that leadership style features an essentialrelationship with employee performance, and depending on the variables employed by researchers, unique leadership styles could have a beneficial correlation or perhaps undesirable correlation with employee performance (Fu-Jin et al., 2010).

Sergiovanni, (2021) report vital relationships can be found betweenstyles of management and performance of the employees and ultimately, the organization. Highly effective leadership style is viewed as an excellent way toobtain management development along with a consistent competitive benefit. Leadership style makes it possible for organizations acquire their existing goals and objectives better by linking employee performance to valuable benefits and also making certain that employees have got the essentialresources to accomplish the work. Broadly speaking, performance in leadership is the exact same with performance within the organization. Business administrators attributes the achievements of theirs to leadership effectiveness, i.e., administrative supervisors' leadership style has a significant influence on organizational overall performance (Sun, 2002). Fu-Jin et al. (2017) is of the opinion that whenmanagers take advantage of their leadership style to exhibit care, concern andrespect employees, employees' desire in their work would improve andcreate an atmosphere for them to do the job much better, and in so doing positivelyinfluencing their job satisfaction and ultimately affect organisational objectives.

Autocratic leadership style and employee performance

It is recognized as one in which the leader retains as much power along with decision-making power as possibly can. Wiener, (2018) previously submitted that autocratic style of leadership evidently defines the division in between leaders and employees. This form of leadership does not accommodate suggestions from the employees and also they are required to follow orders without any form of explanation concerning exactly why the task needs to be completed. The motivation that is given is in a form of rewards and punishment. Despite the fact that this style of leadership is widely rejected, it is practical when there is limited time frame for decision making. In recent times, such style of leadership can easily still be seen in nations being ruled by a dictator or even in the military of various governments. Viljoen and Rothmann, (2019) is convinced that the majority of supporters of autocratic rulers as individuals who are just biding their time, waiting for the unavoidable collapse that this governance yields, eliminating the leader that follows.

In an investigation carried out by Kotter and Heskett, (2018) which had centered on the relationship between management styles to employees' job performance in selected Nigerian breweries. The outcome of this research revealed that there was clearly a significant relationship in between management styles and job performance. This study likewise indicated that the employees were discovered to be a greatdeal more responsive to the autocratic form of leadership in comparison with other styles management as a result of the nature of the work in the industry. Nicholson, (2017) even claimed that autocratic style of leadership is very effective in situations where modification needs to be fostered, there are times when in ending disputes like strikes, confidence implementation, plus a great deal more. If applied in its appropriate position, it brings about performance efficiency. Considering a survey conducted by Sofi and Devanadhen (2020) on perceived leadership type as well and employees overall performance in the hospitality industry, it was discovered that autocratic management style is regarded by supervisors as the most frequently used form for guaranteeing anticipated outcomes. Additionally, the authors highlighted that managers need to discover the appropriate approach to assist employees at improving on their individually performances.

Transformational leadership style and employee performance

Transformational leadership method concentrates on the development of followers which includes their needs. Jyoti and Bhau (2019) was of the view that leaders who are transformational in nature leadership style entirely pay attention to the growth and alsocontinuing development of value process of employees, their motivational levelas well as moralities along with their abilities. Samad (2019) expressed that theintention by which transformational leadership is centered ontransforming individuals and organisations by altering existing structure of the human minds, broaden their scope of thinking, enhance their vision, insight and amplify their knowledge towards initiating the appropriate values and principles; which on the long run will assist in establishing an unwavering change and self-perpetuity.

A wide variety of empirical research has revealed that employee performance is influenced by leadership styles which highly effective leaders outshine weakleaders and transformation leadership offers significantly greater performance(Hater & Bass, 2018). Previous studies in organisational conduct (Botha & Meyer,2018) have highlighted the transformational leadership asthe most suited to organization nowadays. As indicated by Jin (2018) research continues to be carried out throughout the service, retailalong with production sectors and also in the U.S., Canadian and German armed forces which point towards the little influence of leaders practicing transactional style of leadership have on the performance of their subordinateswhen compared to the effective accomplishments of transformational leaders.

From the investigation by Perryer and Jordan (2018), transformational leadership would draw positive and effective end results in anorganization on account of the fact that this form of leadership encourages employees to rise above expectations. The commitment and passion offollowers is created for the intention of achieving organizational goals and objectives, facilitating resourceful thinking along with follower’s inspiration to willingly agree to challenging goals and objectives while simultaneously stimulating subordinates intellectually. They went even further to advice transformational leadership as a good choice for organisations that mean to be competitive successfully.

Transactional leadership and employee performance

Parish, Cadwallader and Busch, (2018) specifies transactional leadership as a form of leadership which usually is dependent on trades involving the leader and employees of an organization where the employee is compensated for meeting defined goals or quota or performance conditions. Jenkins, (2017) described transactional leaders as motivators of their subordinates through the employment of contingent rewards and management by exception. Contingent rewards basically means that the leader assures the followers a specific amountof reward in exchange for accomplishment of a defined task or job. The connection between employee performance and leadership design, over thepast one or two decades, has been given extensive scholarly interest. A lot ofresearch studies on the relationship between transactional leadership, quite often complimented by transformational leadership, and employee performance have yielded equally significant and insignificant outcomes.

According to Bass (2015), ~~T~~transactional leadership describes expectations for the quality of employee performances and extends benefits to employees on a contingent basis which in turn drives followers to meet expected performancestandards and satisfy their part to be rewarded accordingly. Empirical proof has been realized that firmly supports the connection between employee performance and contingent reward (Podsakoff & Mckenzie, 2006). Xu and Wang, (2018) reported that different styles of leadership which includes the transactional style of leadership, transformational style of leadership and laissez-faire leadership style plays a major part in management. Transactional leadership has a tendency to shift towards transformation whenspecific requirements are attained. Due to the transactional leadership system,employees' perceptions of their very own effectiveness or development potential are constantly improved upon.

Theoretical Review

Theories are carefully clear-cut explanation for observing the natural world through a scientific process which blends together facts of many kinds with hypotheses. Theories employed in trait theory, great man theory and the Contingency theory. These theories were employed in analysing the effects and relationship between leadership styles and employees performance in Dangote Companies in Lagos State because these theories dominate the leadership literature and provides comprehensive understanding on the subject under investigation.

Trait Theory

The comprehensive scope of this theory is based on the notion that specific features are connected with different leaders and what their target represents. Physical and mental states as well as the personality traits are believed to be significant factors that have huge effect on leadership. The argument of this theory is that certain successful outcome of a leader is in connectivity with traits. The most prominent presumption of this theory is that leaders are born with special traits or features which makes them distinct from others. In the opinion of Harms and Crede (2019), those who are pre-destined to be leaders are born with special features and quality which qualifies them to lead rather than being dominated. This theory is hinged on the fact that in as much as there exists certain qualities in a leader, it will make them become effective in initiating and ensuring greater employee performance.

Contingency Theory

Contingency theory is the most prominent theory in the leadership parlance. Propounded by Fiedler, (1967) in his study titled leadership effectiveness which brings to the consideration how significant organisational variables are as against leadership. This theory suggests that there is no one best way to do things; that is, leadership style is dependent on factors hinged around the leadership situation such as leader-member relations, task structure and position or power. This theory is centered on the premise that the personal lifestyle of a leader is fixed; thus requires a bit of amendment in order to enable such a leader become truly effective Robbins (2006). This theory opines that leaders are engaged in situational engineering which allows for to leadership to fit into changing situations (Rollinson & Broadfield, 2017).

Empirical Review

Under the section, previous scholarly literatures on all the constructs; this will be done in order to identify grey areas where there are gaps.

An investigation by Nuhu (2019) premised on the analysis of the effects of diverse leadership styles on employees performance within Kampala District, findings revealed that authoritative style of leadership has a beneficial influence on employees' performance and further submitted that increased performance via coercion will be a much more humane approach for the employees.

Gimuguni, Nandutu and Magolo, (2017) in their study at the Ikeja district, Lagos, Nigeria on effects of leadership style on overall performance of local governments revealed that thedistrict leaders applied an autocratic kind of leadership to coerce their employees into completing their duties, meanwhile a transformational form of leadership is far more pronounced within the study area. The study additionally unveiled that transactional leadership style, noticed a certain amount of performance in terms of greater labour force, effectiveness, timeliness and high speed of task completion. The study as a result came to the conclusion that variety of style of leadership should be combined towards driving employees' performance.

Howell and Frost (2017) in their study discovered that transformational leadership designed towards employee effectiveness has a far more beneficial impact compared to transactional leadership design inside a South African pharmaceutical Industry. Result revealed in this study that a good linear association between transformational leadership and general employees' performance exists but with a very low connection between transactional style of leadership and employees performance.

Tsigu and Rao (2015) in their study which examined the banking sector in Ethiopian showed that transformational leadership is found more potent in enhancing employees' performance and its significance is far better compared to transactional leadership design. The authors then recommended that for the banks to satisfy their employees and foster higher performance, their style of leadership needs to tilt somewhat more towards transformational style of leading.

3. Methodology

This section gave critical analysis as to how data were obtained for the study; it housed concepts such as research design, population, sample size determination, method of data collection, sampling techniques, validity and reliability of instrument and method of data analysis. The chapter is significant to the study and was considered to be cardinal to the study because it presented a detailed analysis of the data used in the study as well as the process for which the data were analysed.

Research Design

The study adopted a descriptive survey research design. The design was adopted because it allows for the researcher to clearly explain the variables under study in an explicit manner.

Study Population

As obtained, the total population of Dangote staff globally is 24,040 while in Nigeria, it is estimated to be 15, 416 across the entire nation (Dangote Cement, 2017). In Lagos State, Dangote has (4) four subsidiaries where two (2) are used as corporate offices and the other two are factories used for manufacturing and production of cement and sugar respectively (Devex, 2019). These identified subsidiaries are domiciled in Lagos State in areas such as Abule-Ijesha, Apapa, Ikoyi and Ikeja. All these branches are controlled by the management representing Dangote and categorise staff under the following cadres: senior staff, management staff, junior staff and contract staff from the third-party contractors from agents like Ayoki and Sinoma and outsourcing agents (Dangote, 2018). The total population of Dangote staff in Lagos was 617. The breakdown of this figure is revealed in table 1 below:

Table 1: Population of Staff in each Branches of the Study

S/N	Dangote Offices	Population of Senior Staff	Population of management Staff	Population of Junior Staff	Population of Contract Staff	Total Population
1.	Ikoyi	54	67	82	12	215
2.	Ikeja	39	32	29	17	117
3.	Abule-Ijesa	12	26	35	79	152
4.	Apapa	21	25	177	56	133
	Total					**617**

Source: Fieldwork, (2022)

3.3 Sample Size

From the above, population of the study, a sample size was obtained using the Krejcie and Morgan, (1970) sample size determination table. From this table, a total of two hundred and thirty seven (237) respondents were obtained as sample size at 95% level of confidence and 0.5 rate of error.

3.4 Sample size Determination

In determining the sample size for each office, the probability proportional to size measure was used, this allowed the researcher select sample size based on the number of staff in each office; this was to ensure adequate representativeness. Thus, in determining the sample size, the formula below was used:

$$\frac{\text{Number of questionnaires} \times \text{population of each Firm}}{\text{Grand Total}}$$

Table 2: Sample size determination table

S/N	Dangote Offices	Total Population	Proportion	Sample Size
1.	Ikoyi	215	$\frac{237(215)}{617}$	83
2.	Ikeja	117	$\frac{237(117)}{617}$	45
3.	Abule-Ijesa	152	$\frac{237(152)}{617}$	58
4.	Apapa	133	$\frac{237(133)}{617}$	51
	Total	**617**		**237**

Source: Researcher's Framework, (2022)

3.5 Sampling Technique

The sampling technique for this study comprised of purposive, stratified and simple random sampling techniques, these techniques helped the researcher locate respondents without stress, categorize them appropriate and select the rightful respondents without bias.

3.6 Validity and reliability of the Study

For validity, the researcher ensured, content, construct and criterion validity, experts in the field of Human resource management were contacted to assist in cross-examining if the items in the instrument were adequate enough; for reliability, a pilot study was carried out among 30 employees of a manufacturing company In Ikeja Lagos State to ascertain reliability of the instrument; and results were ensured not to yield less than 0.7 which is the acceptable research standard.

3.7 Method of Data Collection

Data were obtained through primary mode with the aid of a structured questionnaire which were be adapted from different sources on a five point likert scale. For management style which was examined through leadership, the Multi-Factor Leadership Questionnaire (MLQ) scale developed by Avolio and Bass (1995) was adapted and edited to suit the study context while employee performance was measured using a scale of Pradhan and Jena, (2017).

Table 3: Cronbach Alphas of the study Variables

S/N	Variables	Authors	No of Items	Initial Cronbach Alpha	Cronbach Alpha after the pilot Study
		Green Employee Relations			
1.	Leadership styles	Bass and Avolio, (1990)	16	0.97	0.82
2.	Employee Performance	Pradhan and Jena, (2017)	15	0.89	0.76

Source: Researcher's Framework, (2022)

Method of Data Analysis

Data obtained were analysed at both descriptive and inferential level of statistics; the hypotheses of the study were tested using correlation and regression analyses respectively.

4. Results and Discussion

Table 4: Outcome of Questionnaire Administration

Detailed response Rate	Distributed Copies	Retrieved Copies	Copies not Retrieved	Used Copies
Total	237	227	10	220

Source: Field Survey, (2022)

The above table reflected that 237 copies of questionnaire were administered, 227 were retrieved and 220 were found usable; this showed a response rate of **92.8**%.

4.1 Results

Table 5: Demographic Characteristics of Respondents

S/N	Variables	Responses	Frequency	%
1.	**Sex**	Male	131	59.5
		Female	89	40.5
	Total		**220**	**100**
2.	**Age**	Below 20 years	36	16.4
		21-30 years	42	19.1
		31-40 years	61	27.7
		41-50 years	52	23.6
		51 years and above	29	13.2
	Total		**220**	**100**
3.	**Marital Status**	Single	52	23.6
		Married	53	24.1
		Divorced	46	20.9
		Separated	45	20.5
		Widowed	24	10.9
	Total		**220**	**100**
4.	**Academic Qualification**	NCE/OND	50	22.7
		HND/BS.C	61	27.2
		Post-Graduate/Masters	45	20.9
		Ph.D.	38	17.3
		Other Professional Qualifications	26	11.8
	Total		**220**	**100**
5.	**Department**	Administrative	28	12.7
		Business Development	30	13.6

		Corporate Planning	30	13.6
		Finance	29	13.2
		Human Resources	23	10.5
		Internal Audit	21	9.5
		Marketing	19	7.0
		Operations	19	8.6
		Procurement	27	12.3
	Total		**220**	**100**
6.	**Cadre of Staff**	Junior Level	51	23.2
		Middle Level	76	34.5
		Senior Level	63	28.6
		Management Level	30	13.7
			220	**100**
7.	**Years in Service**	Less than 2 years	37	16.8
		3-5 years	69	31.4
		6-10 years	64	29.1
		11 years and above	50	22.7
	Total		**220**	**100**

Source: Field Survey, (2022)

Analysis of socio demographic information revealed that distribution of respondents by sex showed that, 131 (59.5%) of the respondents were male while 89 (40.5%) were female, the study revealed that majority of the respondents were male with 131 (59.5%). This presents that the Dangote Nigeria plc is a male dominated environment; thus majority of the respondents were ales with 131 (59.5%).

Analysis according to age revealed that 36 (16.4%) of the respondents were below the age of 20 years, 42 (19.1%) of the respondents were between the ages of 21-30 years, 61 (27.7%) of the respondents were between the ages of 31-40 years, 52 (23.6%) of the respondents were between the ages of 41-50 years and 29 (13.2%) of the respondents were above 51 years of age. Findings revealed that majority of the respondents were between the ages of 31-40 years with 61 (27.7%).

Analysis according to marital status revealed that 52 (23.6%) of the respondents were single, 53 (24.1%) of the respondents were married, 46 (20.9%) of the respondents were divorced, 45 (20.5%) of the respondents were separated and 24 (10.9%) of the respondents were widows. Findings revealed that majority of the respondents were married with 61 (24.1%).

Analysis according to Academic Qualification revealed that 50 (22.7%) of the respondents were NCE/OND certificate holders, 61 (27.2%) were HND/BS.c holders, 45 (20.9%) of the respondents were post graduate and master's degree holders, 38 (17.3%) of the respondents were Ph.D. holders and 26 (11.8%) of the respondents were holders of other professional degree. Findings revealed that majority of the respondents were BSc holders with 61 (27.2%).

Analysis according to Department revealed that 28 (12.7%) of the respondents were in the administrative department, 30 (13.6%) were in the business development department, 30 (13.6%)

of the respondents were in the corporate planning department, 29 (13.2%) are in the finance department, 23 (10.5%), were in the human resource department, 21 (9.5%) of the respondents were in the internal audit department, 19 (8.6%) of the respondents were in the marketing department, 19 (8.6%) were also in the operations department and 27 (12.3%) were in the procurement department. Findings revealed that majority of the employees were from business development and corporate planning departments respectively with 30 (13.6%).

Analysis according to Cadre of Staff revealed that 51 (23.2%) of the respondents were junior staff, 76 (34.5%) of the respondents were middle level staff, 63 (28.6%) were senior staff and 30 (13.7%) were management staff. Findings revealed that majority of the respondents were middle level staff with 76 (34.5%).

Analysis according to years in service, information revealed that 37 (16.8%) of the respondents have spent below 2 years on the job, 69 (31.4%) of the respondents have spent between 3-5 years on the job, 64 (29.1%) have spent between 6-10 years in service and 50 (22.7%) have spent more than 11 years on the job. Findings revealed that majority of the respondents have spent between 3-5 years on the job with 69 (31.4%).

Test of Hypotheses with Correlation and Regression Analysis

Hypothesis One

$H0_1$: There is no significant relationship between transformational leadership styles and employee performance in Dangote Nigeria Plc.

Table 6: Results of Bi-Linear Correlations analysis on the relationship between green knowledge and Employee Commitment to the Environment

		Transformational leadership style	**Employees' performance**
Transformational leadership styles	Pearson Correlation	1	.842**
	Sig. (2-tailed)		.000
	N	220	220
Employees' performance	Pearson Correlation	.842**	1
	Sig. (2-tailed)	.000	
	N	220	220

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

The bi-linear correlation table above shows that there is a positive and significant correlation between transformational leadership style which is a component of management styles and employee performance with ($r=0.842$, $p\text{-value}<0.05$). This implies that a significant relationship exists between both constructs. Therefore, the null hypothesis was rejected because results presented that transformational leadership styles have significant relationship with employee performance in Dangote Nigeria plc.

Hypothesis Two

H0$_2$: There is no significant effect of autocratic leadership style on employee performance in Dangote Nigeria plc.

Tables 7, 8, 9: Results of linear regression analysis on the effect autocratic leadership style on employee performance.

Table 7: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.851[a]	.804	.804	.514

a. Predictors: (Constant), Autocratic leadership style

Table 8: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	238.175	1	257.187	1523.735	.000[b]
	Residual	25.185	162	.171		
	Total	284.372	144			

a. Dependent Variable: Employees' performance

b. Predictors: (Constant), Autocratic Leadership Style

Table 9: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.786	.083		7.210	.000
	Autocratic Leadership Style	.977	.023	.851	36.878	.000

a. Dependent Variable: Employees' performance

Tables 7, 8 and 9 presented the result of the linear regression which was calculated to make prediction on employees' performance based on autocratic leadership style. A significant regression coefficient was found (F (1,162) = 1523.735, p=.000), with R^2 of 804. This explains that 80.4% variations in employee performance was as a result of autocratic leadership style which is an indicator of management styles. Evidence in table 9, also is the beta value under the standardized coefficients which illuminated that autocratic leadership styles contributes equivalently to the changes in employees performance (β=.851, p=.000). Therefore, the null hypothesis was rejected because results presented that autocratic leadership style(s) affect employees' performance in Dangote Nigeria plc.

Hypothesis Three

H0$_3$: Transactional leadership style does not have significant relationship on employee performance in Dangote Nigeria plc.

Table 10: Results of Linear Correlations analysis on the relationship between Transactional leadership style and employees performance

		Transactional leadership style	**Employees performance**
Transactional leadership style	Pearson Correlation	1	.883**
	Sig. (2-tailed)		.000
	N	220	220
Employees performance	Pearson Correlation	.883**	1
	Sig. (2-tailed)	.000	
	N	220	220

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

The table above reveals that there is a positive and significant correlation between transactional leadership style and employee performance with (r=0.883, p-value<0.05). This implies that a significant connection exists between transactional leadership style and employees performance. Thus, the null hypothesis was rejected because results proved that transactional leadership styles have significant relationship with employees' performance.

Discussion of Findings

Result from hypothesis one demonstrated that transformational style of leadership is significantly associated with employees performance and also have positive effect; this explains that when a leadership has the vision to mould employees into a better version of what they represent, they will perform beyond expectations. Findings from this study are in agreement with the study of Wang, Oh and Courtright (2019), which submitted that transformational leadership assists in creating and establishing valuable system which provides opportunities for employees' to develop their abilities and skills; it also help in the area of creativity improvement of the employees. Findings from the study also agree with the position of Grawford, (2018) from his study which posited that transformational style of leadership assist in taking effective steps towards eliminating barriers and in turn improve employees' performance through increased production.

Second hypothesis which examined the effect of autocratic leadership style on employees' performance, it was discovered that to an extent, autocratic style of leadership also to some extent affect employees performance but if appropriately employed. This finding is in agreement with the study of Bennett and Anderson (2017) whose study submitted that employee performance is not possible a bit of force to amplifying abilities for increased production. The findings of this study is also in line with the submission of Noorshahi (2016) which posited that to a considerable extent, autocratic leadership style can strengthen the creativity and innovation in the employees towards greater performance.

The last hypothesis which examine the relationship between transactional leadership style and employees performance, finding from this study revealed that a significant relationship and association exists and this finding is in agreement with the study of Benjamin and Felavin, (2018) whose finding presented that when a leader is transactional in approach, it spurs employees to be more motivated and becoming more productive and efficient team members. In the same manner, the finding from this study agrees with the submission of Shah and Hamid (2015) whose submission established that transactional leadership style helps employees in rediscovering their real potentialities and thus allows them to become more refined and that enhances their rate of performance.

Conclusion and Recommendations

In order to successfully management employees effectively, leadership style is a significant factor and a determinant of what the future of such organisation holds in term of employees' commitment and degree of profitability. Therefore, the success or otherwise of an organisation depends to a large extent on the leadership style being adopted. When the right leadership style is present and adopted employees are ready to go the extra mile in terms of contributing their best towards the organisation's growth and sustainability. Thus, leadership remains the engine which drives the developmental process of any organisation; so, absolute scrutiny of personnel's traits will go a long way in assisting organisations in making informed decisions on the style of leadership to be adopted, so that the desired results can be obtained which will translate into organisational development and stability.

Based on the outcome of this study, the researcher recommends as follows:

- Management of Dangote should adopt the transformational leadership style especially when employees are still not well-grounded on the job; this will help mould and acquaint them better to understanding the job and be highly productive.
- A well-articulated leadership style that will transcend into employee behavioural change should be adopted to allow for optimal performance
- Management should produce leaders who will constantly and always make the welfare of the employees a priority. This is a motivational tool towards ensuring higher performance.

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Impact of Instructional Supervision on Secondary School Education in Lagos

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Abstract

The poor performance of students in external examination is a cause for concern among parents and other stakeholders as the resources that parents and government are investing in educating learners are without any effect and the commensurate results do not match the large investment. Therefore, the purpose of the study is to examine the impact of instructional supervision on secondary school education in Nigeria using Ojo Local Government Area of Lagos State as a case study. Descriptive research design was adopted and the research utilized both primary and secondary sources of data collection. While the primary data were derived through a self-structured questionnaire~~s~~ given to 82 participants (10 principals, 20 vice–principals, 28 sectional heads, 24 subject heads) selected from ten (10) public secondary schools within the study area on the subject matter. The reliability of the instrument was determined using the Cronbach Alpha r = 0.847. Inferential statistical analysis was used to analyse the stated objectives at 0.05 alpha level. It was concluded that instructional supervision has significant impact on the performance of teachers in secondary schools within the study area. The study recommends that regular evaluation of the instructional process, school administration procedure and educational outcomes by the supervisors so designated from within and outside the educational institution should be intensified. Also, school administrators, government and professional bodies in the education sector should promote capacity development of teachers through intensive and regular seminars/workshops based on needs assessment of teachers' professional practice to improve their knowledge, pedagogical skills and competence in various subjects.

Keywords: Instructional supervision, secondary education, school, teachers, students, Lagos State, Nigeria

1. Background

The goal of secondary education as set forth in the National Education Policy (FRN, 2004) is to provide the highest level of basic education that prepares the child for future challenges both in educational career and in the society. As such, instructional monitoring programs are imperative because the quality of the education system is measured by how well the system performs the functions that achieve the goals of education in the country. Instructional supervision ensures enhanced teaching and learning. Therefore, to achieve better teaching and learning process there is a need for effective supervision which will be able to help teachers develop a new set of teaching methods. Furthermore, in a constantly changing era that requires teachers to keep up with modern trends in their subjects, quality assurance in schools is possible through instructional supervision. The importance of supervision of instruction as a leadership process to stimulate, guide and assist teachers and, in fact, to improve instructional interactions is captured by Udida (2015):

> *The educational leader as a supervisor has the responsibility for improving the school curriculum through cooperative planning of educational opportunities provided for education He has to improve instruction through the use of classroom visitations, individual and group conferences and demonstrations. These techniques were related to the broad strategies or approaches to supervision – clinical supervisions and micro-teaching*.

Therefore, supervision is closely related to the all-round development of teachers for professional maturity so that they can carry out their teaching work effectively and efficiently, thereby improving learning effectiveness. These are technical services mainly aimed at the collaborative study and improvement of all factors affecting the growth and development of children. By means of supervision, ~~t~~eaching is improved, professional development is stimulated and teachers are able to use appropriate teaching materials and teaching methods in schools. Therefore, the essence of good instructional supervision is to help teachers achieve a better teaching-learning situation. It also aims to provide the necessary conditions for quality learning through effective teaching.

Secondary education occupies a unique place in all levels of education. The main goals of secondary education include: preparing the individual for a productive life in society and higher education. Thus, in order to achieve the stated goals, it is necessary to ensure the effectiveness of teaching supervision in secondary schools. In general, instructional support is aimed at improving the situation of teaching and learning for the benefit of both teachers and learners. Evidence from previous studies conducted by academics (Vidal, 2010; Raymond, 2011; McMullan, 2016; Okpokwasili & Oladipupo, 2017) has shown that teaching supervision has always been considered an essential part and integral to school management and is primarily focused on improving all aspects of teaching and learning. However, in today's schools, supervision is lacking compared to two decades ago. This may be due to the rapid growth in the number of students enrolled in schools and the increasing professionalism in the education system (Ogunsaju in Utake, 2012).

Indeed, the tendency of some modern school leaders is to unwittingly turn away from teaching supervision. They are more interested in inspecting school construction projects; raising funds from the Parent Teacher Association (PTA) and the public; dealing with visitors and unnecessary administrative work, among others (Okwor, 2002). Appreciating this, Adebayo (2008) notes that today's public education faces a variety of challenges ranging from mismanagement of allocated resources, inadequate supervision, and inadequate academic standards since the first goal of going to school has been set. This is probably why there are constant questions and complaints about the quality of education that children receive at the secondary level in Nigeria. Therefore, this paper investigates the impact of instructional supervision on secondary education in Nigeria with specific reference to Lagos State, Nigeria. Education is a good investment that should promote the economic growth of individuals and society. It is a known fact that education is an important factor in social mobility, which implies that education has the potential to influence a person's future economic status in society. Unfortunately, this important sector faces a multitude of problems. Most important of the issues that have highlighted educational sector underperformance is the tragic loss of requisite standards expected from students in their Senior School Certificate Examination (SSCE). The poor performance of students in their external examinations is a cause for concern among parents and other stakeholders as the resources parents and government are investing in educating learners without any effect. (WAEC Report, 2020).

Lagos state also shares this predicament of the education sector despite the state government's financial involvement in the sector. Society is increasingly concerned about achieving the goals of secondary education due to the facts that there is a steady decline in teacher performance in teaching duties and student learning outcomes, which shows the lack of implementation of quality assurance in secondary schools (Eya & Chukwu, 2012).

Instructional supervision can be likened to business organizations that monitor and evaluate employee performance for a variety of reasons, including retention, promotion, and accountability for performance-related duties, work-related among others. Education is no different as it requires the supervision of classroom teaching to gauge the effectiveness of teachers. Furthermore, education aims to bring about a relative change in learners' behavior as a result of learning. Behavioral change can only occur in learners depending on how much guidance is provided to them at any level of education versus how that instruction is communicated in the teaching and learning process. Regardless of the quality of the instruction, regardless of the level of instruction, without effective supervision throughout the delivery period, the instruction may not achieve the desired results. In Nigeria, education is on the government's concurrent list, so the issue of education oversight varies from state to state. However, some states have put in place adequate regulations to effectively monitor instruction at all levels, especially at the lower secondary level while some states do not provide such facilities necessary to monitor the educational effectiveness of their secondary schools. It is against this background that this study examines the impact of pedagogical supervision on secondary education in Nigeria using Lagos State as a case study. The study has been designed with these objectives: i) To establish the nature of organisational structure of instructional supervision process in secondary schools in Lagos State, Nigeria; ii) To investigate the influence of instructional supervision on teachers' performance in secondary schools in Lagos State, Nigeria. Therefore, this study presents detailed information on concept of instructional supervision, results and discussion of findings, conclusion and recommendations on the subject matter.

2. Concept of Instructional Supervision

Anukam (2009) defines supervision as a means of advising, encouraging, guiding, improving, renewing, encouraging and monitoring their performance so that supervisors are successful in their supervisory duties. Okpokwasili and Oladipupo (2017) considers supervision as a leadership factor to improve teaching and ultimately student learning. These definitions suggest that the role of supervision is to improve teaching and learning by deliberately emphasizing ways to produce teaching excellence. Supervision is a process of trying to stimulate others towards greater efficiency or productivity.

Nwankwo (1984) defines instructional supervision as a set of activities carried out with the aim of making teaching and learning better for learners, while staff supervision refers to the set of activities Action taken by the supervisor with the primary purpose of inspiring, motivating and motivating the school team to perform its functions optimally in order to achieve the stated goals of the education system.

Abama (2012) refers to instructional supervision as a supervisory phase of school management, mainly focused on achieving the expectations of the educational system " Kimosop, 2012", instructional supervision is a specialist technical service primarily concerned with learning and enhancing students' learning and development. It can also be defined as a set of activities designed to improve the teaching-learning process. In Nigeria, there has been a critical analysis of what pedagogical oversight should be. Spears (2017) views pedagogical supervision as an internal process (micro inspection).

Idoko (2005) defines instructional supervision as a process of taking steps to change a person's behavior in order to improve learning. He argued that conduct could include administrative, counseling, and supervisory conduct as well as student conduct.

There are two forms of instructional supervision, namely external supervision and internal supervision. Ogunode (2020) cites Neagley and Evans (1970), who consider internal supervision as supervision within different institutions by institutional managers, while external supervision refers to local supervision local, district, regional or national. Internal supervision is where the head or principal of the current public school institution is the primary manager of the school in the day-to-day management and supervision of the school.

On the other hand, Wanzare (2011) argues that internal supervision involves all activities carried out by teachers and school principals to improve teaching and learning. We can classify internal supervision as the type of supervision that takes place within the school itself. Principals, teachers, and students perform this type of supervision. Student supervision is when class reps and class reps make sure that homework is assigned to students from time to time, when the teacher is absent from the classroom. Supervision of students work by teachers is crucial in improving student achievement because teacher/student contact is more important than any other student contact with others.

Halpin (1966) and Ogunode, 2020 defined external supervision as playing a complementary role in the supervisory process. The author examines external supervision as complementing the role and duties of the internal supervisor by providing professional advice and guidance to teachers. But Beach, & Reinhartz (2010) are of the view that the external supervisor is mainly to evaluate the effectiveness of the instructional programme in terms of what it does to the people.

Sergiovanni and Starratt (2007) observed that the duties of the external supervision include making the work of teachers more effective through such things as improved working conditions, better materials for instruction, improved methods of teaching, preparation of courses of study, supervision of instruction through direct contact with the classroom teacher.

In addition, instructional supervision is a behaviour that is officially designed which directly affects teacher behaviour in such a way to facilitate student learning and achieve the goals of the school system. Through the effective supervision of instruction, supervisors can reinforce and enhance teaching practices that will contribute to improved student learning. The foregoing suggested that instructional supervision particularly in secondary schools is basically concerned with supporting and assisting teachers to improve instruction through their changing behaviour.

Instructional supervision as an educational activity is carried out for the following purposes according to Ojelabi (2015) to:

a. Ensure minimum standards are met. The aim is to ensure relative equality of educational opportunity for all children by ensuring that established school standards are maintained.
b. Provide a forum through which useful and constructive advice can be given for the purpose of improving the quality of teaching in schools through the improvement of educational facilities.
c. Ensure that due care is maintained in the manner and manner in which public funds are spent on the operation of schools.
d. Notify the inspector about many other difficulties the school faces through the inspection report. Some of the issues considered here include the availability of space, class sizes, facility conditions, staff and teachers' adequate pedagogy as well as staff perceptions among others.
e. Stimulation and guidance in displaying desired educational practices while also noting various negative educational practices.
f. Provide a verifiable basis on which various action plans can be initiated by local teachers and principals in schools, and ombudsmen and governments across larger scale.

3. Methodology

Descriptive research design was used for the conduct of this study. The study used qualitative technique for data collection through the aid of questionnaires. Simple statistical methods were used for data analysis. The population of this study consisted of ten (10) public secondary schools in Ojo Local Government Area of Lagos State, Nigeria. Accordingly, all the 10 schools were selected in order to maintain a meaningful representation of the school population. Thus the total sample was made up of 10 principals, 20 vice–principals, 28 sectional heads, 24 subject heads making the total of eighty-two (82) participants.

4. Results and Discussion

Research Question One

What is the nature of organisational structure of instructional supervision process in secondary schools in Lagos State, Nigeria?

Table 1: Organization of Instructional Supervision by Principals and Vice principals

S/N	Statement	Always happening	%	Moderately happening	%	Not happening	%	Total	%
1	Assign a supervisory team for instructional supervision process.	12	40	12	40	8	20	30	100
2	Consider education qualifications and seniority to select supervisors.	18	60	9	30	3	10	30	100
3	Use instructional supervision work plan	21	70	3	10	6	20	30	100
4	Allocation of time for supervision from the school time table.	15	50	13	40	3	10	30	100
5	Maintain supervision reports.	12	40	15	50	3	10	30	100
6	Use instructional supervision reports to improve teacher professional development.	18	60	9	30	3	10	30	100
7	Facilitate to training supervisors.	15	50	9	30	6	20	30	100

Source: Field survey 2022

According to Table 1, nearly 60% of the principals and vice principals had developed a systematic mechanism to improve of instructional supervision process in their schools. Specially, it was very important to assign a supervisory team for instructional supervision. Majority (70%) of the principals had considered education qualifications and seniority to select supervisors and used an instructional supervision work plan. However, nearly 40% of the principals had not given sufficient consideration to developing a proper mechanism to improve instructional supervision process of their schools. In the interview they pointed out that due to lack of staff and experienced senior teachers they were unable to assign a supervisory team for instructional supervision process. The findings of Ogunsaju (2006) and Osika (2012) in line with the result of this study suggest that school principals should focus on planning and preparation, lesson presentation, relationship and teacher's personality with reference to planning and preparation during classroom observation. Osika (2012) further reiterated that the principal should be particular about the effectiveness of the teacher's communication; in his voice, choice of words and speech habits, the teachers' knowledge of the subject and his skills in effecting students' participation in the lesson.

Research Question Two

What is the influence of instructional supervision on teachers' performance in secondary schools in Lagos State, Nigeria?

Table 2: Instructional Supervision Evaluation Form (N=52).

S/N	DESCRIPTION	High	%	Medium	%	Low	%	Total	%
1	LESSON PREPARATION a. Statement of objectives	32	62	15	29	5	10	52	100
	b. Content (i) Logical and Sequential	32	62	17	33	3	6	52	100
	(ii) Adequacy	35	67	14	27	3	6	52	100
2	PRESENTATION a. Introduction	27	52	14	27	11	21	52	100
	b. Development of lesson	40	77	8	15	4	8	52	100
	c. Mastery of subject	35	67	6	12	11	21	52	100
	d. Use of chalk board	41	79	8	15	3	6	52	100
	e. Time management skills	38	73	10	19	4	8	52	100
	f. Questioning technique	29	56	20	38	3	6	52	100
	g. Effective use of instructional materials: relevance, adequacy and variety	39	75	5	10	8	15	52	100
	h. Class participation	40	77	8	15	4	8	52	100
	i. Summary and conclusion	35	67	12		5	10	52	100
3	CLASS MANAGEMENT a. Class control	41	79	9	17	2	4	52	100
	b. Classroom arrangement	42	81	7	13	3	6	52	100
	c. Reactions and reinforcement of students' responses	27	52	18	35	7	13	52	100
4	COMMUNICATION SKILLS a. Clarity of voice	37	71	13	25	2	4	52	100
	b. Appropriate use of language	30	58	12	23	10	19	52	100
5	EVALUATION a. Suitability of assessment	26	50	11	21	15	29	52	100
	b. Attainment of stated objectives	36	69	8	15	8	15	52	100
6	TEACHER'S PERSONALITY a. Neatness/Dressing	32	62	18	35	2	4	52	100
	b. Comportment	35	67	15	29	2	4	52	100
	TOTAL SCORE							100	1

Source: Field survey 2022

According to Table 2 above, most the 52 participants (sectional heads and subject heads) averagely scored high in their Instructional Supervision Evaluation Form which was graded by the principals and the vice principals of the selected schools. The sectional heads were assessed and evaluated with the aid of Instructional Supervision Evaluation Form during their respective lessons.

A proportion of 62% of all the entire sample size scored high in the instructional supervision evaluation form which is sub-titled preparation which includes Statement of objectives and Content with respect to Logical and Sequential as well as adequacy. High percentage (between 52 % and 79 %) of the participants scored high with presentation of their lesson in form of Introduction, Development of lesson, Mastery of subject, Use of chalk board, Time management skills, Questioning technique, Effective use of instructional materials, relevance, adequacy and variety, Class participation as well as summary and conclusion. In area of class management, up to 81% of the total participants scored high in class control, classroom arrangement, reactions and reinforcement of students' responses. Communication skills which include clarity of voice and appropriate use of language have 71% and 58% of the participants. However, in evaluation, the participants, though scored high averagely, but lower than other section of evaluation in term of suitability of assessment and attainment of stated objectives with 50% and 69% respectively. Meanwhile, the teacher's neatness/dressing and comportment were 62 and 67% respectively.

The results on instructional supervision evaluation form and its bearing on teachers' academic performance in Lagos State were significant. The findings were in line with NOUN (2016) which indicated that Instructional supervision constitutes the leverage point for instructional improvement, teacher's competence and efficiency of the educational system and is concerned with using methods, principles and practices of various techniques to establish, develop and execute the goals, policies, plans and procedures necessary to achieve educational goals.

5. Conclusion

Supervision is essential in the development of any educational program in both developed and developing countries, including Nigeria. Based on the findings of the study, the education system in Lagos State still needs to be proactive despite the achievements in some aspects of educational supervision. There are many problems including poor results of students in Senior Secondary Certificate Examination (SSCE), bad attitude of some teachers. In order to work and provide effective instructional supervision of such schools, the challenges facing the education system today require a professional approach by experts in the field of education, education to improve and support the education system in Lagos.

Implicitly, the supervision of instruction is by design a developmental process with the main purpose of improving the instructional programme, generally and teaching specifically. Only when this process is carefully planned and executed can success be assured. It is therefore concluded that the impact of instructional supervision on secondary school education cannot be over emphasized. The organisational structure of instructional supervision process in secondary schools still needs revamping in order to meet the required standards as set out by Federal Ministry of Education and Nigeria Educational Research and Development Council (NERDC).

6. Recommendations

Based on the results of the study, a number of recommendations are proposed to improve school management, develop teacher professionalism through strong and robust instructional supervision, and enhance student academic performance of students in secondary schools.

1. Government, teachers, education planners, policy makers, curriculum planners and parents should develop and build a remedial mechanism in the school system. If educational quality is to be achieved, a functional parental supervision mechanism must be built into the school system to ensure system monitoring and quality assurance.
2. The Ministry of Education's inspection unit should be staffed with qualified personnel consisting of educational supervision specialists sufficiently basic to clearly identify changes in current monitoring dynamics. Retired but competent principals and teachers with years of experience in the field can play an important role in improving the educational challenges in the state's academic environment.
3. It is necessary to strengthen the regular assessment of the teaching process, the school management process and the learning results of the appointed supervisors inside and outside the educational institution so that the points can be assessed and improved. Non-conformities can be appropriately identified, penalized and corrected in a timely manner.
4. Governments must always be aware of the implications of their policies and positions for school attendance and the exponential impact on student and teacher achievement, and must have resources available. Instructional materials and other means of learning need be modernized to facilitate the all-round development of students and made accessible to teachers to enable them perform their job effectively. Furthermore, government free education programs should be carefully depoliticized, planned and implemented by education professionals considering that they affect the quality of education to some extent.
5. School administrators, authorities and professional bodies in the education sector should promote capacity development of teachers through intensive and regular seminars/workshops based on assessment needs.
6. There is need to emphasize on professional practice of teachers to enhance knowledge, teaching skills and subject competence in order to improve the quality of teaching and learning process in secondary schools.

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Motivation and Employee's Retention: A Strategy for Academic Staff Performance in Osun State College of Education Ilesa, Nigeria

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Abstract

Employees in academic institutions are the most valuable assets, whose knowledge, skills and initiatives must be deployed to achieve set institutional goals and objectives in the contemporary academic environment. Motivational factors play a central role to boost employees' job fulfilment. Motivation and employee retention have recently become a robust practice within establishments and attracted attention from scholars in different academic fields of study to curb the trend of employee turnover globally. However, in most organisations, adequate attention has not been given to employee performance. Hence, this study examined motivation and employee retention as a combined strategy to boost academic staff performance in Osun State College of Education Ilesa, Nigeria. This study adopted a descriptive survey research design. The study is an in-depth inquiry using a structured questionnaire and interview session to elicit data from the respondents. The study population of (205) consists of the academic staff across the various departments of the institution. Eighty-four (84) respondents representing 40.9% of the study population were incorporated as sample size. Among the study findings is the poor provision of medical facilities 32(43.9%). The study also found a corresponding non-implementation of good remuneration package 28(34.4%). The study concluded that implementation of motivation strategies would positively influence the retention of employees and prevent brain drain in an organisation. Therefore, the study recommends that the management of institutions of higher learning should put in place good remuneration packages and conducive working conditions among others as means for employee retention in the institutions.

Keywords: Motivation, Employee, Retention, Performance, Strategy

Introduction

The optimal performance of employees in an academic institution depends on the motivational strategies put in place by the organisation's management. The absence of adequate motivational strategies in an institution might hinder its employees from giving their best performance (Landy & Conte, 2010). For an institution to achieve its stated goals and objectives, it must ensure that its employees are motivated to ensure their retention. Employees who are adequately motivated would try to realise institutional dreams amidst limited resources. Hence, motivational strategies are indices deployed to achieve employee efficiency and effectiveness. One of the significant factors complementary to employee motivation is retention. In today's academic environment retaining skilled employees is the central focus of organisations' management, considering the turnover increasing rate of employees. Retaining experienced employees in today's contemporary academic institutions is competitive; hence institutions with adequate motivational strategies would have an edge to retain their employees. (Leblebici, 2012). Skilled employees are central to the growth and development of institutions; private and public organisations that want to remain relevant must ensure they retain their qualified employees to attain their objectives.

Institutions management must recognise that personnel are foremost contributors to the effective attainment of the organisation's goals. To actualise institutional goals and objectives, the employees of such an institution should be motivated by involving them in the decision-making process (Obembe, Asa & Lasisi, 2019); this will give the employees a sense of belonging in the institution. It is essential to ensure employees work towards the institution's goals, and fulfilment of needs is central to motivating employees in ways that increase satisfaction and for them to feel the need to remain in the institution. It is believed that the best of an institution could be actualised through its employees because the competence of employees gives organisations a competitive advantage over their competitors (Templer & Cawsey, 1999). The central feature of institutional sustainability in this contemporary industrial era is the ability to attract and retain competent and skilled personnel; hence, an institution's present and future accomplishments are dependent on its employees (Sutherland & Jordaan, 2004).

Management of an organisation must ensure good working conditions are put in place to encourage its employees to productivity (Chaminade, 2007). Employee retention helps prevents brain drain in an organisation which could affect the delivery of services. The function of the personnel manager is to identify employees' potential and put them to use in the correct position at the right time. However, retaining employees is essential to hire. An employee with the right technical skills is always relevant and never lacks job employment. Perhaps the institution he is working with does not treat him fine; such an employee will seek to work with an institution with adequate motivational strategy. The leading institution in the global academic environment maintains its competitive advantage via good employee welfare. Retaining employee in an institution is not the fundamental reason for maximising the cost of training and hiring but very essential to curtail the brain drain. Several factors are seen as the essence of retaining employees in an institution; these are to sustain performance, maintain a competitive edge over competitors, support the institution's future, for-profit maximization, for institution development and growth and avoid institution loss of information to their competitors. Institutions invest resources in an employee with the expectation that he/she works for the organisation in the long run.

Employee turnover in an academic institution established for teaching and learning would adversely affect the students and the institution. When an employee leaves an institution, getting a replacement might take time; this might even affect the student's academic performance, and relationships built over the years between lectures and the students would be interrupted. Several factors are responsible for employee turnover: poor remuneration, inadequate employees, lack of a conducive environment and inadequate fringe benefits among others (Sandhyal & Kumar, 2011). Institutions of higher learning should avoid brain drain because their best personnel might leave when employees' welfare is not their priority. The quality of teaching in an institution depends on the motivation the employees receive (Kathombe, 2018). The institution of higher learning globally is seen as a viable means of socio-economic development and as such, the employees must be given adequate motivational strategies to motivate them (Salawu, Worlu, Osibanjo, Adeniji, Falola, Olokundun & Ogueyungbo, 2020). Based on this backdrop, this study examined motivation and employee retention as a strategy for academic staff performance in Osun State College of Education Ilesa, Nigeria hence this study. This paper is structured as follows: a review of literature, methodology, discussion of findings, presentation of table, conclusion and recommendations.

Research Aim

The purpose of the study was to examine the motivation and employee retention strategies put in place in Osun State College of Education Ilesa, Nigeria for academic staff performance.

Literature Review

Employees Motivation

Everyone has motives that propel them to work. However, these motives are inspired by certain factors. The use of motivation as a simple concept has contributed to the assumed simplicity of the term. However, the idea is rigid in its definition. Motivation is the indices that propel an employee to work according to organisational goals and objectives (Lai & Tai, 2021). Petri and Faush (2021) submitted that motivation is an innate force manifesting in an individual and directly influences their behaviour; it exposes the contrast in the display of behaviour in different situations. What motivation stands for is better noticed in its capability of facilitating the proper understanding of behaviour prediction. Lăzăroiu (2015) submitted that the manifestation of motivation is invisible, intangible and hypothetical as a guide in measuring observable behaviour patterns as a direct reflection of motivation. As a process, motivation is a strategic pre-set goal, guiding employees' work in a bid to facilitate the attainment of personal and managerial targets. Motivation is often abstract; it represents additional rewards that propel positive effort as a response on the part of the beneficiary to attain a defined standard of performance. In the business context, motivation is not the same as wages/salaries, although money is a cardinal way of taking care of the economic needs of the employees. Concisely, therefore, motivation covers the internal stimulus to increase performance or effort in one's task regardless of external reward in the form of money.

Through motivation, unity of purpose is established and fostered among the employees. The inner force potential of motivation that promotes the willingness of an employee to cooperate with one another needs to be sustained for the idea of motivation to be effective. To maintain optimal performance organisation is required to put in place a fair working climate for its employees and organisational growth (Ryan, 2017). Therefore, it is required of human resource managers to create the proper condition for gearing self-push and willingness to work for the organisation's overall benefit. The established relevance of motivation in the organisation has thus placed the concept at the centre table of human resource managers. This refers to the parameter for judging the extent of success recorded by an administrator remains the extent to which employees' performance improves under their watch. The organisation's objective is expected to meet with that of employees at a point that will serve as the equilibrium. The purpose of this point is to boost the performance flexibility of the employees so that the relevance of motivation would not be misplaced.

Motivational factors play a central role in boosting employees' job fulfilment. This has the potential to improve organisational output equally. Increased output is a perpetual benefit of compelling employee motivation. A well-motivated employee remains an invaluable asset that can create and add value to an organisation, and this will, in turn, facilitate strengthening in the business and revenue growth. However, motivation can only be compelling when those with the right skills for its implementation are in charge; else, it can facilitate job dissatisfaction (Malik, Madappa, Kaur & Chitranshi, 2016). Organisations must rely on existing motivational theories to boost performance in the organisation by analysing and addressing the needs of the employees. There is a nexus between performance and motivation, just as it is to retention. Unmotivated staff should not be expected to perform well or stay glued to the organisation. It is hard to understand human behaviour as people who aspire to get to a stage of fulfilment in personal life and business are difficult to understand. Even those people may not know their own needs. Even if they knew, they would not express them (Ozguner & Ozguner, 2014).

Employees Retention

Employee retention is significant to the realisation of organisational plans. Through employee retention, a sustained competitive advantage for the organisation is established. In this age, advancements in technology, communication methods, trade agreements, global economics, etc., directly influence employer/employee relationships. However, loyalty has been seen to be the cornerstone of that relationship. Employee turnover is considered detrimental to the company's plan and targets. Talented employees transfer their service to other organisations when they feel dissatisfied with underpayment or poor motivation (Coff & Raffiee, 2015). While making an effort to retain employees in the organisation, other challenges may surface. These challenges may result from the demand for higher wages and may exert much financial pressure on the organisation. Apart from the challenges cited above, the inability of the organisation to gather relevant information on the employees' performance may complicate the organisation's effort to retain employees with credible performance. The absence of reliable data on the performance of each employee will make it difficult for the organisation to distinguish productive ones from non-productive ones. If this happens, wrong individuals receive credit for the effort of others and, by so doing, deflect failures to others.

On many occasions, organisations compensate or reprimand employees for the success or failure of the organisational output of which they might be innocent (Arora, 2016). Similarly, inadequate employee performance data may generate a harmful phobia of their selection (Joyce & Ahmad, 2020). This mix-up in recognition for performance usually results in an increased turnover rate among employees that are sure of their relevance. However, those with an average performance capacity are likely to stay. The effort toward retaining a competent workforce is complex due to bounded rationality (Andrew, 2017). Bounded rationality refers to asymmetric data where the human resource manager fails to identify the employees assigned with a task or when employees themselves could not determine what is requested in their position of duty. Thus, performing employees get to mix up with the underperforming ones. Employee retention has been described as the deliberate effort of an organisation to create a conducive atmosphere that can facilitate convenience and adaptation for the employees for a long time (Adeoye & Hope, 2020).

Retaining performing employees has become a critical concern to HR managers worldwide. This stemmed from the exorbitant cost of undertaking recruitment and supporting processes like selection, training and placement. In addition to this is the issue of likely loss of valuable productive period during the adjustment window, the probable loss of business clients, and market opportunities, in addition to the hidden cost of reduced or no productivity, have drawn organisations' attention to the magnitude of retention (Chew & Chan, 2008). Creating stable human resources in the organisation is a primary key source of sustained competitive advantage. Employee retention is cardinal to the success of any organisation (Luna-Arocas & Morley (2015). The essence of employee retention is to prevent the movement of competent employees from the organisation as this can adversely affect productivity rate and service delivery standards. However, retaining performing employees has generated difficulties for HR managers as this class of employees frequently shifts from one job to another, seeking better climates than average.

Samuel and Chipunza (2009) revealed that employee turnover usually results from the recruitment process, managerial style, inadequate or inappropriate motivation, toxic working environment etc. Others included the absence of job security, scarce training opportunities, haphazard promotion arrangements etc. These are often classified as intrinsic and extrinsic motivational factors. Their application enables human resource managers to influence employees and possibly retain them in the organisation. The emerging challenge is that managers have not been efficient and inadequately identified and used these variables as retention and talent attraction strategies, resulting in the prevailing high rate of turnover. In a related submission, O'Connell (2016) stated that retaining employees entails being awakened to their needs while demonstrating workable strategies that can facilitate attaining such conditions. In the opinion of Czakan (2005), these strategies covered career development, competitive motivational packages, periodic training, and a supportive management style. In addition to the method cited, employers are expected to adopt a dynamic style or approach to facilitate employee retention. This approach should consider specific value-adding components.

Similarly, Jackson, Klim and Schuler (2018) conceptualised employee retention as everything an employer puts in place or does to attract and encourage competent and productive employees to remain within the organisation. The retention of employees that are valuable to the attainment of the organisational processes is one of the challenges confronting organisational leaders (Mayfield & Mayfield, 2008). Abelson (1987) submitted that creating a clear distinction between preventable and unpreventable turnover from the organisational perspective will assist managers in proper understanding the concept of voluntary turnover. Preventable turnover can result from better take-home pay, improved working conditions and employees' career development.

Unpreventable turnover usually emanates from issues beyond the grasp and control of the organisation. This may include compulsory relocation of the employee for personal or family reasons beyond economic consideration, insecurity prevalence in the community where the workplace is located etc. Correctly identifying these reasons for turning over jobs will allow the organisation to avoid preventable turnover while enabling it to manage the unpreventable cases better. When human resource managers comprehend the turnover intricate, its menace can be curtailed. To effectively utilise better pay and working conditions to facilitate employee retention, Gupta (2006) submitted that organisations must put policies and programmes to improve the workers' working conditions. This promotes the attraction and retention of employees as employees prefer better pay jobs than fairly paying ones. In developing job commitment, an organisation must make sure that job engagement is enhanced through job design and synthesising jobs around projects that employees can identify with (Armstrong, 2006). The attention is on professionalism in designing jobs stating the prerequisite skills, motivational packages, experience etc. This will create a conducive atmosphere for the employee and thus reduce labour turnover. Nnadi and Chinedu (2019) noted that most organisations do not pay clinical attention to the watch-for criteria in the recruitment and selection process. Failure in this regard usually leads to early turnover. Organisations are encouraged to conduct a thorough search for employees through advertisement networks. Shortlisting, screening, selection and other processes include familiarisation with the organisational culture, and public relations should be carried out. If this is judiciously done, intimacy is built in the relationship between the employees and the organisation.

Methodology

The study relied on data obtained from secondary and primary sources. The administration of questionnaires and the conduct of interview sessions were used to gather primary data. Secondary data was compiled from various sources, including textbooks, journal articles, institutional records, and the internet. The study population of (205) comprised the institution's academic staff. The sample size for questionnaire administration was 84 participants indicating 40.9% of the study population. Also, a convenient sampling technique was employed to select two academic staff for interview sessions. Data generated were analysed using SPSS and content analysis.

Discussion of Findings

This segment discusses the respondents' perception of motivation and employees' retention strategies in Osun State College of Education Ilesa, Nigeria. The findings in table 1 showed the quantitative data of all the variables set forth by the investigator to examine motivation and employee retention policies for academic staff performance in Osun State College of Education Ilesa, Nigeria. The data were presented in mean value, percentage, frequency and standard deviation. The respondents respond to the variable on a four-point Likert scale measurement which is: Available and implemented (4), Available but poorly implemented (3), Available but not implemented (2) and Not available (1). Content analysis was used to analyse information collected through interview sessions to triangulate the quantitative data.

In the distribution in table 1, the participants were asked to respond to the involvement of employees in the decision-making process of the institution, with 22 (30.2%) of the respondents agreeing with available and implemented; 32 (43.9%) of the respondents agreed on available but poorly implemented of employees involved in the decision-making process of the institution; 12

(16.4%) of the respondents agreed on available but not implemented of employees involved in the decision-making process of the institution while 7 (9.5%) of the respondents agreed on not available of employees involved in the decision-making process of the institution. This was confirmed by the mean value and standard deviation ($\bar{\chi}$ = 3.92, SD = .966). The data showed that the involvement of employees in the institution's decision-making process is one of the strategies employed for employee motivation and retention. From the qualitative data gathered from the interview sessions, it was revealed that the employees are given a fair degree of involvement in the institution's decision-making.

On the second variable, provision of good medical facilities in the institution, 19 (26.0%) of the respondents agreed on available and implemented; 34 (46.6%) of the respondents agreed to available but poorly implemented good medical facilities in the institution; 9 (12.3%) of the respondents agreed on available but not implemented of good medical facilities in the institution while 11 (15.1%) of the participants agreed on not available of good medical facilities in the institution. The information collected revealed that there are medical facilities in the institution; however, the medical facilities need to be upgraded to a modern standard with a mean value and standard deviation of ($\bar{\chi}$ = 3.78, SD = 1.109). With reference to the third variable, provision of a housing scheme in the institution**,** 7 (9.6%) of the respondents agreed to available and implemented; 10 (13.7%) of the respondents agreed to available but poorly implemented housing scheme in the institution; 24 (33.3%) of the respondents agreed on available but not implemented of a housing scheme in the institution while 32 (43.9%) of the participants agreed on not available of a housing scheme in the institution. This information collected showed that the institution had established provisions for the employees' housing scheme. The mean value and standard deviation for this variable were ($\bar{\chi}$ = 3.78, SD = 1.236).

The fourth variable in table 1, to examine if the personnel of the institution are promoted regularly, 16 (21.9%) of the respondents agreed to available and implemented; 15 (20.5%) of the respondents agreed to available but poorly implemented employees’ regular promotion; 14 (19.2%) of the respondents agreed to available but not implemented of employees’ regular promotion while 28 (38.4%) of the respondents agreed on not available of employees’ regular promotion. The data showed that the institution's employees are not promoted regularly, with a mean value and standard deviation of ($\bar{\chi}$ = 3.55, SD = 1.179). On the fifth variable, to determine if the personnel of the institution enjoy peculiar allowances, 14 (19.2%) of the respondents agreed to available and implemented; 15 (20.5%) of the respondents agreed to available but poorly implemented; 24 (32.9%) of the respondents agreed on available but not implemented while 20 (27.4%) of the participants agreed on not available with the assertion. This was confirmed by the mean value and standard deviation ($\bar{\chi}$ = 3.60, SD = 1.233). The data information showed that the institution's employees do not enjoy peculiar allowances. In respect to the sixth variable, to determine if the employees enjoy a good remuneration package in the institution, 19 (26.0%) of the respondents agreed to available and implemented; 28 (34.4%) of the respondents agreed to available but poorly implemented; 14 (19.2%) of the respondents agreed on available but not implemented while 12 (16.4%) of the respondents agreed on not available with the assertion. The mean value and standard deviation for the variable were ($\bar{\chi}$ = 3.52, SD = 1.334). This revealed that the institution's employees do not enjoy a good remuneration package.

Table 1: Examination of motivation and employee retention: a strategy for academic staff performance in Osun State College of Education Ilesa, Nigeria.

Variables	Available and implemented	Available but poorly implemented	Available but not implemented	Not Available	Descriptive Statistics N= 73	
	f (%)	f (%)	f (%)	f (%)	Mean Value	Standard Deviation
1. Involvement of employees in decision-making process	**22 (30.2%)**	**32 (43.9%)**	**12 (16.4%)**	**7 (9.5%)**	**3.91**	**.997**
2. Provision of good medical facilities	**19 (26.0%)**	**34 (46.6%)**	**9 (12.3%)**	**11 (15.1%)**	**3.78**	**1.109**
3. Provision of a housing scheme	**7 (9.6%)**	**10 (13.7%)**	**24 (33.3%)**	**32 (43.9%)**	**3.78**	**1.236**
4. Regular promotion of employees	**16 (21.9%)**	**15 (20.5%)**	**14 (19.2%)**	**28 (38.4%)**	**3.55**	**1.179**
5. Peculiar employee allowances	**14 (19.2%)**	**15 (20.5%)**	**24 (32.9%)**	**20 (27.4%)**	**3.60**	**1.233**
6. Good remuneration package	**19 (26.0%)**	**28 (38.4%)**	**14 (19.2%)**	**12 (16.4%)**	**3.52**	**1.334**

Source: Field Survey, 2022

From the qualitative data collected via interview session with an anonymous interviewee, it was discovered that the academic staff of the institution are below the required numbers which makes the staff over-work themselves due to inadequate staff. It was also discovered that some of the institution's department has one or two permanent staff. He further stated that casual staff are recruited by the management of the institution to reduce the workload on the permanent staff. The interviewee revealed that this had gone a long way to reducing the rate of employees' commitment to work and caused brain drains in the institution due to the lack of inadequate motivational and employee retention strategies in the institution.

An anonymous interviewee revealed that the college management gives its employees a medium to contribute their quota to its policies. It was also revealed that employees' views on the institution's policies get to the management via their head of the department which increased their level of commitment to duties. He, however, stated that the academic staff of the institution are not given timely promotions as expected.

Conclusion

The study concluded that employees of an institution are the most viable instrument in which knowledge and commitment are required to realise the organizational set goals and objectives. It is a well-known fact that an employee's performance is influenced by the level of motivation attained in an organization. Hence, the management of institutions of higher learning should put motivational strategies in place to retain its employees, prevent brain drain and for optimal performance.

Recommendations

Based on the Study findings, policy recommendations are presented to enhance employee retention and performance. The institution's management should ensure that more academic staff are recruited to reduce the workload on the permanent staff and reliance on part-time employees to ensure optimum performance. The institution's employees should be promoted when due to ensure their career development and enable them to commit their future to the institution. The institution's salary structure should be reviewed in line with the country's current economic situation. Employees' pay should commiserate with their input to the organisation. The institution should provide a conducive environment for its employees to put in their best performance at work via fringe benefits such as the provision of a housing scheme, access to loans and payment of allowances at the right time.

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Centrality of Public Policy in Public Governance in Nigeria: Nexus and Constraints

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Abstract

The paper focuses on the evaluation of the quality of public governance through various instruments of governance. The crisis of governance in most African countries requires assessing the indices and instruments of governance to be able to identify accurately the constraining factors to the quality of public sector service delivery. One of such instruments is public policy, which is constitutionally recognized as a tool for effective governance of all sectors. Available secondary data indicate that most public policies in Nigeria underperform, hence, they add little to the quality of human development. Therefore, relying on available secondary data and descriptive analysis of relevant literatures, the paper attempts to contribute to the discourse, concerning the relevance of public policy in public governance in Nigeria. In the process, it examines the nexus between the two, and identifies the constraints to the achievement of public policy objectives, which include: ambiguous objectives, lack of continuity, paucity of funds and lack of commitment by bureaucrats. To address this, the paper recommends the formulation of implementable policy objectives, adequate funding and inclusive policy process to facilitate policy sustenance and ownership by the citizens.

Keywords: Public Policy, Public Governance, Nexus, Challenges, Good Governance

1. Introduction

Public policy remains a critical driver of national development because it is a vital instrument of public governance. However, its achievement is contingent on the effective application of good governance. Effective public governance can result in a stronger economy and a higher standard of living for citizens of a country. The ability of government to design and implement public policies that are inclusive and participatory would motivate the citizens to engage freely in economic and political activities within the parameters of the state to engender good governance (Sharma, Sadana & Kaur, 2013). The magnitude and complexity of the issues affecting developing countries justifies the need for public policies. Increased financial and economic limits, expanding responsibilities of the public authority and growing citizens' expectations also demand proper planned and strategic public policies. However, balancing public policy with public governance is one of the most significant difficulties confronting many states, especially developing countries in the contemporary era (Ujah, Uloko & Omaufedo, 2020). Despite numerous scholarly directions on public policy as an instrument of public governance, the nexus remains contentious. Therefore, the paper examines the nexus between public policy and public governance in Nigeria; importance of governance to societal wellbeing, and factors that constrain policy implementation and performance. Structure of the paper is introduction in section 1, followed by conceptual clarification section 2. Section 3 presents the theoretical framework section 4 relates the nexus between public policy and governance. Section 5 discusses the challenges of public policies in Nigeria while section 6 concludes and recommends.

2. Conceptual Clarification

2.1 Public Policy

Public policy determines government action or inaction in response to public challenges. It refers to the sum of those government activities, which are executed directly or through its agencies that has influence on the lives of its citizens. It includes the decisions made by the government to either act or not act, in order to resolve a problem (Mackay, n.d.). The essence of public policy in the administration of a state cannot be over-emphasized. According to Oni (2016), public policy is the framework that guides government action by reconciling several public demands and limited resources based on priority. Public policy provides the platform to evaluate the programmes, projects implementations and performance. Thus, it creates opportunity for the citizens' political participation and activism to ensure accountability in government.

Public policy development is interactive and complex, rather than a simple linear process. The basic phases in public policy development are refers to as the Public Policy Cycle. According to Jann and Wegrich (2006), the steps are: the agenda setting stage, where the problem requiring government's intervention is identified; policy formation stage, which entails how government addresses the identified problems; the decision-making stage, where the critical discourse and debate between different interests occur; and the policy implementation stage is where government's proposed actions on how to solve the identified problems are implemented. The last is the policy evaluation stage, which measures the impact and success of the policy actions. However, the cycle can continue because, in most cases the feedback from the last stage may probably initiate another policy agenda.

2.2 Public Governance

Public Governance refers to the formal and informal arrangements, which determine the public decision-making and implementation of public actions for purpose of preserving the country's constitutional values (Department of Economic and Social Affairs, 2007). Thus, public governance relates to the process by which a society organizes its affairs and manages itself. It also refers to the government's capacity to facilitate the citizens' ability to achieve individual and communal satisfaction, and material prosperity. In a broad sense, governance is about the institutional environment where citizens and stakeholders interact and participate in public affairs (Chaudhary, 2020). Public governance focuses on the relationships that exist between government authorities, civil society and the environment i.e. the ability of political communities to legitimately govern themselves and act effectively. Governance can thus be said to have evolved from an exclusively government perspective to one involving and covering other facets of politics such as public policy (Smith, 2007).

Public governance is not limited to the task of providing services; it also pertains to public accountability on the impact of the policies on society. Public governance remains the enduring responsibility of all governments that are concerned with the public interest. It has become a tool to deliver a new agenda for development by ensuring that the financial and technical resources achieve its objectives through the adoption of governance principles such as transparency, accountability, and integrity (Almquist *et al*, 2013). Public governance comprises two interactive components: the formal and informal components. The formal component of public governance consists of the structures and process, while the informal component comprises the rational aspect, which relates to employee behavior and organizational culture (Alqooti, 2020). There are five aspects of public governance, which are: socio-political governance, which concerns the institutional relationships within the society that are vital to the public policy making and implementation; public policy governance which relates to how policy elites and networks interact to create and govern the public policy process; administrative governance which concerns the effective application of public administration to address the contemporary complex state issues; contract governance which concerns particularly with the governance of contractual relationships in the delivery of public services; and network governance, which concerns how the "self-organizing inter-organizational networks" operate independently and in collaboration with the government, in providing public services (Osborne, 2010).

2.3 Imperative of Public Governance

Public governance contributes to the strengthening of public trust in government, and improving the quality of service delivery, whilst maintaining the integrity of economic systems. It also plays an important role in strengthening the supervisory and regulatory process in government institutions for maximum performance (Alqooti, 2020). Efficient governance enhances service delivery. The practice of good governance is central to an effective and efficient service delivery, which improves the quality of life of citizens. These basic services include healthcare, education, water, sanitation, justice, and security. When provided by governments in a fair, equitable, and reliable manner, service delivery would consequently increase the visibility, credibility, and legitimacy of the state (van den Berg & Warren, 2015).

Good governance is synonymous with sound development management (World Bank, 2022). The quality of a country's governance is a key factor in its economic performance and wellbeing of its citizens. Good governance ensures that the political, social and economic priorities depend on a broad consensus in the society and effective participation of the citizens and the vulnerable minorities at the grassroots in the decision-making, concerning the allocation of development resources. Good governance is integral to the acceleration of the overall national development, including human development, which is vital to poverty alleviation. A strong institutional framework in terms of rule of law, participation, public accountability and responsiveness, transparency, equity and inclusion, efficiency, and decentralization, would translate to human development, economic development, and ultimately a sustainable development (Chaudhary, 2020). Governance at all levels is also essential to the promotion of sustaining peace; through service delivery, promoting sustainable development more effectively and efficiently, representation and inclusiveness; and conflicts resolution initiatives (International Peace Institute, 2018).

3. Theoretical Framework: Rational Theory of Public Policy

The development of rational choice theory, also known as choice theory or rational action theory has been posited as part of the behavioural revolution in American political science of the 1950s and 1960s that adopts empirical methods in investigating the individuals' behaviour. In political science, Anthony Downs (1957) was the first to apply rational choice theory to electoral behaviour and party competition (Ogu, 2013). Unlike other theories, the rational choice theory adopts a different approach to the study of human behavior, social actions, social structures and processes. It focuses on the individuals, as opposed to the interaction of several individuals, social situations, or groups. Although some theorists of rational choice make different assumptions about the individuals and proceed to larger social groups and systems, the emphasis on the individual interest is always the starting point of the theory (Ogu, 2013). Rational Choice Theory attempts to explain how individuals behave and make decisions. The theory posits that individuals use their self-interests to make choices that will provide them with the greatest benefit. In politics, Rational Actor model argues that the proper way to analyze the political behaviour is through the application of its supposedly "value-neutral" assumptions, which posit that man is a self-interested, purposeful maximizing being (Petracca, 1991).

According to Abell (2000), the rational choice theory assumes that the individuals' decisions and actions are reflection of the context and circumstances they found themselves. Individuals choose their actions optimally, given their individual preferences and the available opportunities or constraints. Hence, individuals will use the resources at their disposal to optimize their rewards, and ensure that the rewards outweigh the cost for the action to be completed. However, the action may not be suitable entirely in terms of some objectives, and public perception. Rational theorists argue that individuals are rational and would always decide on options and act in ways that would be beneficial to their interest (Abell, 2000). Mercier (2008) describes the rational decision process sequentially as follows: identifying the values and objectives to be achieved; analyzing all possible alternatives for achieving the objectives; researching and selecting information based on the efficiency or effectiveness of various alternatives; making a comparison between alternatives and their consequences; choosing the alternative that maximizes the values and objectives; implementation; and feedback.

However, the Rational Choice theory has been criticized to be unrealistic and too limited in its explanation. Its basic assumption on the absolute rationality of decision-makers is considers as impracticable because, they encounter major constraints relating to several factors. The theory does not take into consideration the influence of social norms on social actions. Norms and habits may guide certain actions, and people may apply them in their social actions without questioning, once the society adopt and integrate them. Hence, people might follow social norms, even when adhering to them is not beneficial to their self-interests. A second problem of understanding rational model is that it assumes the policy-makers have time to address the challenges in a rational way, to identify all the detailed and comprehensive potential means of achieving the objectives established and evaluate all these means based on efficiency, economy and effectiveness (Leoveanu, 2013). Thus, the theory does not account for choices made due to situational factors such as emotional state, social context, or environmental factors or situation in which there is no opportunity to review the costs and rewards implications.

Another limitation of the theory is its focus on individualism. While it could be argued that individual actions drive larger social structures; in public administration, the decision-makers work simultaneously with several documents and not entirely focusing on a single decision. Furthermore, the decision makers are motivated not only by maximizing the social gain, but also by factors such as power, status, financial rewards, reelection, and so on (Popescu, 2006). However, despite its perceived inadequacy, in the past three decades, rational choice-inspired models have dominated policy development, implementation, and evaluations as a challenge to traditional pluralist politics. The basic assumptions of the theory can be applied to a range of areas in politics and policy studies, especially, voting behaviour, legislations, and actions of politicians, policy formulation and implementation, rule formation, coalition building, among others. The theory is particularly useful in explaining and predicting why individuals, groups and the society as a whole make certain choices, based on its specific costs and rewards. Public policies are basis of effective governance, whereas good governance is instruments to drive policy processes. The theory explain the various choices in public policy processes, and why it is essential in driving governance based on the priorities that can solve peculiar problems of the country at any point in time.

4. Nexus between Public Policy and Public Governance

Governments in all nations frequently design and implement public policy as a means of public governance to improve the quality of life of the citizens, and national development. The link between public policy and public governance is often contentious because effective governance is contingent upon the effectiveness of public policy implementation. Thus, a situational analysis of public policy and public governance often demonstrates the need to employ good public policy practices to achieve effective public governance. In general, for all countries, the governance architecture reflects its public policy. Policy processes ensures effective governance if the result of public policy execution are consistent.

Moreover, another view involves deconstruction through perspective of instruments, with the overall goal of determining how the instruments can address different aspects of public policy processes. Yagboyaju and Akinola (2019) hold that such public policy instruments are not value neutral tools; rather they are bearers of social values. One of such instruments is public governance. The reflection on the dynamics of public policy on society is crucial for systematic and strategic improvement on public governance (Abas, 2019). However, the modern perspective on governance is becoming increasingly complex because the government functions and processes are continuously responding to the globalization phenomenon; hence, it is essential to explore and analyze contemporary governance concepts' characteristics, values, and utility within the context of public policy.

Scholarly directions have also asserted that public policy and public governance share a mutually interwoven relationship. The very basic objective of good governance is to enhance the administration of public policy on a large scale (Abas, 2019). In their discussion on public policy in Nigeria, Jeffrey, Ugwuibe and Nnamdi (2019) espouse that in developing countries like Nigeria, development is hampered by insufficient public governance, due to the improperly planned and implemented public policies with the overarching consequents; prevalence of unemployment, corruption and widespread poverty in the country. In the same vein, Maduabum (2016) adds that diagnosing public governance quality through the components of public policy arrangements is crucial for designing practical and lasting solutions to governmental issues, since the structure of public policy influences public governance as the key determinant of its efficacy or ineffectiveness. Therefore, public policy serves as a catalyst for change and improvement in the lives of the residents in a region where the policies are implemented (Ujah *et al*., 2020).

Furthermore, the import of public policy is to ensure that good governance is felt in the rural areas, especially in developing countries where the disproportionate share of the populace resides (Egugbo, 2020). Employment and income distribution and agricultural growth, are all critical components of the process. According to Ujah *et al.* (2020), it is felt more at the local governments due to its closeness to the grassroots. The policies of local governments affect every member of the community. Public policy impacts the types of services provided to inhabitants and the degree of care they receive, the forms of growth that occur at the community level and the future of the community. However, despite the fact that policymaking plays an important role in public governance, Abas (2019) asserts that usually, the role is undervalued and misunderstood. Moreover, while this may be so, the formulation, adoption and implementation of public policy are usually a complicated process. The process according to MRSC (2017) is "fluid, incremental, confused, often disorderly and even incoherent". The analyses of public policies are usually in terms of the interplay of interests or institutional structure without focus on the instrumental elements. As such, Abas (2019) contends that public policy processes often arrange specific social relationships between the state and the beneficiaries, based on the perception of its representations through procedural instruments, like public governance.

In most cases, governance is frequently delegated to political and administrative leadership through public policy and when such arrangement is inefficient; the consequents are isolation, poverty, frustration, resentment, and insecurity. Thus, every good public policy requires planning because the inappropriate means and processes can result in policy and governance failure (Ikelegbe, 2005). Public policy is crucial in framing the guidelines and principles for governance. Apart from the actual laws of the land, it also governs the nation, because, it is a product of collective efforts of the governments, institutions, advocacy groups, influence of lobbyists, and the regular citizens. Hence, it represents an important and effective way by which people participate in government (Project Citizen, n.d). Public policy improves quality of lives by enhancing the effective delivery of public goods and services. It is a procedure for determining the need of the people, the means and methods to provide those needs, through minimal resources and equal distribution (Andrew, 2022). Public policy is refers to as the mechanism through which the socio-economic system can be developed, which is the essence of public governance. Thus, without good policies and effective implementation, the likelihood of the failure of government and governance is high, as evident in many African countries (Adebowale, 2022).

5. Challenges Facing Public Policy Process in Nigeria

Challenges of public policy in Nigeria are daunting, considering the complexity of the society and diversity of opinions among the political class. Moreover, government's posture on ethical issues tends to be skewed in favour of a segment of the society instead of demonstrating the political will in pursuit of public good. In what follows, the challenges to public policy give insight into fundamental issues in the policy process.

i) Corruption at every level, in both the private and public institutions, has devastating effects on governance structures and systems in Nigeria (Ujah *et al.*, 2020). The ineffective and corrupt political leadership, under which the public bureaucracy in Nigeria operates, coupled with the pervasive and deep-rooted corruption within the public bureaucracy remains major obstacles to effective public policy implementation in Nigeria (Ugwuanyi & Chukwuemka, 2013). This affects the content and quality of policy since the motivator is the interest of the political leaders and sometimes, only to attract public acclaim and attention.

ii) Most policies in Nigeria have inappropriate, ambiguous and bogus objectives lacking clarity and well-defined programmes for effective implementation. Policy aims frequently lack clarity and coherence, and usually conflicts the expectation of the target beneficiaries. Policymaking requires clarification of the objectives because when policy objectives are ambiguous, implementation becomes more challenging. Successive governments in Nigeria embark on unmeasured ambitious policy objectives without regards to achievable implementation strategies. According to Egomnwan (2009), most programmes are designed to secure public acceptability and political legitimacy of the political regime by providing tangible evidence of the dividend of democracy. Thus, unintended substantial bottlenecks embed due to the breadth and depth of the policies developed.

iii) Lack of policy continuity is another issue of concern. According to Obamwonyi and Aibeyi (2014), public policy failures in Nigeria are partly due to regime change, because changes in government usually shift the priorities. This circumstance exacerbates implementation issues due to shift in focus to entirely different priorities and objectives, which require the formation of new organizations, personnel, resources, and technology that are always not immediately available. Successive governments abandon inherited public policies and initiate another, which subsequently may be abandoned by another successor, thus leaving a trail of cancelled or abandoned policies, programmes and projects due to conflict of interest in respect of personal, ethnic and organizational interest and aspirations.

iv). In some cases, there is absence or inappropriate mechanisms to implement and sustain various policies, programmes and projects. In some cases, implementing agencies lack the essential modern technology, human capital development and administrative capacity to execute policies efficiently. In addition, cultural issues might impede the adoption of new technology for policy execution; hence, techniques for policy implementation may be incompatible with policy aims.

v) Absence of a well-defined coordination structure affects policy execution. Several policies in countries like Nigeria, for instance, entail the involvement of numerous government entities at various levels. Ujah et al. (2020) assert that well drawn out policies such as the poverty reduction programme in Nigeria, though well-articulated, confronts the challenges of ineffective coordination of the multiple organizations that are involving at the three levels of government. Thus, the programme failed due to lack of a clear definition of responsibilities among the multiple groups involved.

vi) In the same vein, paucity of funds or inadequate funding affects the effective implementation of public policy in Nigeria. According to Obodo (2016), poor mobilization of required resources to fund the monetization of allowances and terminal benefits of workers whose employments are likely to be affected frustrated the monetization policy of the Federal Government of Nigeria.

vii) Non-inclusive approach and continued adoption of top-bottom approach in policy formulation and implementation has serious consequences for the achievement of the desired policy objectives. According to Obona (2016), policy makers are unable to make decisions that facilitate development, due to certain psychological and socio-structural inadequacies that inhibit the knowledge and commitment to make proper judgments, concerning the allocation of resources. Hence, policy solutions adopted, usually from advanced economies, are not suitable contextually to local peculiar problems. Consequently, the policy processes further undermine the capacity of local intellectual resources to act on local problems, under-develop local talents and deprive them the opportunity to master the local problems. They impede public policy goals, disconnect the policy makers and the policy beneficiaries, with significant constrain on policy ownership and acceptance (Agbazuere, 2020).

viii) The attitudes of bureaucratic institutions toward policy implementation are inefficient (Atelhe and Akande: 2018). The public bureaucracy is the technocrat that decides what should be done, how it should be done and who actually benefits; hence, achieving the policy goals and objectives depends on the capacity of the bureaucrats to effectively implement such policy.

6. Conclusion and Recommendations

Public policy implementation is an aspect of public governance that includes activities relating to the public tasks specified by task direction. Public governance is complex and encompassing, involving development of the society's political, economic, social, and cultural wellbeing, as well as the criteria, commitment, and structures to execute the programmes. Public policy has a significant impact on national development. Effective public governance remains vital for the future of a nation. However, its achievement depends on implementable public policy processes. It has been established that there is a nexus between public policy and governance, though there are constraining factors to public policy performance in Nigeria. Thus, the following are recommended accordingly:

1. Government should always set implementable and achievable policy objectives to raise the performance level of the public policies in Nigeria.
2. Alternative development funding must always be exploited to halt the trend of projects abandoning.
3. Specialized training for the bureaucrats is essential to improve on policy implementations.

4. Recognized good governance principles must not be compromised in policy implementation, for proper policy monitoring and evaluation.
5. Anti-corruption agencies need to be alive to their responsibilities to prevent diversion of resources by public officials.

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Training and Development and Employee Performance in the Banking Industry: A Study of Selected Branches of United Bank for Africa, Lagos State, Nigeria.

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Abstract

This study examined the relationship between training and development and employee performance among the selected branches of United Bank for Africa (UBA) under Alimosho Local Government Area of Lagos State, Nigeria. With the advent of technology in Nigeria, there has been an increase in fraudulent activities and this appeal to banks to prepare their workers to deal with the challenges through training and development. The study adopted descriptive survey research design and selected 75 respondents using convenience sampling method. Two hypotheses were tested at 0.05 level of significance using Pearson Product Moment Correlation with the aid of SPSS version 21. The findings indicate a strong and statistically significant relationship between training and development and employees' performance. Arising from the findings, it was recommended among other things, that United Bank for Africa (UBA) management should subject the workforce to frequent training in order to enhance their skills and competencies. Also, United Bank for Africa (UBA) management should ensure that current training cope with the reality of technological challenges in order to protect customers and other stakeholders from the fraudsters. Finally, organisation should recognize training as investment in which they are going to reap a lot of return on it (ROI) and not a favour to the employee.

Keywords: Employees' Performance, Training and development, Training assessment needs, United Bank for Africa

1. Introduction

The current competitive business environment requires that for organizations to survive the challenges in the business environment, such organization must invest heavily in workforce training and development. That explained why the quality of human resource in organization is fundamental to its performance. According to Osewe and Gindicha (2021), human capital is recognized as one of the important assets of business organizations where the skills, talents, and knowledge that employees possess are strongly linked to the organizations' strategies and performances. Even in financial institutions such as bank, training and development programmes used to enhance employee and customer relationships, improve employee competence, and enhance employees' attitudes toward organisation performance. Besides, there is well-proven evidence suggesting that employee training and development can drastically influence the success of an organization through different channels like learning, innovation, employee motivation and skill upgrading among others.

According to Shen and Tang (2018), training and development is seen as one of the key practices of human resource management and it refers to the programmes and activities designed to teach the employees about the company essentials, educate them on the general rules of an organization, to provide them technical knowledge which is considered important to complete the job responsibilities efficiently and to remove the unlikely limitations at work. Training can be defined as a "systematic process of acquiring knowledge, skills, abilities, and the right attitudes and behaviours to meet job requirements" (Bankole, 2014). While Ocen, Francis and Angundaru (2017) defined training as a learning activity which is directed towards the attainment of specific knowledge and skills in order to deliver on the job. Okechukwu (2017) explained that training is basically a learning experience, which seeks a relatively permanent change in an individual's skills, knowledge, attitudes or social behaviour.

Hence, the basic parts of a worthy employee training programme are constructed on orientation, management skills, and operational skills of employees with the groundwork of employee development programme (Raheed, 2019). In view of this, by focusing on specific skills required for the current need, training has been considered to help employees do their current jobs or assist in meeting current job performance requirement. Both new and old employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization so as to be in tune with current job demands and economic realities. Also, training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take better decision in time and in more productive manner (Rawashdeh & Tamimi, 2019). Moreover, it empowers workers in financial sectors such as bank to manage the client in a persuasive way and react to their disagreements in a reasonable manner (Osewe and Gindicha (2021).

There is need for every organization to adopt strategies in order to achieve the desired targets or standards set by the management. Thus, every organization must seek to improve the quality of its workforce. And one way of achieving this is through training and development programmes. In any organisation, especially in the banking sector, the needs for training arise when there is reduction in profit or there is need to improve or adjust to changes and solve problems in order to improve on both employee and organizational performance in general (Getahun, 2018). This affirmed the position of Al-Refaei, Ali and Bahaj (2021) that importance of training and development programmes can only be appreciated with a clear understanding of its direct impact on employee performance. Also, training and development programmes offer a platform for employees to advance their skills and capabilities and provide them with chances for inclusion in the learning process and enhanced their performance (Kirimi & Maende, 2019).

Organizations are facing increased competition due to globalization, changes in technology, political crisis, unstable economic environment as result of Covid_19 pandemic and ongoing war between Russian and Ukraine. Human resource as the major factor of production and intellectual property of organisation cannot be used in crude form. Consequently, employer of labour who is ready to compete in this present business environment ought to make training and development a point of duty in order to survive and retain number one position (Kumaran, 2020). Also, in order to gain an edge above other competing firms and have financial capacity to “muscle” the current economic turbulent and dynamic market, human capital needs to be given strong attention. In view of this, the importance of training and development programmes can only be appreciated with a clear understanding of its direct impact on employee performance. Ismael, Othman, Gardi, Hamza, Sorguli, Aziz, Ahmed, Sabir, Ali and Anwar (2021) assumed that when management offers workers training programmes, they will bring out their best efforts to achieve organizational goals, which translate to high performance of the job. For that reason, in every organization the responsibility to enhance employee job performance is embedded in training and development (Hussain, Khan & Khan, 2020).

For instance, the need for training programmes in large corporate organizations like United Bank for Africa (UBA) is to bring about changes in the employees’ attitudes and increase their performance on the job. Meanwhile, the advent of technology in Nigeria has led to a new chapter of turbulent period in the banking sector as a result of increase in fraudulent activities such as embezzlements, clearing fraud, theft, forgeries and especially cyber crimes fraud and other related fraud therefore prompting organizations to train their employees as one of the ways to prepare them to deal with current challenges and enhance their performance. Equally, it is important to note that replacing workers in strategic positions or professions such as banking sector is very costly because finding skilled or refined ones can be difficult, while training and developing new employees are much expensive but safe. It is against this backdrop that this study investigates relationship between training and development and employees’ performance using selected branches of United Bank of Africa (UBA), Alimosho local government, Lagos State, Nigeria as a point of reference.

The objectives of the study are as follows: i). To investigate the relationship between training and development and employees’ performance among the selected branches of United Bank for Africa (UBA), Lagos State, Nigeria;ii). To examine the effect of training need assessment and employee performance in United Bank for Africa (UBA), Alimosho, local government area, Lagos State, Nigeria. The study is equally guided by two principal research questions: (i). What is the relationship between training and development and employees’ performance among the selected branches of United Bank for Africa (UBA), Alimosho, Local Government Area, Lagos State, Nigeria?: and (ii). Is there a relationship between training need assessment and employee performancein United Bank for Africa (UBA), Alimosho, local government area, Lagos State, Nigeria? The paper is in five sections. But the rest of the paper is composed of section 2 which features literature review; in section 3, the methodology is presented; section 4 is a highlight of the analysis and results. Section 5 concludes and recommends.

2. Literature Review

Conceptual Framework

Training and Development

Training and development constitute one of the cardinal areas of which no organisation can afford to toy with. Therefore, any organisation that disregards the important position which training occupies in will endanger its chances of surviving in the keenly competitive environment (Bankole, 2014). Training is a short term systematic process through which an employee acquires technical knowledge, skill and attitude required to perform a specific task or job adequately. While development is a long term educational process through which managerial personnel learn conceptual, theoretical and analytical knowledge for general purpose. While training is meant for virtually all the workers, development is meant for managerial personnel to develop the already acquired knowledge. However, training and development are educational activities designed to improve the job performance of an individual or group of employee and in order to bring out the best in them (Neelam, Israr, Shahid & Muhammad, 2014).

The quality of the human resource of an organization is essential to its success. Thus, every organization must seek to improve the quality of its workers. One way of achieving this is through training and development programmes. In the word of Armstrong (2006), development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Choiriyah and Riyanto (2021) assert that training is an important element in producing the human capital needed in the production of goods and services. Also, training provides employees with the skills, abilities and knowledge required to function in their new positions.

The objective of training and development is to achieve a change in the behaviour of the employee trained. This means that the trainees shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals. Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Rahayulita, 2020). Training need is any shortfall in employee performance, or potential performance which can be remediated by appropriate training. According to Purhadi (2020), there are many ways of overcoming deficiencies in human performance at work, and training and development present the tools for this purpose.

Employee performance may be seen as the result of congruence between training and development and organizational goal. In another development, it is unhealthy and against the work ethics for an employer not to train the workers and expecting them to perform well at the job. Therefore, it is mandatory for any organisation to give its employees training to get overall goals of the organization in a better way (Ganesan, 2020). This affirms the position of Siti and Setyo (2021) that training and development programmes increase the overall performance of the organization.

Training Needs Assessment

The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by organisation's workforce to achieve the requirements. An effective training needs assessment will help direct resources to areas of greatest demand. Also, training needs assessment is a systematic approach that progresses through a defined series of phases (Falola, Osibanjo & Ojo, 2014). It focuses on the ends to be attained, rather than the means. For instance, reading achievement is an outcome whereas reading instruction is a means toward that end. Training needs assessments consist of various components based on the researcher point of view. Some researcher argued that it is essential to identify the team competencies that are needed. These competencies may include the requisite knowledge, skills, and attitudes necessary to improve performance.

Concept of Employee Performance

The term performance is often used indiscriminately to describe everything from efficiency, effectiveness to improvement. According to Koopmans, Bernaards, Hildebrandt, Buuren, Beek and Henrica (2014), the term performance has to do with those behaviours or actions which are regarded relevant to those goals of the organisation. Employee performance has been defined in different ways by different scholars, for instance, Okechukwu (2017) defined it as the positive attitude held by the employees toward the organization and its values. Performance is linked with quantity of output, quality of output, timeliness of output, presence or attendance on the job, efficiency of the work completed and effectiveness of work completed. According to Mathis and Jackson (2009), employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment.

Adnan and Bataineh (2014) established that good employees' performance is necessary for the organization since an organizations success is hinged upon the employees' creativity, innovation and commitment. Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money (capital). All these resources are important but out of these the manpower (men) is the most important (Bankole, 2014). It plays an important role in performing tasks for accomplishing the goals. Meanwhile, the business environment is changing drastically to the extent that ability and strategy needed by management should be deploying to control workers in order to bring about team work and improve performance. For example, organisations that have the edge over other competitors through their talented and dedicated manpower can take the lead in the market. As a result of this, the contribution of employees on job is the most important factor for development and excellence in business. Therefore, performance of employees on different jobs in close coordination is needed for success organisation (Osifo, 2013).

Meanwhile, where employees possess the knowledge, understanding and have the expertise to carry out their work effectively, they can be more productive. An organization that coordinates its goals mutually with those of its employees is likely to bring out better performance from its workforce. This approach can go a long way in making the organization to achieve its set targets like profitability given that employees buy into the set systems like the use of productivity linked pay structures. Besides, the level of employee performance is highly determined by the level of engagement or commitment an employee has toward their organization and its values (Nguyen & Ngo, 2021).

Theoretical Framework

In order to have better understanding of this study, social exchange theory by Blau (1964) and Homans (1958; 1964) and organisational support theory by Colakoglu, Culha and Atay (2010) are adapted to provide a better explanation on the subject matter. The strength of social exchange theory is that it enlighten employer of labour how to sustain and keep relationships with employee and bring out the best in them, while the theory also applicable to the field of employment relations and human resource management. While organisational support theory demonstrated that the employees who receive management support show more satisfaction and positive attitudes toward their job and perform beyond expectations.

Social Exchange Theory

Social exchange theory (SET) is one of the most prominent conceptual perspectives in management, as well as related fields like sociology and social psychology and workplace behaviour. Some of the proponents of this theory include Homans (1958) and Blau (1964). This model of social exchange theory stipulates that certain workplace antecedents lead to interpersonal connections, referred to as social exchange relationships. To Blau (1964), successful exchange can cause one individuals to become committed to another, suggesting that an exchange may sometimes affect relationships. Social exchange theory argues that people calculate the overall worth of a particular relationship by subtracting its cost from the rewards it provides. Meanwhile the effect of training and development on employee performance is based on how employees perceive it. Assuming the employee views training and development as a gift from the organisation to develop their competence to perform the current job, and preparing for growth opportunities in their future career. In that situation, employees will reciprocate by acquiring a positive attitude and behaviour based on the rule of reciprocity (Gouldner, 1960). In view of this, training and development play a critical role in achieving positive social exchanges between an organisation and employees (Shen, & Tang, 2018; Al-Refaei, et al., 2021).

Organisational support theory

Organizational support theory assumes that in order to meet social emotional needs and to assess the organization's readiness to reward increased efforts, employees form general beliefs concerning how much the organization values their contribution and cares about their well being. This is known as Perceived Organizational Support (POS). According to the findings of a study by Colakoglu, Culha and Atay (2010), perceived organizational support has a significant positive effect on employee performance. Employees who are cared for and valued by their organizations will perform beyond expectations of the employer of labour. Organisations that make provision for the workers in terms of training and development have helped them in discharging their responsibilities easily, such organisation has and prepared them for the future challenges and opportunities thereby making the workers show better performance and more meaningful contributions. Organizations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities such as training and development.

Methodology

The study adopted descriptive survey research design which allows the selection of sample from the population**.** The study population includes all staff of five selected branches of United Bank for Africa (UBA), Alimosho Local Government Area, Lagos State, Nigeria which is one hundred and twenty (120). In line with Krejcie and Morgan (1970) sampling size determination table, a sample size of ninety-two (92) respondents was drawn from the population, using convenience sampling techniques. A convenience sampling is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close or easy for the researcher.

An 8-items questionnaire by Saifalislam, Osman and AlQudah, (2014) on training and development and 10-items scale on employees' performance by Teng and Ahmad (2021) were adapted for the study. Thereafter, the instruments were subjected to test-re-test method and reliability co-efficient of 0.74 was obtained for training and development scale and 0.77 for employees' performance scale. The questionnaire was formatted on four (4) point Likert's type rating scale: ranging from Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). The copies of the questionnaire were administered personally by the researcher with the help of four experienced research assistants. Ninety-two (92) copies of the questionnaire were distributed; eighty (80) copies retrieved but only seventy-five (75) copies were certified valid for analysis.

4. Analysis and Results

Data were analysed using Pearson Product Moment of Correlation (PPMC) to test the hypothesis.

Hypothesis: There is no significant relationship between training and development and employees' performance among the selected branches of United Bank for Africa (UBA) Lagos State, Nigeria.

Table 1: Result of correlation between training and development and employees' performance

		TRAI_DEVT	EMPL_PERF
TRAI_DEVT	Pearson Correlation	1	.595**
	Sig. (2-tailed)		.000
	N	75	75
EMPL_PERF	Pearson Correlation	.595**	1
	Sig. (2-tailed)	.000	
	N	75	75

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

Table 1 shows the result of the bi-variate Pearson's correlation analysis between training and development and employees' performance among the selected branch of United Bank for Africa (UBA). The result indicates a positive and statistically significant relationship between the variables (*r*=.595, *p*<.05). This implies that as the management of selected branches of United Bank for Africa (UBA), Alimosho Local Government Area of Lagos State, Nigeria subject the workers to training and development, employees' performance keep improving beyond the set target by the organisation leadership.

Table 2: Result of correlation between training needs assessment and employees' performance

		TRND_ASMT	EMPL_PERF
TRND_ASMT	Pearson Correlation	1	.750**
	Sig. (2-tailed)		.005
	N	75	75
EMPL_PERF	Pearson Correlation	.750**	1
	Sig. (2-tailed)	.005	
	N	75	75

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

From table above, Pearson's correlation analysis between training needs assessment and employees performance indicates a positive and statistically significant relationship between the two variables (*r*=.750, *p*<.05). In view of this, since the P. Value (0.005) is less than 0.05, the null hypothesis is rejected and concludes that there is correlation between the two variables. This suggests that training needs assessment have significant relationship with employees' performance among selected branches of United Bank for Africa (UBA) in Alimosho Local government area of Lagos State, Nigeria.

The study examined the relationship between training and development and employee performance among selected branches of United Bank for Africa in Alimosho Local Government Area of Lagos State, Nigeria. The formulated hypotheses were tested at 0.05 level of significance and were found to be significant.

The null hypothesis which states there is no significant relationship between training and development and employees' performance was rejected. The result revealed there is correlation between training and development and employees' performance among the selected branches of United Bank for Africa, Alimosho Local Government Area of Lagos State, Nigeria. The outcome of this study corroborate the work of Osewe and Gindicha (2021) that training and development of the workers increase job satisfaction and bring about good performance. The study is also in tandem with organizational support theory by Colakoglu and Culha (2010) that employees who are valued by their organizations will perform beyond expectations of the employer of labour. Therefore, as organisation support employees through constant training and development, it helps them perform their task excellently.

Similarly, the study have a link with the work of Ismael, et al., (2021) and Rashed (2019) that effectiveness of training and development of employees will bring out the best in them and their sense of psychological reason. The study corroborate social exchange theory by Blau (1964) and Homans (1958) that assuming the employee views training and development as a gift from the organisation to develop their competence to perform the current job, and preparing for growth opportunities in their future career. In that situation, employees will reciprocate with positive attitude and behaviour based on the rule of reciprocity. (Gouldner, 1960). In view of this, training and development play a critical role in achieving positive social exchange between an organisation and employees (Al-Refaei, 2021).

Hypothesis two which state there is no significant relationship between training needs assessment and employees' performance was rejected because the outcome of the result shows positive and strong relationship between training needs assessment and employees' performance among the selected branches United Bank for Africa (UBA) in Alimosho, local government area, Lagos State, Nigeria. This suggests that as organisation identifies employee's training needs, it will bring about better performance. The study corroborates the work of Rashed (2019) who found relationship between training needs and employee's performance. According to him, by identifying training and development needs of employees it will help their job efficiency and performance to a larger extent. The study aligns with the work of Mbiya, et al., (2014), that training needs assessment will fill deficiencies or anticipated gap probably and enhance workforce performance.

Equally, the study affirmed the position of organisational support theory by Colakoglu and Culha (2010), according to them, employees who are cared for and valued by the employer will perform beyond expectations. In order words, organisation that make provision for workers in terms of training and development have help them in discharging their responsibilities without difficulty, consequently, such organisation prepared workers for the future challenges and opportunities thereby making them exhibits better performance and contribute significantly.

5. Conclusion and Recommendations

Research on the training and development and employees' performance was carried out among the selected branches of United Bank for Africa (UBA), Alimosho Local Government Area of Lagos State, Nigeria. The purpose of the study was to examine the relationship between training and development and employee's performance. The study revealed without good performance from the workforce, it will be difficult to achieve organisation efficiency. Thus, employees are assets to the organisation that is why training should be a main tool of human development. Besides, organisation can run effectively if the constraints such as lack of workforce training can be appropriately handled. In view of this, training is not only to train the workers physically and mentally for the sake of the organization but also, it's a way of preparing them for the future work challenges and usefulness. Hence, training is considered as education and instructions given to the employee at any time needed to improve the current status of skills and information, for better performance.

Based on the outcome of the study, the study recommends that organisation should lay emphasis on frequent training of employees in order to enhance skill development and bring about improved employee's performance. Also, the training provided to the employees should be designed in such a way that it will better equipped them to meet the increasing challenges for higher standards of service delivery in the banking sector and achieve corporate goal(s) of the organisation. Equally, there is need for bank management to ensure that current training cope with the competitive technological challenges that are taking place today in order to protect their customers and other stakeholders from the fraudsters. While, organisations should not perceive training as a favour to the workforce rather, it should be design as investment that will give back returns either in short or long term.

In addition to this, there is need for organisation to introduce performance appraisal method that will assist in choosing the right type (on-the-job or off-the-job) of training suitable for employee. Employer of labour should carryout training evaluation that will reveal whether the training achieve it purpose or not. Organisations must devise means that will review the performance and productivity level before and after the training in order to justify the money spent and what will be the budget for training in the coming year having seen the benefits. Future study can be replicated in public sector of Nigeria economy in order to have better understanding of the relationships existing among the variables investigated.

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Nigeria in the Context of Transnational Organized Crimes in West Africa

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Abstract

Transnational Organized Crime (TOC) exercebate the issues of insecurity in Nigeria by exposing the country to a syndicate of criminals who take advantage of the porous borders of the country and its weak security apparatus to perpetuate smuggling, kidnapping, drug and human trafficking, money laundering, cybercrime, oil theft, maritime piracy and arms proliferation among others. The objective of the study is to critically examine the typologies of transnational organized crimes been perpetrated by Nigerians in Nigeria and beyond. The effects of Transnational Organized crimes on the overall tranquility, development and progress of Nigeria will be also analysed. The study adopted the Failed State Theory to buttress the various arguments in the paper.The paper also used descriptive method of content analysis where by secondary data were relied upon. Data were sourced from Newspapers, Magazines, Journals and Internet materials. The study finds out that, the various TOCs bedevilling the security of Nigeria are caused by multiple factors like institutional corruption, weak law enforcement agencies, poverty, proliferation of small and light weapons, poor surveillance and monitoring facilities and most importantly, the failure of the federal government to execute its statutory responsibilities. The ripple effects of TOC in Nigeria is grave. It has the potency to damage the Nation's International image, investors are scared away and so many people have been killed by TOC groups. In order to curb TOCs, the study suggest that, democratic governance should be fundamentally practiced in Nigeria and in the whole of West African states because this will strengthen the various security institutions and as well as eliminate poverty, and provide social assistance to the unemployed youth. By so doing, the socio-economic factors attracting TOC will be minimized if not totally eliminated.

Keywords: Context, Transnational, Organized Crime Nigeria, West Africa

Introduction

Due to the free movement of people and goods implemented through the Economic Community of West African States (ECOWAS) agreement, West Africa has become one of the regions with the highest mobility in the world and this has attracted the spread of crimes. West Africa has many distinct realities that nurture and drive Transnational Organized Crime (TOC), such as vast natural resources, an array of political jurisdictions, porous borders combined with varying and differing criminal or penal laws, corruption, extreme poverty, security and state fragility issues, high levels of youth unemployment and more. Due to these factors, there are several categories of transnational crimes capable of disrupting micro and macroeconomics of countries in the West African region. These TOCs are Sea Piracy, hijacking of lands, organ trafficking, insurance fraud, money laundering, human trafficking, drug peddling, and so on. Specifically, the West Africa maritime and land borders for years, has been notoriously known for the flowing of cocaine from the Andes via West Africa to Europe; flowing of methamphetamine from West Africa to Asia; smuggling of migrants to Europe, trafficking of fire arms; transportation of fraudulent essential medicines from Asia to West Africa and maritime piracy (UNODC,2013). In the midst of all these security scenario, Nigerians have been caught and Published in several media platforms as vital actors in TOC. For instance Nigerian human trafficking networks are infamous, primarily those engaged in sex trafficking and domestic exploitation, operating in West Africa and Europe (Global Organized Crime Index, 2021) . Nigerian networks also engage in labour trafficking, particularly of children who are exploited in domestic servitude, street vending, mining and farming all across West Africa. Other forms of human trafficking in Nigeria include increasingly prevalent ‘baby factories’, the recruitment of women and girls for prostitution and widespread forced domestic servitude. Hausa networks operating in the north are involved in transnational sexual and labour trafficking to Arab countries, particularly Saudi Arabia (Global Organized Crime Index,2021). Furthermore, the military has been known to informally recruit underage boys as vigilantes, a practice also common among non-state armed groups using child soldiers. Human smuggling is less pervasive, as free movement under the Economic Community of West African States (ECOWAS) protocol has moderated the need for intra-regional smuggling. Historically, Nigeria has had high and sophisticated levels of migration, facilitated by the large diaspora communities. The market contributes to widespread corruption which enables the procurement of fake travel documents, and the country is a major hub for full-package style smuggling, serving the wider region. Nigerian smuggling networks connect people to Europe via Niger, and numerous smugglers operate from Lagos and Benin City (Global Organized Crime Index, 2021)

Conceptual framework

Transnational Organized Crime

Transnational crime by definition involves people in more than one country maintaining a system of operation and communication that is effective enough to perform criminal transactions, sometimes repeatedly. In the case of West Africa, this may involve persons of West African origin colluding with others from outside the region—for example, the Russian and other foreign nationals arrested in Nigeria in connection with oil bunkering—or it may involve West Africans based in their home region maintaining relations with expatriates living in the diaspora. There are many ways in which TOC can be and has been defined. Transnational organized crime (TOC) refers to “crimes that are not only international (crimes that cross borders between countries), but crimes that by their nature involve border crossings as an essential part of the criminal activity. They also include crimes that take place in one country, but their consequences significantly affect another country” (Freedom & Gerald, 2013). The implication therefore is that TOC “by definition involves people in more than one country that uses all means in their disposal ranging from ideological, physical and technological weapon to perpetrate criminal transactions.

Theoretical Analysis

Illegal Enterprise Theory of Crime

Illegal enterprise theory springs from general economic theories of crime (Becker 1968; Nettler 1978) by concentrating on the points of overlap between licit and illicit activities. According to this theory, criminals are rational actors engaged in profit-oriented behaviour. They are involved in activities that, albeit illegal, are driven by the same laws of supply and demand that determine the legal market (Liddick 1999). This is because there is both a continuum of legal and illegal markets, and a demand for certain goods and services that exists beyond the boundaries of legality (Liddick 1999; Smith 1975). Since the 1970 several authors have used concepts from economics to explain behaviour in illegal markets (e.g., Schelling 1965; Reuter 1983; Moore 1987; Haller 1990;). The enterprise theory of crime understands the organization of criminal behaviour as reflective of specific environmental factors - market or economic forces, influencing the motivations of criminals, how they interact, their perceptions or risk versus benefit, and the efficiency and efficacy of their modus operandi.

Under this theory, organised crime exists because legitimate markets leave many customers and potential customers unsatisfied (Smith, 1978). High demand for a particular good or service (e.g. drugs, prostitution, arms, slaves), low levels of risk detection and high profits lead to a conducive environment for entrepreneurial criminal groups to enter the market and profit by supplying those goods and services (Smith,1980). For success, there must be: an identified market; and a certain rate of consumption (demand) to maintain profit and outweigh perceived risks (Albanese, 2008; Albanese, 2000). Under these conditions competition is discouraged, ensuring criminal monopolies sustain profit. Some products and services have been criminalized by governments, such as drugs, prostitution, numbers, and loansharking, yet are still in high demand by some parts of the population; other products and services are subject to high taxes (e.g., cigarettes, oil, and alcohol) or restrictions (e.g., import or export restrictions, quota, and licenses). According to economists, restrictions on supply do not eradicate demand; instead, they only alter market conditions for illegal entrepreneurs. Others have extended this line of reasoning to opportunities for illegal activities that are created by differences between countries, regulations, and local policies. Passas (1999) uses the term criminogenic asymmetries, referring to profits generated by taking advantage of differences in regulations and policies between countries.

Shades of Transnational Organized Crimes

Small and Light Weapon Trafficking

Nigeria's location, as well as its particularly porous northern and eastern borders, and access to the ocean in the south, has made it an ideal transit point for the trafficking of small arms and light weapons (SALW). Imports from Turkey and Iran have been recorded, and Boko Haram terrorism, armed movements, piracy and banditry have sustained demand. Nigeria has experienced widespread insecurity resulting from banditry, kidnapping, robbery and oil-related violence, often perpetrated using heavy weapons. Many weapons are legitimately procured but diverted into the illicit market from national stockpiles. It is also common for security forces to sell or rent their weapons. Furthermore, since 2011 there has been increased circulation of Libyan stockpiles across the region (Global Organized Crime Index, 2021).

Illegal, Unreported and Unregulated Fishing in Nigerian Waters

Like most countries in West Africa, Nigeria's coastal waters contain diverse species of fish, which contribute to the food and economic security of its people. Small-scale fishing operations contribute 80% of locally produced fish and support the livelihoods of 24 million Nigerians (Okafor and Sayra, 2021). Seventy three percent of those involved in fisheries in Nigeria are women. The overall GDP contribution from fishing – small scale and industrial – was 0.84% in 2019 and 1.09% in 2020 (Okafor and Sayra, 2021). The fisheries sector is therefore a route to socioeconomic development in Nigeria. But it also faces threats. One of these is environmental pollution, primarily from the oil industry. Pollution degrades the maritime environment, destroys fish stocks and reduces the catch. Another threat is illegal fishing, as our previous research has found. Nigeria loses, 600million dollars annually to IUU fishing done by foreign vessels as a result of inadequate manpower to police the country's vast coastline (Abiodun, 2019). Abiodun (2019) reported in Thisday Newspaper that Nigeria spends 800 million dollar annually on fish importation, being the fourth largest importer of fish in the world. Nigeria imports frozen fish varieties, including Mackerel locally called Titus, Herrings locally called Shawa, Horse Mackerel locally called Kote, Blue Whitening, locally called Panla and Argentina Silus locally called Ojuyobo as well as the popular Croaker fish. Most of these fishes are taken away by foreign countries that are into fishing from Nigerian territorial waters and reimported by Nigerians at exorbitant prices. Some of our local breeds especially from the family of Pelagics are destructively harvested, mechanically mashed to produce fishmeal and fish oil to be used as feeds for farmed fishes inland in Asia and Europe. In return, those farmed fishes are exported to African and Nigerian markets. According to a document titled "Fisheries Crimes Activities in West African Coastal Region cited in Abiodun (2019) Nigeria, in 2018 imported fish worth 71 million dollar, 56 million dollar, 43 million dollar and 174 million dollar from Iceland, Russia, Norway and Netherlands respectively. The document further revealed that over 450 Chinese Vessels fish illegally in Nigeria and the entire coast of West Africa. This is aside vessels from other countries and artisanal fishing in Nigeria inland water ways in areas such as Badore and Epe in Lagos State as well as coastal areas in Bayelsa, Akwa Ibom and Cross Rivers States connecting rural water ways to the Gulf of Guinea. Thisday Newspaper team visited Badore area in Lagos, which is the main research site of the Nigeria Institute of Oceanography, locals narrated how several vessels trawl illegally at night unchecked (2019). According to a resident "we are not allowed to go near the water to fish but at night we see people fishing and no one arrest them". The US National Oceanic Atmospheric Administration on its 2015 biennal report to Congress on IUU fishing, identified Nigeria as of the 6 nations including Columbia, Ecuador, Mexico, Nicaragua and Mexico in Which IUU fishing is very rampant and as such is threatening the current efforts to secure long term sustainable fisheries as well as to promote healthier and more robust ecosystem.

Coastal communities in Nigeria and across West Africa are gravely experiencing a dramatic decline in the amount of fishes caught close to their shoreline. As a result, they spend longer time at Sea for fewer and smaller fishes. This is because the rate of harvest far outstrips that of reproduction. Reduction of fishes at sea close to the Shoreline makes the local fishermen and women to go further into the sea to cast their nets, by so doing, putting their lives in risk. Going far away into the sea makes artisanal fishers to come in contact with huge fishing vessels. This is even more risky (Ebiotubo, 2021)

Piratical-Kidnapping in the Gulf of Guinea

Global piracy and armed robbery numbers increased in 2020, according to the International Maritime Bureau Centre. Global piracy and armed robbery numbers increased in 2020, according to the International Maritime Bureau Piracy Reporting Centre (IMB, 2020). Its latest annual report lists a total of 195 actual and attempted attacks in 2020, up from 162 in 2019.The agency attributes the rise to an increase of piracy and armed robbery reported within the GoG as well as increased armed robbery activity in the Singapore Straits. The figures are broken down as three vessels hijacked, 161 vessels boarded, 20 attempted attacks, and 11 vessels fired upon. The report also warns of an alarming trend in kidnap for ransom incidents. Globally 135 crews were kidnapped from their vessels in 2020, compared to 134 in 2019, with the GoG accounting for more than 95% of crew numbers. There is no doubt that the GoG presents a serious and immediate threat to the safety and security of crews and vessels operating in the region. The IMB PRC recorded a total of 84 armed robbery incidents against vessels in the Gulf of Guinea in 2020, a year-on-year increase of more than 30% for this region alone. The region accounted for all three vessel hijackings that occurred in 2020, as well as nine out of 11 vessels that reported coming under fire (Yonmo & Paul, 2021). The Gulf of Guinea region also recorded the highest ever number of crews kidnapped, with 130 crews taken in 22 separate incidents. Of particular concern is the fact that attacks are increasingly violent, the use of guns were reported in more than 80% of the incidents in the region, in 2020.They occur farther from shore, and larger groups of seafarers are kidnapped per incident (IMB, 2020). The situation off Nigeria continues to be the main concern for vessels and crews trading to the Gulf of Guinea. While the majority of incidents and number of crew kidnapped in the region can still be attributed to Nigeria, the fact that pirates are being observed attacking vessels further out to sea also affects Nigeria's neighbouring countries. According to the IMB PRC, Benin, Ghana, Angola and Guinea, in addition to Nigeria, represented the top five locations for incidents recorded in the Gulf of Guinea in 2020. (See Table 1).

Table 1: Types of violence to crew by location, January - December, 2020

Location	Assault	Hostage	Injured	Kidnapped	Killed	Threat
(S/E Asia) Indonesia		2				2
Malaysia				5		
Philippines			1			
Singapore Straits		1	1			2
Americas (Brazil)		1				1
Ecuador		2				
Haiti		1				
Mexico			1			
Peru		2	2			2
Gulf of Guinea (Angola)		1				
Benin				29		
Equatorial Guinea			2	6		
Gabon				10		
Ghana			1	6		
Guinea	5					
Ivory Coast		18				
Nigeria		6		62		
Sao Tome and Principe			1	14		
Congo						1
Togo				3		
Sub total	5	34	9	135		8

Source: IMB Annual Report, 2020 Total = 191

From table 1, out of 135 kidnap attacks perpetrated globally, 130 attacks took place in the GoG region of which 62 persons were kidnaped in Nigerian territorial waters, whereas Benin and Sao Tome and Principe territorial waters recorded 29 and 14 respectively. However, kidnapping activities in the jurisdiction of GoG littoral states are attributed to Nigerian criminals. The indicators that corroborate this assertion are: first, all pirates arrested in the year 2020 were from Nigeria, second, majority of the hijacked vessels or kidnapped crew were brought into Nigerian territorial waters, held in captivity in Nigeria and got released on payment of ransom (Kamal-Deen, Yussif, Stephanie, & Arsene, 2020)

Petro-Piracy

A type of piracy in the Gulf of Guinea is theft of cargo, mainly oil. There are three key aspects to oil-related piracy activities. Firstly, such theft of cargo also referred to as 'petro-piracy' or 'hijacking- of- oil- cargo' has increasingly come to be associated with violence against crew members. In the case of kidnappings-for-ransom, the crew is 'valuable' (without them, there is of course no ransom). However, in the case of hijacking-for-cargo, pirates are only interested in the cargo and are therefore less reluctant to use violence against crew members that get in the way. Secondly, these activities are very well organized and involve "tasks of considerable logistic complexity. Emptying a vessel of tons of oil is not a simple task but requires sophisticated equipment and knowhow. It does not only requires navigational knowledge to manoeuvre a merchant vessel around for days, but, since an oil tanker has a complicated pipe system, it also requires the knowledge of an engineer to understand where to open and close various pipes, how to start pumps. Finally, it also requires the requisite logistics and a good network to be able to sell oil illegally to refineries or to re-circulate it back into the market through an oil terminal in the region. Indeed, questions about where to transport the stolen cargo and where to sell it are also indicative of the high levels of organization and sophistication, something, which characterizes this type of piracy. The third and final key aspect of oil theft is that it too is not just a maritime problem; particularly in the Niger Delta region, oil is being stolen from the 6,000 kilometres of pipeline through which the oil is transported (Jacobsen & Nordby 2015). Criminals also vandalize the various oil pipelines that criss-crosses the GoG's maritime domain, to siphon crude oil, an act popularly known as oil bunkering. Nigeria has been labelled the most tormented country by oil robbers among her counterparts of Indonesia, Russia, Iraq, and Mexico (Bodo, Batombari & kemetonye, 2020). It has been reported that Nigeria is losing up to US$1.7-billion per month (Bodo et.al, 2020). This misfortune contrasted with total oil theft of 5,000 to 10,000 barrels for every day and only 2,000 to 3,000 barrels for each day in Mexico and Indonesia respectively (Bodo et.al, 2020).This whole system of illegal oil bunkering and pipeline vandalism in the Niger Delta is a clear indication of the various compromises of the government and exposes the illegality in the establishment of the oil industry (Bodo et.al,2020).The challenge posed by illegal oil bunkering in the Niger Delta region of Nigeria is disturbing. Directly, Nigeria is losing more than 300,000 barrels of unrefined petroleum every day to oil robbers, pipeline vandalism, and related criminal indecencies in the nation's oil (Bodo et.al 2020). The Nigerian economy is faced with a peculiar challenge with a financial crisis phenomenal among the oil-producing countries of the world and needs an urgent remedy to avoid total loss or collapse of the economy in the future.

Wildlife and Natural Resources Trafficking

Nigeria has become a major transit hub for wildlife trafficking, particularly for Central African ivory and pangolin scales as well as for donkey hides destined for Vietnam and China, the primary markets for wildlife products. Local fauna has been widely destroyed due to the trade, which affects Nigeria's populations of endangered species, including West African lions, Cross River gorillas, Cameroonian forest shrews and the white-throated and red-eared guenons. Fish stocks have also diminished due to water pollution, overfishing and illegal fishing, making Nigeria one of the largest global importers. There are allegation of local fishing nets being purposefully cut by foreign vessels who take the catch and load it for direct transportation to Europe or Asia, bypassing inspections. With regard to flora crimes, the illegal logging of rosewood in Cross River State is particularly prominent. The fall of crude oil prices coincided with a sudden growth in wood exports, and most wood export revenue is now generated illegally. The trade in rosewood, known locally as kosso, may have benefited Boko Haram, and a significant amount has been seized by Chinese customs officials. Since then, the trade has declined drastically due to depleted stock (Global Organized Crime Index, 2021)

Drugs

Nigeria is an important transit, source and destination market for illicit drugs. Afghan heroin is moved through Nigeria en route to Europe, with domestic networks collaborating with Afghani and Pakistani drug cartels for trafficking and distribution. Aided by corruption, these networks also facilitate the sea transport of heroin directly to Europe, the United States and the Middle East. The domestic heroin market has not grown, due in part to high use of synthetic drugs among the youth, typically very cheap codeine-based cough syrups. The proliferation of psychotropic substances, especially tramadol, amphetamine and codeine, is on the rise, with the port of Lagos serving as a large transit hub for tramadol shipments from Benin and India. The drug is distributed domestically, especially to the Edo and Kano states, which are starting points for people travelling to Niger. Additionally, Nigerian criminal networks have reportedly collaborated with Mexican cartels to set up crystal meth production facilities, so that methamphetamine originating in Nigeria is now available in South Africa and throughout destination markets in Asia (Global Organized Crime Index, 2021)

Nigeria is a major global cocaine destination and transhipment point. Its organized criminal groups are key contributors to the globalization of cocaine markets, and they retain a strong influence on the organization and determination of these markets. Nigerian actors control intra-African trade routes, and act as handlers for shipments to markets in Europe, the Middle East and Asia, using a diaspora network of co-conspirators. State corruption along with insecurity, particularly in the north, as well as the influence of violent non-state actors, who are becoming more centrally engaged as criminal competitors in the transiting of cocaine and other illicit drugs to consumer markets, all contribute to the massive cocaine trade. Cocaine, however, is an elitist drug, and as such only permeates specific levels of society within Nigeria. Nigeria is also a top regional producer and exporter of cannabis to Europe, enabled by weak control of national borders, corruption as well as by criminal groups with transnational reach and ties to other groups abroad. Cannabis is widely consumed domestically, indicating a rise in cultivation. In fact, the country's southwest region and southern states grow a significant percentage of the cannabis used in West Africa. However, there is evidence of a new type of cannabis from Ghana being sold on the domestic market, which is reportedly superior to the locally produced drug in terms of quality, processing and packaging.

Criminal Actors

Opportunistic loose criminal networks are common and operate in every state of the country. They engage in a number of markets, including trafficking, smuggling, corruption, money laundering, advanced fee fraud, oil bunkering, banditry, and kidnap for ransom and car theft. These networks vary in size and their loose structure and often short-lived duration inhibits their effective disruption by law enforcement agencies. In addition, state-embedded actors and corruption are widespread at all levels of government, particularly in public procurement and contracting. People involved in criminal enterprises may also go into politics. Moreover, embezzlement and bribery scandals involving high-level officials and projects have been reported in Nigeria (Global Organized Crime Index, 2021). Foreign actors are also a significant part of the criminal landscape, especially at border areas. They are active in oil, gas, mining, arms trafficking, procurement overpricing, the supply of fake and substandard products, flora and fauna smuggling and practices associated with illicit financial flows. Most of these actors are from Asia, but criminal networks from Lebanon are also operating in Nigeria and throughout West Africa, using their connections and their legitimate businesses to aid trafficking activities. Additionally, Mexican cartels are allegedly working with Nigerian companies. While certain crime groups in Nigeria have known names and distinct identities, mafia-like groups remain relatively uncommon and are mostly engaged in oil bunkering. Violent mafia-style groups are also involved in kidnapping, armed robbery and smuggling. Nevertheless, Boko Haram also operates as a mafia-like group, evident in the recent appointment of leaders who would be responsible for the illicit taxation of communities. Other major sources of financing of terrorism for Boko Haram have been kidnap for ransom, illegal fishing and the protection rackets of politicians, especially in the north of the country.

Enablers of Transnational Organized Crime in Nigeria

Growing Individualization

Stella (2016) suggests that there is growing individualization, meaning that individuals are self-dependent for their success. Stella (2016) suggests that individuals now see it as up to them as to whether they achieve the rewards which are based on a western ideology of consumerism. This leads to people putting more importance on personal gain than community benefit, and thus being more likely to turn to crime which could harm others for their own benefit. Globalization created a platform where by individuals are allowed to stand alone or fall according to his worth unaided by the state. Individuals are left to work out their destiny without the assistance of the government. It means those that cannot withstand the vagaries of life are meant to remain suffering or die. The desire to become rich and there by eliminate poverty is innate in every human and at the same time no one wants to die because of suffering. Hence if TOC will make the unfit, weak and vulnerable ones to get rid of poverty and suffering, then it will become attractive and enticing option of survival.

Complication of Security

As a result of globalization, it is now difficult to track down non-state actors, especially crime syndicates due to the borderless nature of the world. The vast marine domain is even worst as there are no security-mounted physical border demarcations, separating states territorial space. In the same vein, Patrick (2010) states that 'on the security side of globalization, state security has become complex and multidimensional. The consequence is that traditional national border settings and security perceptions are less capable of recognizing new threats that transcend national borders'. 'He further contend that transnational criminal organizations have become globalized by forming strategic alliances. These alliances are disturbing because they can weaken the regional states'. This explanation of globalization as an enabler of piracy, also explain why the exclusive economic zones of states in the GoG domain are easily invaded and exploited by foreign fishing vessels and the kidnappers that engaged in illegal business activities with impunity.

Intensified Commerce and Technological Revolution

With increased interconnectedness of the world with communication and transportation availability across almost every country and space in the world, has led to criminality occurring at ease. The growing interdependence between states, improved international transportation and deregulation within states as well as the explosion in information technology are the catalyst of the commercial distribution systems. The distribution systems often carry more products, people, currencies and information across it at rate that exceed the ability of nation states to either monitor or regulate (Uadiale, 2010). A study by Liss as stated in Donna's work (2008) opines that, as over 90 per cent of world trade by volume is carried by ships, globalization will only lead to an increase in maritime trade, providing a favourable number of potential targets for attacks. Globalization with the aid of technological revolution and advances, allow transnational criminals access to modern weapon, fast moving vessels, sophisticated offshore communication gadgets, telescope and GPS. The above explanation increases the success of illicit operation of TOCs. Some vessels and trawlers involved in IUU fishing has the requisite technology to instantly convert full fledge fishes into Fishmeal and fish oil for exportation to feed farmed fishes inland in Europe and Asia. Kidnappers has sophisticated weapons to scare their victims.

Globalization and Capitalism

Taylor cited in Stella (2016) suggests that capitalism has benefited from globalization, allowing it to spread across to the developing world. Stella (2016) suggest that globalization has led to a 'disorganized capitalism' with decreased regulations for businesses who employ in developing countries, where there are less strict rules on health and safety and no minimum wages. Taylor argues that this has overall lead to increased inequality, with less job opportunities in the West, and more exploitation in Less Developed Countries (LDCs) This undermines social cohesion and leads to increased crime. Economically, globalization has, on the whole, reinforced the economic marginalization of African economies and their dependence on a few primary goods for which demand and prices are externally determined. This has, in turn accentuated poverty and economic inequality as well as the ability of the vast number of Africans to participate meaningfully in the social and political life of their countries. Globalization introduces anti-development by declaring the state irrelevant or marginal to the developmental effort. Development strategies and policies that focus on stabilization and privatization, rather than growth, development and poverty eradication, are pushed by external donors, leading to greater poverty and inequality and undermining the ability of the people to participate effectively in the political and social processes in their countries. Welfare and other programs intended to meet the basic needs of the majority of the population are transferred from governments to nongovernmental organizations that begin to replace governments making them to lose the little authority and legitimacy they have for the state.

Several reasons have been identified as the necessitating factors for TOC. Such factors include porous borders, lack of adequate security personnel, the proliferation of arms, globalization, corruption and poverty.

Porous Borders

There is no arguing the fact that Nigeria's borders are excessively porous and has proven quite difficult to manage. Arms traffickers exploit this situation to smuggle SALW into the country. Nte (2011) argues that even though African governments are making efforts to combat the rise in small arms, their efforts are weakened by arms brokers and governments with expansionist agendas who push arms into the hands of non-state actors who further spread the agenda from one country to another. Olagbemi and Joshua (2017) maintain that the Nigerian borders are poorly managed and have become a haven for international criminals who engage in smuggling and trafficking of humans, arms and ammunition, drugs, oil and agricultural produce. It has also encouraged the incursion of religious fanaticism, insurgency and terrorist attacks. For instance, the border between Seme and Krake is demarcated with ropes that are tied to drums filled with sand which is lifted for vehicles to pass having satisfied the conditions of passage. Meanwhile, individuals move freely with little restriction even though some conceal arms or drugs. Ukwayi and Anim (2019) stress that there are 1,400 illegal routes into Nigeria – 1,316 more than the 84 approved border control posts. The Seme and Krake border area expands across 1,000km dividing both countries up to the sea. Even though the designated border is the Seme and Idiroko area, there are over 100 illegal border areas that these criminals use in perpetrating their crimes (Olagbemi and Joshua, 2017).

Ezeanyika and Ubah (2012) opine that the West African border is used to perpetuate major crimes like trafficking and. Although the phenomenon dates back to the ancient traditions of long-distance commerce that are characteristic of Africa and the activities of European criminal gangs who pioneered intercontinental crime from bases in West Africa during the colonial period. The contemporaneity of the menace however can be traced to the oil boom of the 1970s which coincided with high inflation and increased debt in developing countries as well as the delinking of the dollar from gold. Nigeria's economy thus became attractive to immigrants from other parts of the region, especially Ghanaians. With the oil-based economy experiencing a plummeting, many had to alternate opportunities. This became rife as the Nigerian government had to expel millions of Ghanaian migrants in 1983 even though a fair proportion migrated to where they believed they could find work opportunities. However, consequent poverty and unemployment of the corruption of the civilian government of 1979-1983 and the military government's adoption of the structural adjustment programme in 1986, led to an increase in emigration. This, coupled with the establishment of poorly regulated finance houses and banks; and the ill-prepared liberalization of the financial sector, provided opportunities for money laundering and fraud and an increase in illegal foreign exchange transactions. Lack of adequate security personnel. The porosity of the border and its attendant effect on security is exacerbated by the thin and often overstretched security forces in the country. The associated institutional failure of these forces such as corruption, bribery, poor equipment, poor remuneration, poor training and poor working conditions limits their efficiency, thus aiding the inflow of criminal elements into the country. Hence, the porous border and near to absent security presence means that criminals can easily escape arrest through the various illegal routes. Ukwayi and Anam (2019) aver that with the ban on importation and closure of the borders by President Muhammadu Buhari, TOC actors and their facilitators have turned from smuggling to armed robbery. Robbery attacks have been foiled by the Police Force in Seme on various occasions but most of them often run into Benin where they can easily mix without been detected.

Arms Proliferation

The free flow of arms enables the emergence of non-state armed groups such as Niger Delta militants, Boko Haram, ISWAP, bandits and unknown gunmen attacks. Arms play a non-negligible role in fomenting violence and insecurity in Nigeria as they are by criminal activities to commit petty crimes and serious crimes like kidnapping, armed robbery, kidnapping, hostage-taking, homicide and politically motivated killings. Nte (2011) argues that the proliferation of SALW in Nigeria is due to its simplicity and durability. The weapons require little maintenance and are operational for a long period. More so, it is easy to use even by people who have had very little or no military training. This explains their use by untrained combatants in armed conflicts like in Uganda, Sierra Leone and Liberia. SALWs are also widely available and easy to acquire. Other reasons include its portability in concealment, lethality and the porous borders that allows for easy movement.Nte (2011) avers that asides from the official arms production by the Defence Industries Corporation of Nigeria (DICON), the sources of SALW in Nigeria are varied. The movement of arms has been traced to countries like South Africa, Côte d'Ivoire, Turkey, Liberia, Bulgaria, Kosovo, Ukraine and Serbia while smugglers operating from Gabon, Cameroon, Equatorial Guinea, and within Nigeria have also been noted to facilitate the illicit trade. Guns have also been produced locally by illegal craft gunsmiths. Other means through which arms have proliferated the country are through oil companies – who import it to secure their infrastructure from attack by Niger Delta militants; through politicians – who provide their lackeys with arms to intimidate and harass their opponents during elections; and through corrupt police officers and army personnel – who steal arms from the national armoury and sell to gangs and criminal elements. Meanwhile, in some cases, unknown assailants attack police stations and military outposts and cart away arms. Nte adds that arms are smuggled into the country through its borders. The three most notorious entry ports of illicit arms in Nigeria are the South-West (Idi-Iroko and Seme in Ogun state), the port city of Warri in Delta state, and the north-eastern border with Niger and Cameroon (Adamawa, Borno and Yobe states).

Globalization

Another significant factor that has given impetus to TOC is globalization. The digitization and villagization of the world necessitated by liberal trade policies and globalization has encouraged the free flow of persons and goods across various countries. As Olagbemi and Joshua (2017) argue, because the world has turned into a global village propelled by the advancement in technology and telecommunications, it has become easy for criminals also to move across various borders unimpeded and continue with illicit business with impunity and without recourse to the impact such crime has for the socio-economic development of the state and the insecurity of lives and property. This view was supported by Akinyemi's (2013) submission that the establishment of the ECOWAS Protocol on Free Movement of People, Goods and Services by the ECOWAS Member States in 1979 allows the movement of criminals across borders under the pretext of trade. This poses a great security challenge to the internal security of a country. For instance, the geographical location of Nigeria and the Benin Republic – divided along the linguistic lines – in the Berlin Conference demarcation of Africa, aids TOC. The border which was fixed in 1889, divided the Shabe Yoruba; the majority of whom became part of French Dahomey, while some of the eastern Shabe villages joined British Nigeria. This demarcation which forced many Yoruba into a nation with the Dahomey Fon became a precursor to resentment. Thus, the current borders are the separation of an identical sociocultural assemblage by colonial construct. The increase in TOC in this area is attributable to the ECOWAS protocol of free movement of persons and goods to stimulate growth and stability in the region (Akinyemi, 2013; Olagbemi and Joshua, 2017).

Corruption and Poverty

Corruption is an endemic malaise in Nigeria that has eaten into the fabric of both private individuals and government officials. Top security government officials such as the former National Security Adviser, Sambo Dasuki and former Comptroller General of Customs have been indicted of corruption. Meanwhile, other high ranking security officers have been involved in heroin and cocaine trafficking seizures. The junior security officers are also complicit as they have been noted to use the roadblocks located along the border areas to demand bribes from travellers and criminal actors. Meanwhile, poverty is a prevalent phenomenon in Nigeria that has a significant effect on the living conditions of people. In a bid to deal with poverty, many people have resorted to criminal activities such as arms trade, smuggling, trafficking and fraud.

Lack of adequate security personnel

The porosity of the border and its attendant effect on security is exacerbated by the thin and often overstretched security forces in the country. The associated institutional failure of these forces such as corruption, bribery, poor equipment, poor remuneration, poor training and poor working conditions limits their efficiency, thus aiding the inflow of criminal elements into the country. Hence, the porous border and near to absent security presence means that criminals can easily escape arrest through the various illegal routes. Ukwayi and Anam (2019) aver that with the ban on importation and closure of the borders by President Muhammadu Buhari, TOC actors and their facilitators have turned from smuggling to armed robbery. Robbery attacks have been foiled by the Police Force in Seme on various occasions but most of them often run into Benin where they can easily mix without been detected

Criminal justice and security

The judicial system in Nigeria is severely compromised. Federal judges are commonly accused of corruption and have been targeted by alleged politically motivated arrests. Judicial processes are slow and sometimes politically motivated, and the judiciary is under-resourced with inadequate facilities. Moreover, the number of pre-trial prisoners is alarming. Meanwhile, although the Nigeria Police Force is the country's leading police organization, several law enforcement agencies are responsible for policing duties. Despite accusations of politicization, some specialized agencies, such as the Economic and Financial Crimes Commission and the Independent Corrupt Practices Commission, have gained prominence under Buhari's presidency. The National Drug Law Enforcement Agency, National Agency for the Prohibition of Trafficking in Persons (NAPTIP), and National Agency for Food and Drug Administration and Control have also done important work in tackling organized crime. While law enforcement agencies are under-resourced, increased attention has been given to training. Nevertheless, allegations of torture, extrajudicial killings and other human rights abuses against both the military and law enforcement persist.

Effects of TOC

The impact of this insecurity on Nigeria is enormous not just in terms of human suffering and loss of lives and property, but also in terms of the frustration it has meted on the nation's macro-economic arrangement which attests organized crimes weaken government capacity by leeching away resources, capacity and legitimacy required for the sustenance of democracy. Transnational crimes war against nations' financial sectors which are vital to economic growth by diverting public resources and encouraging criminality which slows down economic growth and distorts external economic sectors (Akinyetun & Bakare, 2021).

The cooption of government officials into criminality in Nigeria has debased the country's institutional efficacy and responsiveness and this is another major implication of criminal business on Nigeria's security. Well placed officials of government were found to be involved in several cases of cocaine and heroin trafficking seizures in the late 2000s, noting that both formal and traditional security systems in West Africa are parties to transnational criminal networks (Akinyetun & Bakare, 20121).

Another major risk posed to the country by these criminal enterprises is the defamation of the nation's character. Morgentau (1949) describes the national character as those fundamental intellectual and moral characteristics which are expressed at all levels of thoughts and deeds, giving every nation an unmistakable distinctiveness. These criminal businesses portray Nigeria in bad light and create an erroneous impression that the country is incapable of maintaining security and providing for their citizens especially in terms of employment and social welfare.

Conclusion and Recommendations

Transnational organized crime exercebate the issues of insecurity in Nigeria by exposing the country to a syndicate of criminals who take advantage of the porous borders of the country and its weak security apparatus to perpetuate smuggling, kidnapping, drug and human trafficking, money laundering, cybercrime, oil theft, maritime piracy and arms proliferation – among others. These crimes have a direct consequence for insecurity in the country. The rise and fomentation of violence by Violent Non-State Actors (VNSA) and Non-State Armed Groups (NSAG) such as the Boko Haram sect, ISWAP, bandits, militant Fulani herdsmen and unknown gunmen is accentuated by the country's porous borders, the availability of Small Arms and Light Weapons (SALW) and links with international criminal organizations. Hence, this paper concludes that insecurity in Nigeria – which has led to the loss of thousands of life and property – is complicated by transnational support, operations and mechanism. Given the findings, the paper recommends that:

Electronic Surveillance: being the single most important and effective law enforcement tool against TOC. Electronic surveillance provides reliable, often irrefutable evidence of crimes through a participant's own words or image. This form allows law enforcement to learn of conspirators' plans before they are carried out and is particularly helpful in combating TOC because it enables law enforcement in any country to obtain evidence of co-conspirators in other countries. Obtaining evidence of conspiratorial planning internationally would otherwise be very difficult.

The second most important tool is undercover operations through undercover operations, law enforcement agents can infiltrate the highest levels of organized crime by posing as criminals themselves when real criminals discuss their plans and seek assistance in committing crimes

Thirdly, democratic governance should be fundamentally practiced in the West African states because this will strengthen the various security institutions and as well as eliminate poverty, and provide social assistance to the unemployed youth. By so doing, the socio-economic factors attracting TOC will be minimized if not totally eliminated.

The government should make adequate laws to address arms proliferation in the country and prosecute offenders to serve as deterrence.

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Sino-Africa Relations and the African Union (AU) 2063 Agenda

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Abstract

This paper examines the African Union Agenda 2063 and its development collaboration with China through the China-Africa Institute (CAI) framework. The idea is to showcase the dynamism of South-South cooperation and its effectiveness, as alternative to North-South cooperation in addressing development problem in Africa. In its simplest form, African Union Agenda 2063 is Africa's development blueprint to achieve inclusive and sustainable socio-economic development over a fifty (50) year period. Agenda 2063 is a master plan for transforming Africa into a global powerhouse of the future. The idea of Agenda 2063 was initiated by African leaders of thought in 2013, when marking the golden jubilee of African Union, formally Organization of African Unity (May, 1963 – May 2013). The assumption is that most of the problems facing the continent would have been surmounted by the time of its centenary celebrations. To achieve its purpose, it is expected that the African body will collaborate with development partners, most especially from the international community. Originally, Agenda 2063 was designed to work with the New Economic Partnership for African Development (NEPAD) and the United Nations through the 2030 Agenda for Sustainable Development that provides a shared blueprint for peace and prosperity for the African continent. Central to the UN SDGs is an urgent call for action by all countries to work closely together towards a global partnership. In the realization of this, Africa's number one trading partner, China announced the establishment of China-Africa Institute (CAI) to enhance exchanges with Africa on civilization. The African Union Agenda 2063 and China-Africa Institute are expected to create additional platforms for Sino-African relations to promote think tank cooperation, increase experience sharing, facilitate mutual learning in governance and development, and explore new models of mutually beneficial cooperation to win more popular support for China-Africa relations. The research method is descriptive, and the analysis has also been carried out qualitatively. Data collection is done in a library method by using internet resources and also published texts on Sino-Africa relations

Keywords: Sino-Africa Relations, Africa Union, Agenda 2063, China-Africa Institute, South-South, Cooperation

1. Introduction

If there is any inter-regional relations that have aroused much interest in the international system in recent time, surely it is that of China and Africa. Despite the geographic distance separating the two regions, they share much in common in terms of political history through European colonization, and problem of economic development. The foundation of modern China was laid by Mao Zedong-led Communist Party of China (CPC) revolutionary victory over the nationalists' government of Kuomintang (KMT, or Nationalists) in 1949 (Alli, 2010, p.105.). For many African states, the era of the 1960s was of political significance as many of them transformed from being European-colonized territories into full-fledged sovereign state. However both China and Africa were for many years suffered economic underdevelopment, and Africa is still, while China's situation have changed for the better as a result of Deng Xiaoping reform of the late 1970s (Alli,2010,p.106.). By the time China celebrated her golden jubilee, she had climbed the ladder to become the number two largest economy after the United States in the world (Alves, 2013, p.13). For the Africans, their coming together, based on Pan-Africanism ideology in May 1963 to establish the Organization of African Unity (OAU), could as well be compared to the foundation of African voices, at least in international relations. Fifty years after, despite the transformation of the body to become the African Union (A.U), and all the additional features, Africa is still at crossroads of economic development. In 2013, marking the golden jubilee of the African body, leaders of thought set the 2063 agenda, with the hope that most of the problems facing the continent would have been surmounted by the time of its centenary celebrations.

In its simplest form, African Union Agenda 2063 is Africa's development blueprint to achieve inclusive and sustainable socio-economic development over a fifty (50) year period. Agenda 2063 is a master plan for transforming Africa into global powerhouse of the future. To achieve its purpose, it is expected the African body collaborate with development partners, most especially from the international community. Originally, Agenda 2063 was designed to work with NEPAD (New Economic Partnership for African Development), and also the United Nations through 2030 Agenda for Sustainable Development, that provides a shared blueprint for peace and prosperity for all across the African continent. Central to the UN SDGs is an urgent call for action by all countries, developed and developing to work closely together towards a global partnership. In realization of this, Africa's number one trading partner China announced the establishment of China-Africa Institute (CAI) to enhance exchanges with Africa on civilization. This announcement was made during the Beijing Summit of Forum on China-Africa Cooperation (FOCAC) in 2018 by the Chinese President, Xi Jinping.

The aims of China-Africa Institute (CAI) is to deepen exchanges between two civilizations (China and Africa) and promote closer collaboration and communication on experiences in key governance and development between the two regions, and to promote intellectual support for the Belt and Road Initiative. The CAI is sponsored by the Chinese Academy of Social Sciences (CASS).

Hence the focus of this paper is to examine the African Union Agenda 2063 and its development collaboration with China through the China-Africa Institute (CAI) framework. To achieve its purpose, the paper is structured into five sections namely; the introduction, background to African Union Agenda 2063 and China engagements. Agenda 2063 main goals and aspirations, expected outcomes and the way forward, finally conclusion and recommendations.

2. Background to African Union Agenda 2063 and China's Engagements

The 2030 Agenda for sustainable development, which is a programmatic document guiding international cooperation on development in both developed and developing countries by the United Nations, is in line with the new Africa-China development cooperation and AU Agenda 2063.

Agenda 2063 is a 50 year development blueprint of the African Union (2013-2063). It outlines Africa's aspirations for the future and also identifies key flagship programs, such as the establishment of the African Union Financial Institutions (AUFIs), subsequent creation of an African currency, the African Economic Platform, and the African Continental Free Trade Area (AfCFTA) among others. These programs are intended to contribute to boosting Africa's economic growth and development, and lead to the rapid transformation of the continent. Agenda 2063 of the AU and the 2030 Agenda for Sustainable Development adopted by the UN, provides a shared blueprint for peace and prosperity for all across the African continent. Central to the UN SDGs is an urgent call for action by all countries, developed and developing to work closely together towards a global partnership. More specifically, there is a recognition that efforts geared towards ending absolute poverty in developing countries, should go hand in hand with devising policies and strategies to improve health, education, reduce inequality, and spur economic growth, while also protecting the environment and mitigating against climate change.

During the Beijing Summit of Forum on China-Africa Cooperation in 2018 (FOCAC), Chinese President Xi Jinping announced that China have decided to establish the China-Africa Institute (CAI) to enhance exchanges with Africa on civilization. On April 9, 2019 the China-Africa Institute was inaugurated in Beijing. Among others, China-Africa Institute was formed to drive China's commitment to and support for China-Africa relations and people-to-people exchanges. It is to strengthen the confidence and determination of the two regions to make headways in the areas of socio-economic advancement that will positively impact the peoples of the two regions. Chinese authority observed that the recent years has seen the deepening of China-Africa comprehensive strategic and cooperative partnership and thriving people-to-people exchanges. The African Union Agenda 2063 and China-Africa Institute are hoped to create additional platforms for Sino-African relations in areas such as think tank cooperation, increase experience sharing and mutual learning in governance and development, and explore new models of mutually beneficial cooperation to win more popular support for China-Africa relations.

Apart from Agenda 2063 of the African Union, the African body have benefitted much from China through Sino-African relations framework. For instance, in 2012 Chinese government completed a newly built headquarters building in the Ethiopian capital, Addis Ababa for the use of the African Union. The edifice was fully funded by China as a gift to the AU, and as a way of strengthening Sino-Africa ties. The project cost was put at $200m, and testifies to the vibrancy in the current China-Africa relations. Also, China collaboration with Africa on health infrastructure, in conjunction with African Union Commission blessed the people of Africa with the recently completed headquarters of the Africa Centers for Disease Control and Prevention (Africa CDC). The Africa CDC building is located in the African village, south of Addis Ababa with amenities such as emergency operation centre, briefing rooms, a training centre, a conference centre, offices, etc., all constructed, furnished and equipped by the government of China. The headquarters building has become one of the best-equipped centres for disease control in Africa, allowing the Africa CDC to play its role as the technical institution coordinating disease prevention, surveillance and control in the continent, in partnership with the national public health institutes and ministries of health of member states (au.int).

3. Agenda 2063 Goals and Aspirations in Collaboration with China-Africa Institute (CAI)

In line with the vision for '*the Africa we want*, 'Agenda 2063 has set out a number of goals and aspirations in line with the need for a structural transformation of the continent in order to meet the development goals for future generations (A.U online). Through collaboration with China-Africa Institute, the two sides envisage to share best practices to address challenges, opportunities and the way forward to strengthen cooperation between Africa and China.

According to Touray (2016), it is expected that the forum will provide a platform to engage and hold discussions on the opportunities and strategies needed to create synergies between the two counterparts, in line with the goals of creating more job opportunities, improve infrastructure conditions, offer greater economic opportunities and social progress to Africans, address the need for people centered development, gender equality and youth empowerment, attract investment opportunities in areas such as agri-business, infrastructure development, health and education, as well as the value addition in African commodities. As a result, the collaboration between the two bodies will broadly explores areas that will include:

Structural Economic Transformation, through Industrial Development

Kazeem (2013) sees structural transformation as the defining characteristic of the development process for emerging economies. It is both the cause and effect of economic growth and overall development for growing economies, specifically, African countries. Successful economic transformation is typically associated with a migration of labor out of the agriculture based sector into the industrialized sector, leading to higher economy-wide productivity levels and progressively raising incomes in the former sector toward the level of incomes in the latter. This is not, however, what has been observed in African countries during most of the first five decades of their independence. Africa in general lags behind in industrial development, and its exports are dominated by primary/unfinished or semi-processed products. It is, therefore, imperative for countries in the sub-region to address these challenges by pursuing a strategy that emphasizes diversification of products, as part of an agenda for transformation. This will serve as a basis for sustainable industrial growth in the medium-to long-term. It is hopeful that China will avail its African counterparts the opportunities to share from her own experience through the agriculture reform of Deng Xiaoping era of the late 1970s.

Education and Employment

It is a known fact, as stated by Lawalley (2021) that Africa as a continent, has the youngest population which if tapped can bring about enormous demographic dividend. In this regard, promoting education and capacity building, through future work skills development of the youth is key to realizing sustainable development in Africa. China, which is the most populous country in the world, has achieved a lot in building a high quality, skilled workforce, which African countries can learn from. This sub-forum will focus, among others, on promoting closer cooperation in areas of common interest to both Africa and China, such as adopting advanced approach to learning, with critical skills being the essential factor, skilling, innovation and employment creation.

African Continental Free Trade Area

Promotion of industrial development and free trade, notably through the construction of Free Trade Zones, in line with AU Agenda 2063 flagship African Continental Free trade Area program, which was officially launched by the AU in July 2019 and started operation since July 2020, is of great relevance to the Africa-China Cooperation. This session will focus on Africa-China development cooperation in areas of trade promotion, including the African Continental Free Trade Area (AfCFTA).

Ecological Environment (blue & green economy)

Although Africa is well endowed with abundant natural resources, it also faces disproportionately the effects of climate change. Both Africa and China attach great importance to the promotion of policies and strategies geared at ecological or environmental protection. The sub-forum will, among others, focus on the sharing of best practices and promoting mutual cooperation on key areas such as clean energy, building resilient cities and urban areas, as well as climate risk response mitigation.

Natural Resource Management

Presently, Africa is highly incapacitated in the area of natural resource management. AU’s vision is to have a continent that is capacitated to manage natural resources wealth, in a manner that improves the lives of the African people. As such, its mission is to advise member states on carefully selecting aspects of natural resources management policy formulation and implementation, in order to enable them extract greater social and economic value from their development. In line with the goal, the long-term objective is to enhance member states ‘capacity to improve development outcomes from the sustainable use of renewable and non-renewable resources. This will be achieved through interventions that increase the effectiveness of public and private sector institutional frameworks, with focus on upstream governance through knowledge, public participation, environmental protection, resource planning, value extraction and sound negotiations strategies. Attention will focus on avenues for both parties to offer strategic guidance on investments, negotiations and delivering targeted technical assistance on regulatory matters.

Urbanization

Since the founding of the People's Republic of China 73 years ago, China has achieved remarkable progress in industrial development, and managing related challenges associated with urbanization. Today, Africa faces serious challenges of rural-urban migration. Evidence available indicates that the current pace of urbanization in Africa will press extreme economic, social, political and environmental challenges, which requires urgent action by African governments. However, urbanization if managed well, comes with enormous economic opportunities to the continent. The sub-forum will focus on various areas including: sustainable urban development and infrastructural development.

Debt Management

Africa has major development aspirations in the broader context of a global and continental economic development agenda. This calls for substantial financial resources at a time when the global development finance landscape is changing, from a model centered on official development assistance (ODA) and the coverage of remaining financing needs through external debt, to a framework with greater emphasis on the mobilization of domestic resources. The Economic Development in Africa Report (2016), examines some of the key policy issues that underlie Africa's domestic and external debt, and provides policy guidance on the delicate balance required between financing development alternatives and overall debt sustainability. It further looks at Africa's international debt exposure and how domestic debt is increasingly playing a role in some African countries as a development finance option, as well as examines complementary financing options and how they relate to debt. For this reason, emphasis will be placed on effective domestic resource mobilization as the flagship instrument for debt management in Africa.

Construction of the Road-Belt Initiative (BRI)

The Belt and Road Initiative which is expected to connect China to 152 countries including a number of African countries is expect to enable greater infrastructure development and investments. Yet, the specifics of this initiative and its impact on African economies needs to be better understood by all actors involved and aligned and adapted to the development goals of the continent. This session will focus on sharing views from African and Chinese counterparts on the importance of this initiative and its relevance in the scope of the sustainable development.

4. Expected Outcomes and the Way Forward

China collaboration with Africa, through China-African Institute for African Union (AU) to achieve its targeted goals after implementing the above stated steps, the following specific outcomes are expected:

Opportunities for diversification of economies, improved industrial manufacturing mechanisms, and greater intra-African and international trade of African and Chinese goods are recognized;

Hopefully, successful partnership between Africa and China will go a long way to open African countries economies for diversification. At present most of African countries rely on extractive industries for income earning for government, while the manufacturing sector remain dormant in most cases also. Intra-African trade is very low or non-existence in some part of Africa, which always suffer deficit in her balance of trade with industrialised countries. Successful diversification of economies, through manufacturing, agriculture revitalization and improved intra-African and international trade will surely put Africa on the path of economic greatness.

Promoting continent-wide leadership for awareness and consensus on eco-environmental challenges are achieved;

Issues of global warming and climate change is at the front burner of international community, which include African countries. It is expected that awareness must be created for general consensus on policies that will deal with myriad of environmental challenges. The green house emission is a common problem among countries with active manufacturing sector. Africa is in a vantage position, to understudy, mostly the newly industrialized countries, the laws and policies on climate change with other environmental related challenges.

Promoting economic transformation of the African economy is advocated;

Just as China did, through Deng Xiaoping reform of the late 1970s, Africa is expected to experience economic transformation. The target of China-Africa Initiative and A.U Agenda 2063 is to champion the course of a transformed economy for African states. In this regard Africa can tap into China experiences on economic transformation and other emerging economies. The fact that economic transformation of those mentioned states are recent makes them a perfect example for majority of African states.

Training and capacity building opportunities for African youth, for greater access to employment;

In knowledge economy, training is key. African workforce is vibrant and young, provided with right tools trough training and adequate capacity building will go a long way for these young workforce to unleash their potential, at full force, for the advancement of the continent as a whole. Through promotion of entrepreneurship amongst youth, encouraging training of Women in productive activities will drastically reduce unemployment/underemployment among African teeming population. This will go a long way to change the narrative on high rate of socio-economic induced crimes such as kidnapping, cultism, ritual killings, internet-based fraud, etc. that most youths engaged in as a result of unemployment.

Exploring trade opportunities for Africa and China as an engine of growth and sustainable development;

In line with Agenda 2063, Africa is expected to have attained a commendable level of sustainable economic growth and development in few years to come. At present, China-Africa relations is more beneficial to China due to her level of development compared to that of Africa. The nature and characteristics of Sino-African relations at present resemble that of the European colonizers of the 19^{th} and early 20^{th} centuries; where Africa served as source of raw materials and market for European manufactured goods. The high trade deficit between China and Africa can only be corrected if Africa succeeded in diversifying their economies and develop other sectors as agriculture and manufacturing with upgraded infrastructure, to set the continent on the path of sustainable growth and economic development.

To maximize gains on the Belt and Road initiative

The Belt and Road Initiative is a laudable program from the People's Republic of China to integrate parts of Asia, Europe and Africa for economic advancement. BRI will surely solve some of Africa infrastructure deficit, provided Africa positioned herself through preparations to tap from the gains that will accrue to the continent through the Belt and Road Initiative. Collaboration between China and Africa entails, sharing of thoughts on the initiative, and opportunities for the ways forward are well understood and adopted by Africa.

5. Conclusion and Recommendations

The aim of AU Agenda 2063 is to harness the continental endowments embodied in its people, history, culture and natural resources, geo-political position to effect equitable and people-centered growth and development. Agenda 2063 encapsulates not only Africa's aspirations for the future but also identifies key flagship programs which will boost Africa's growth and development and lead to the rapid transformation of the continent. The aspiration of Agenda 2063 is to have a prosperous Africa based on inclusive growth and sustainable development. An integrated continent politically united and based on the ideals of Pan-Africanism and the vision of African renaissance. An Africa of good governance, democracy, respect for human rights, justice and the rule of law. A peaceful and secure Africa with a strong cultural identity, common heritage, values and ethics. Agenda 2063 also hope for Africa whose development is people driven, relying on the potential offered by the African people, especially its women and youth, and caring for children. Lastly, Agenda 2063 aspires for an Africa that is strong, united, resilient and influential global player and partner.

Conclusively, the African Union as a body has developed a well-oiled machine promoting peace and security. Its initiatives have included developing an institutional design for mediation, political dialogue, early warning systems and peace-support operations. These achievements notwithstanding, African Union as a body and Agenda 2063 in particular is facing some challenges hindering it from achieving its aspirations. Some of these challenges includes: several economies on the continent remain fragile, and infrastructure remains underdeveloped. Many African economies still rely on raw materials, with a limited diversification of their productive structures. Poverty rates remain unacceptably high. Food insecurity and low harness of its human, natural and financial capitals, to invest in future development remain some major challenges facing African states. To mitigate these problems, the following recommendations are made:

Investing in people first through education should be a top priority. Africa's challenge is not only to create employment fast enough to keep pace with its population growth but also to provide everyone with the skills to join a productive workforce. Agenda 2063 demands that Africa invests in skills, science, technology, engineering, and mathematics so that the peoples of Africa can drive the continent's development. In this regard, quality education remain the most essential tool to harness Africa's human, natural and financial capitals.

To start meeting the targets of the first ten-year plan of Agenda 2063, African institutions dealing in education must focus more on investing in science and technology. The African Union's Department of Human Resources, Science, and Technology, which has a Science and Technology

Division as well as several Education and Youth Divisions, must be at the centre of the skill development agenda on the continent. It must receive both financial and technical support from Africa Development Bank (AfDB) and the Association for the Development of Education in Africa (ADEA)

ADEA through its external arms in governments and its working groups, must embark on new approaches that will focus on better education and better matching of supply and demand for skilled workers to address youth unemployment. The African Union must also work with AFDB to strengthen scientific research and innovation through African networks of excellence. They should collectively help create dynamic, innovative systems with global links and develop mentorship programs (with the diaspora) to equip the next generation of entrepreneurs.

For Agenda 2063 to meet its target, there must be unity of purpose, transparency, placing citizens' first and good governance, to ensure the full realization of Africa's ambition to be a stable, integrated and prosperous continent with competitive, diversified and growing economies participating fully in global trade and investment, the continent must aspire to become a future growth pole and the next global emerging market. Agenda 2063, while seizing all available opportunities, underlines the fact that success depends on the unity of purpose, transparency, placing citizens' first, sound governance, and willingness and capability to assess performance and correct mistakes on time.

More importantly, African leaders should be more transparent in all their dealings with other nation-states, most especially on multi/bilateral diplomacy. Specifically on China-Africa relations, and the realization of AU Agenda 2063 objectives, Africa should not leave anything to chances. From all indications, China is very consistence and supportive as Africa top partner since the formation of FOCAC in year 2000. Chinese government engagements with Africa through the African intergovernmental body, African Union has been very encouraging. The continent leadership should be more committed in fulfilling their own part of any agreements signed with China towards making AU Agenda 2063 a reality.

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Talent Management and Employees' Retention among Selected Manufacturing Firms in Ogun State, Nigeria

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Abstract

The role of human resource experts keep changing as new trends emerge due to globalisation; over the years human resource sole focus was on payroll, hiring and employees benefits until the strategic human resource was introduced. With, human resource departments started getting involved in the organisation's business strategy which includes organisational development, training and talent management. This study examined talent management and employee retention among selected manufacturing firms in Ogun State, Nigeria. The study was underpinned by resource-based view theory and social exchange theory. Population of the study was three hundred and seventy one (371) and a sample size of one hundred and seventy five (175) was drawn. Primary data were obtained from one hundred and fifty eight (158) respondents through multi-stage sampling techniques. Findings presented that competency mapping significantly affect employee retention with (β=.946, p=.000), employee engagement significantly affect employee retention with (β=.951, p=.000), a positive and significant relationship exists between performance management and employee retention with (r=0.983, p-value<0.05) and career development have significant connection with employee retention with(r=0.874, p-value<0.05). The study concluded that incorporating talent management strategy and effectively communicating the same to concerned parties is the foundation for talent management. It also helps employees understand that the organisations are thinking about their future and so it improves retention. Thus, management of the selected firms must ensure that process for managing talent is engraved in the business strategy by regularly analysing talent and communicating the talent management strategies to employees.

Keywords: Talent Management, Employee Retention, Competency Mapping, Employee Engagement, Performance Management and Career Development

Introduction

The role of human resources keeps changing as new trends emerge due to globalisation; over the years HR used to focus solely on payroll, hiring and employees benefits until the strategic human resource was introduced during the 1980s. With the introduction of strategic human resources, human resource departments started getting involved in the organisation's business strategy which includes organisational development such as training, organisational communication and development of total compensation system (Jones, 2016). While human resource departments continue to focus on strategic goals, recently the trend showed that there is a shift towards "talent management". According to Nyanjom (2018), talent management is referred to as the identification and growth of the existing talent in an organisation within the human resource function. Over the past few years, there has been increased interest of organisations in the field of talent management in which studies by Chartered Institute of Personnel Development, (2015) revealed that 75 per cent of the leadership acknowledged that talent management is their priority in an organisation; which implies that talent management is being viewed as a tool to support the organisational competence through employee development, career development, performance enhancement and succession planning (Iles, 2017). It is also a strategy for streamlining hiring and leadership succession processes using the employee lifecycle model which serve as a guide to employee from competency-based recruitment to career development, through termination or transition.

This strategy is used to measure and manage employees' performance through training, feedback, and support (Jones, 2016). As talent becomes more complex in this day and age, the capacity of an organisation's to attract, develop, motivate and retain talent is expected to be a strategic issue for the 21st century knowledge economies. Moreover, global demographics and economic forces have increased the mobility of people across the world. As a result, it has led to a much wider diversity of culture, gender, working generation and various modes of employment like the introduction of flexible working hours, which was not in practice before (Casagrande, 2017). With the competitive business environment, it becomes pertinent for an organisation to retain its existing talent as employee engagement affect organisational performance. A workforce that is highly engaged increases innovation, productivity, and bottom-line performance while reducing costs related to hiring and retention in the highly competitive talent markets.

Based on the above statements, more attention has been placed on human resources as they are regarded as talent moulders working within the organisations (Kahinde and Othman, 2018). Besides, many organizations discovered that they not only experience difficulty to recruit top talents, but also face constant risks of losing their best talents to their close competitors. For the organisation's future survival, organisation needs to be equipped with the ability to hold and retain these talented core employees from leaving the organisation as high employee turnover will have plenty of hidden costs involved which will definitely affect the organisation's performance as a whole. Hence, it is important to identify how talent management can help to retain the existing employee. However, there is a lack of theoretical support on how talent management help in retaining potential employees and studies on how talent management leads to greater employee retention seems to be an unexplored terrain among manufacturing firms in Ogun State. Many studies often linked with talent management were in the areas of succession planning, employee development, performance management and more.

Based on the above submissions, this study investigated the effect of talent management and employee retention in manufacturing firms in Ogun State, Nigeria with the objective of assessing the effect of competency mapping on employee retention; examining the effect of employee engagement on employee retention; investigating the relationship between performance management and employee retention; and finding out the relationship between employee career development and employee retention.

Statement of Hypotheses

$H0_1$: Competency mapping has no significant effect on employee retention in manufacturing firms in Ogun State, Nigeria.

$H0_2$: Employee engagement does not affect employee retention in the manufacturing firms in Ogun State, Nigeria.

$H0_3$: There is no significant relationship between performance management and employee retention in manufacturing firms in Ogun State, Nigeria.

$H0_4$: There is no relationship between career development and employee retention in manufacturing firms in Ogun State, Nigeria.

Conceptual Review

Concept of Talent

Talent as a term is referenced to ancient Greeks and Biblical times, setting out as a measure of weight, moving on to a unit of money, and later as a person's value or natural abilities (Michaels, Handfield-Jones & Axelrod, 2016). Talent in organisations refers to three distinct features. Firstly, talent refers to an individual's skills, knowledge and general abilities which factors into account what the individual has done and is capable of doing. Again, talent refers to a specific person, knowledge and skills. This is often expressed in statements such as she is a talent. Lastly talent refers to a group. In groups talents refer to a cluster of employees who are distinctive in their knowledge, skills, and abilities in a specified or technical area. However, in some organizations the talent may refer to the entire employee population (Lewis & Heckman, 2016). Talent has been defined across a range of context as the 'superior mastery of systematically developed abilities or skills', being confined to the top 10% in a field of activity (Gagne 2017). Tansley (2017) makes explicit some 'terminological ambiguity' encircling the definition of talent. This is mainly because talent has taken diverse meanings in various professional and managerial cultures. The prevalent premise running through the concept of organisational talent is that in almost all circumstances the talented deliver a disproportionally greater contribution compared with other in organisations (Lubitsh, Devine, Orbea, & Glanfield, 2007). By definition, the talented in organisations are restricted to just a small percentage of a workforce.

Talent Management

Talent management as juxtaposed with talent as such relates to a set of processes concerning 'the strategic management of the flow of talent through an organization' (Iles, 2018). Chattered Institute of Personnel Development (CIPD, 2009) saw talent management as 'the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization'. Collings & Mellahi (2019) allures concern to the need to recognise key (strategically important) positions, pooling high performers and creating a 'differentiated human resource architecture' that binds the talented to the organisation. It is therefore a selective and exclusive process, giving attention only to a few per cent of a workforce who are considered to have the 'X-Factor'. Research in the area of talent management has been classified under three distinct streams. Iles, (2018) interpret talent management as typical HR functions, practices and activities. Some researchers tend to narrow it down to more specialised HR activities such as recruitment, selection, development and career planning (Lewis and Heckman, 2016). However, the challenge with this perspective is that it tends to replace HRM with Talent management, that is, "an old wine in a new bottle" (Iles, Preece and Chuai, 2010, and Heckman 2016).

The second stream of categorisation conceptualises talent management as practices designed to ensure a consistent and smooth flow of human resources into jobs within an organisation as well as instigating mangers to effectively manage pools of talent for the purpose of succession planning (Lewis and Heckman 2016). While Lewis and Heckman's stream of talent management focuses on succession planning an HR planning through talent management systems, Iles et al focuses on a more developmental approach which seeks to strategically mange employees within a variety of roles.

The third stream of categorisation by these researches focuses on managing the talent pools which is an exclusive segmentation of an organisation's workforce typically described as talented. According to Iles, (2018) this segment of talented individuals is the subject of effective HRM tools, processes and activities. However, Lewis and Heckman (2016) suggest talents as performance pools to be effectively managed. They argue further that employees' must be categorised based on their performance levels and rewarded accordingly; filling all higher positions with high performers who are classified as talented.

Employee Retention

Nowadays, employee retention had become and remains the primary concern for many organizations. Nyanjom (2018) claimed that no doubt hiring knowledgeable employee is important however employee retention is more crucial. Vaiman and Vance (2018) divided employee retention tool into intrinsic and extrinsic rewards. They further explained that intrinsic rewards are none monetary reward with no physical existence such as employee professional growth while extrinsic rewards are monetary rewards with physical existence like wages or other monetary payment. Going forward, the researchers Vaiman and Vance, (2018) also revealed that between intrinsic and extrinsic rewards, extrinsic rewards are more essential tool for retaining talents. However, Burke (2002) argued that intrinsic rewards are more important as it develops the emotional attachment among employees towards the organization. Employee retention is the effort of an employee to continuously remain with their current organization and this also refers to the effort by the employer to create an environment that encourages the existing employees to remain with the organization by having policies and practices to address employee needs (Mckeown, 2018).

Empirical evidence suggests that the environment of a well-defined organizational goals and objectives influence employee retention. Many researches had revealed a positive relationship between the organization's talent management system and employee retention (Kehinde, 2014); the researcher further submitted that talent retention system and talent management initiatives have an impact on organizational performance, productivity and advancement. Study by Lindholms, (2016) also concluded that there is a significant positive effect on talent management on employees' retention among organizations. Oladapo (2014) researched on the impact of talent management on retention and the findings were that employee retention is a major factor in reducing talented employees' turnover. Isfahani & Busatani (2017) sought to establish the effect of talent management on employee retention for staff of the University of Isfaha in Iran and found out that there is a positive relationship between talent management and employee retention regardless of the firm's characteristics. Kataike (2018) conducted a study which sought to determine the relationship between talent management and employee retention and it was found that there is a strong positive relationship between Talent Management and Staff Retention, and therefore management must give more attention to talented staff in order to retain their services in the long term.

Talent Management and Employee Retention: A Nexus

Attracting and retaining of talents for a reasonable time in an organization is a major challenge facing both Public and private organisation today in all sectors of the Nigerian economy. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates. Retention of knowledgeable employees can become a source of competitive advantage for an organisation (Sigler, 1999). One of the greatest benefits of a talent management is its effect on the recruitment and retention of valuable employees. According to Lalitha (2012), employee retention is the biggest challenge faced by HR in the modern economy. In view of this, the author suggested some effective retention strategies and procedures such as employer branding, changing hiring practices, talent management, and exit interview as mechanisms for employee retention. Hughes et. al. (2008) investigated the effect of Talent management on employee recruitment, retention and engagement. The study revealed that the benefits of an effectively implemented talent management strategy include improved employee recruitment and staff retention rates, and enhanced staff engagement. These outcomes have been associated with improved operational and financial performance.

Plansoongnern etal. (2011) investigated talent management strategies and employee engagement implemented in three leading cement companies in Thailand. The study revealed that robust talent management planning, management support; organizational unity, work life balance and other environmental and organizational factors were important factors that help in retaining talented employees in organizations. Tiwari et al (2013) investigated the strategies and practices of talent management and their impact on employee retention and effectiveness of its execution. The study revealed that age of employees is independent of satisfaction but experience of employees does affect the satisfaction with the practices of talent management. Altrnaz et al (2013) considered effect of talent management on organizational trust in Ankara hotels and revealed that changing mid-range and senior hotel executives' perceptions of talent management in a positive has positive impact on trust in the organization. The research tried to understand the policies of organizations about talent management and how it affects employee retention through the mediating effect of organizational trust.

Competency Mapping and Employee Retention

Competency based approached within organization was first initiated around year 1970 and since then; it is rapidly implemented in organizations. The idea of competency was introduced by David McClelland in year 1973 into human resource in his efforts to assist the United States Information Agency to increase the effectiveness in the selection process. Wattamwar (2016) explained that competency has three components which are skills, knowledge and attributes that allow an employee to successfully perform their tasks. In today's competitive environment, building on competitive activities within the organization is getting more important (Sanghi, 2017). Nowadays, the core of any successful business activity is dependent on the employees' competence or skill. There had been many discussions on business strategy over the years, mainly on the business needs for competencies to compete in the competitive business environment. Sanghi (2017) added that organizations that practise core competencies are likely to have competitive advantage over their contemporaries. Thus, for any organization to be successful, competency mapping is very important as it helps to improve employees' job satisfaction and enhance employee retention. This is also helpful for organizations in managing their recruitment and selection, performance management, promotion and identifies training needs for employee (Wattamwar, 2016).

Employee Engagement and Employee Retention

Employee engagement is the extent to which employees feel passionate about their jobs, and how much they are committed to their organization. Employee engagement drives performance (Bakker, 2015). In the same manner, Marrelli (2018) explained that employees may become disengaged because they no longer have trust with their supervisor/employers and lack of communication from leadership or supervisor. Thus, business leaders need to continuously remain engaged to employee. Study by Keeble & Armitage (2017) showed that when employers focus more on long term commitment of employees; it results in increased employee engagement. In addition, transparent communication with continuous feedback from employer to employee will bring about an increase in engagement initiatives (Powis, 2017). Organizations that that want to compete favourably always work constantly to have their senior leaders engaged with employees of all levels by communicating openly and honestly, provide clear organizational direction which is easily accessible by employees (Marrelli. 2011). This keeps employees informed on the changes and new ideas and concepts within the organization.

Powis (2017) further explained that consistent communication between the employees and employers increase the employee value within the organization and therefore increase employee engagement. Employee engagement increases when employers/leaders in the organization allow employees to participate in decision making, information sharing and foster honest communication between employees and employers (Jiang & Men, 2015). Encouraging employees to participate in building the organization's culture and empowering the employees to voice out their opinions in the decision making process might enhance their engagement and their professional growth

(Brewer & Kennedy, 2015). By engaging employees as part of the organization's culture and decision-making process, it allows them to be more engaged with the organization's growth for a longer period of time (Brewer & Kennedy, 2015).

Career Development and Employee Retention

Talent management focuses on the growth and development of employees as the main business strategy by maintaining employees' career paths, coaching, competencies, mentoring and demanding measurable results (Lewa, 2010; Kimani and Waithaka, 2018). Nowadays, employees are more career conscious when they are joining any organization and this has become one of the key factors for an organization to retain its best hands (talents) through training and development opportunities (Chitalu, 2015). A study by Khan (2015) also revealed that most of the employees responded positively on career development and promotion opportunities thereby making many organizations use career management programmes to plan and develop employee career progression system. Flynn, Mathis, Jackson, & Valentine (2016) submitted that employees from all levels are constantly searching for career development opportunities and this affect employee retention. They added that professionals and employees aged below 30 years old place career development opportunities above compensation as a retention concern. In coronary to the above, study by Mapelu and Jumah (2018) showed that there is a significant relationship between employee training and development and employee retention.

Performance Management and Employee Retention

Managing talent is key at all levels of performance management because without focus on performance; it is hard to see how an organization can find competitive advantage through talent (Brayan, Joyce & Weiss, 2006), argue that many companies that understand the value of talented people put considerable effort into recruitment ,then alienate their talent with poor performance management systems. They argue that few companies use talented people in an advantageous way by creating work experiences to develop their expertise. A study by Njoroge (2012) on talent management practices in commercial state corporations in Kenya, sought to know if promotion from within was encouraged and if performance management was aligned to the need to nurture and retain talent. He found out that majority of the respondents were not sure of the practices on capability development and performance management.

Reilly (2008) has rightly stated that the key to effective talent management is the alignment of talent management philosophy and with the organization's employees' psychological contract. This can only be materialized when the goals of talent management are clear to the organization so that they act as torch bearers. In order to enhance organizations ability to survive through turbulent environment, most corporations take great care in managing the performance measures of their employees (Nyanjom, 2013). A proper functioning performance management system can address the challenge of retaining talent. According to Mahapatro (2010), increasingly emphasis on talent management also means that organizations are re-defining performance management to align it to the need, to identify, nurture and retain talent.

Theoretical Review

Theories are regarded as body of assumptions which are used in explaining phenomenon. In order to explore the relationship between talent management and employee retention, the researcher will employ three theories as debated by various researchers. These theories are Resource Based View (RBV), Herzberg's Motivation-Hygiene Theory and Social Exchange Theory (SET) all of which will be relevant to this study.

Resource Based View (RBV)

Nowadays, many organizations are operating in a very competitive, complex, unsteady and dynamic business environment. As a result, many organizations started looking into the source of competitive advantage which is explained by Resource Based View (RBV) framework. RBV is defined as a framework that explains how sustainable competitive advantage is achieved. According to Barney (1991), organizations improve their competitive advantage through strategically developing their human resources over a period of time. On the other hand, Guthridge, Komm and Lawson (2008) agreed that talent management is a foundation for organization to create competitive advantage in the business parlance. Conversely, the definition and scope of talent management was unable to be clearly defined regardless of the large amount of interest from academician and consultants (Collings and Mallahi, 2009).

Robert and Heckman (2006) discussed that under RBV framework, talent management is defined as inimitable, rare, valuable and non-substitutable resources in an organization. Organizations are able to gain competitive advantage either through transforming resources in organization as sustainable competitive advantage suggested by Barney (1991) or generic strategy from Porter (2007). Based on RBV, competitive advantages are the ability to assist an organization to explore opportunities and reduce threats over a period of time in the ever-changing environment. Barney (1991) added that in order to achieve sustainable competitive advantage from RBV, the resources needed to be valuable, inimitable, and non-substitutable. These qualities and capabilities of resources are referred as isolating mechanisms that make it hard for other rival organizations to compete and replicate (Rumelt, 1984). Boudreau and Ramstad (2005) also agreed that, RBV can assist organization to gain competitive advantage through strategic talent management programme.

Social Exchange Theory (SET)

Social exchange theory (SET) is among the most influential conceptual paradigms for understanding workplace behaviour. Social Exchange Theory can be traced back to the early work of Malinowski and Mauss (1925). Since then, the social exchange theory (SET) has been widely studied by various researchers and it has been challenged by a number of researchers such as (Brimhall, Lizano & Barak, 2014; Cheng & Waldenberger, 2013; Singh, Fouad, Fitzoatrick, Liu, Cappaert & Figuereido, 2013) in the recent years. Based on the SET view on organizational commitment and engagement, it suggests that individuals remain or attach themselves to an organization in return for positive rewards from the organizations. SET is explained that an employment relationship consists of social or economic exchanges (Aryee, Budhwar & Chen, 2002; Cropanzano and Mitchell, 2005). The economic exchange relationships contain the economic exchange benefits of the employees' efforts and it depends on the formal contacts which is legally enforceable.

Social exchanges are "voluntary actions" initiated by the way and manner through which an organization treats its employees, with the expectation that the employees will be obligated to reciprocate the good deeds of the organization (Aryee *et al*., 2002; Gould & Davies, 2005). SET is a theory that relates to the understanding workplace behaviour and how employers and employees communicate and interact with one and another (Biron & Boon, 2013). Wittmer, Martin & Tekleab (2010) explained that the rationale of SET and employee turnover intention decision is mutual process between employees and employers. Besides, SET is also used in explaining the employee attitudinal engagement towards the organization. This theory is used as the basis for explaining how employees decide to be more or less engage in their work. The basic principle of SET is that relationships grow stronger over time turning into trusting, loyalty and mutual understanding as long as parties stand by certain instructions of exchange.

Empirical Studies

Most firms are yet to learn how to differentiate the approaches of talent management and the general HR programmes with a great percentage of both local and multinational firms unable to come up with basic talent management strategies, which lay more emphasis on enhancing skills and competencies required for current and future gaps.

A study conducted by the Malaysian World Islamic Finance Market place on Islamic finance talent development report in Africa (2016), established that staff who work in Islamic financial institutions must have a vast amount of expertise in the Islamic law (Shariah), finance and economic which will commensurate with the creation of employment and the overall enhancement of financial growth. Iqbal, Tahir, Aslam and Syed, (2013) argued that it is hard to identify and breed staff with the right set of skills, attitudes and knowledge. Hence it is much easier to push staff to competition than to attract them, especially when looking for a unique set of skills.

In Canada, Hughes and Rog, (2014) conducted a study on strategy for improving employee recruitment, retention and engagement within the hospitality industry. The proponents established whether recruitment, retention and employee commitment impact organizational goals. The study showed that top management buy-ins and their commitments are some of the strategies that help organizations control costs relating to searching for employees to fill vacant positions and engage staff considered competent. The study recommended that management should define talent management based on context. Top management supports and the linking of talent management initiatives are equally important.

In Nigeria, Ndibe (2017) examined the effect of staff learning and development focusing on Nigeria's top bottling companies. The study adopted a survey research design and used a questionnaire to collect data from 120 respondents. The information collected was analyzed and represented using tables. The results showed that employee training and development had a strong positive relationship with organizational goals achievement. The researcher concluded that the management team with the help of the human resources must adopt timely payments of salary as it will help focus more on deliverables than having to worry about unpaid bills.

On the subject of employee retention, Gicho (2015) researched the Eagle Africa Insurance Bookers in Kenya. The researcher adopted a descriptive research design with a sample consisting of 85 employees using questions derived from the objectives used in her study. Data were analyzed using descriptive and inferential statistics and presented using charts and bar graphs. The study concluded that the inability for management to pay sufficient bonuses, which matches the work done, and unrealistic work schedules are some of the reasons that make staff leave their places of work for better packages and flexible work environment.

Methodology

This section of the study analysed the principles and procedures through which the study was carried out, so that another researcher who is interested to replicate the study could do so without hassles. Going forward, this section covers the research design, study population, sample size, inclusion and exclusion criteria, sampling procedure, instrument for data collection, validity and reliability of the study, method of data analysis and ethical consideration.

Research Design

This study adopted descriptive and cross-sectional research design and quantitative (questionnaire) method was employed in obtaining empirical data from respondents on the subject of discourse.

Population of the Study

The population for the study comprised of 371 employees from 3 manufacturing firms in 3 selected areas which are Idiroko, Ado-Odo Ota/Atan and Sango, Ota, Ogun State, Nigeria. Respondents were employees in the following Departments: Administrative, Corporate Planning, Human Resources, Marketing, Operations/Production, Procurement, Quality Control, Environmental Management and Customer Relations. The population of each firm is highlighted and displayed in the table I below.

Table I: Population of selected Manufacturing Firms

S/N	**List of manufacturing Firms**	**Local Government Area**	**Population**
1.	Intercontinental Distillers Limited	Idiroko, Ota/Atan,	135
2.	Shonghai Packaging	Sango, Ota	107
3.	Purechem Manufacturing Ltd.	Sango	129
	Total		**371**

Source: Field Survey, (2022)

Study Area

The study area was Ogun State and manufacturing in the following selected areas which are Idiroko, Ado-Odo Ota/Atan and Sango, Ota were selected for the study.

Sample Size Determination

From the above population, sample size of **189** (One Hundred and Eighty-Nine) employees was drawn at 95% confidence level and 0.05 error rate using a sample size calculator from Krejcie and Morgan (1970) sample size calculator To draw the number of questionnaires administered to each of the Firms; the study employed the use of probability proportional to size measure. Probability proportional to size (PPS) sample selection method is where the probability of selection for a sampling unit is directly proportional to a size measure. This was utilized in order to have an equal sample size representation and adequacy of the respondents in each of the Firms. The formula used in achieving this representation in each Firm was:

$$\frac{\text{Number of questionnaires} \times \text{population of each Firm}}{\text{Grand Total}}$$

Table 2: Sample Size Determination of the selected Manufacturing Firms

S/N	Firms	Population	Proportion	Sample Size
1.	Intercontinental Distillers Limited	135	$\frac{189(135)}{371}$	69
2.	Shonghai Packaging	107	$\frac{189(107)}{371}$	54
3.	Purechem Manufacturing Ltd.	129	$\frac{189(129)}{371}$	66
	Total	**371**		**189**

Source: Field Work, (2022)

Instrument for Data Collection

Bryman and Bell (2003) submitted that a self-administered questionnaire is an accurate mode of eliciting self-report on peoples' opinion, attitudes, beliefs and values. So, in order to achieve the study objectives, the primary data obtained was amplified by secondary data from journals, archives and newspapers. For this study, primary data was obtained through administration of a questionnaire. The questionnaire was divided into various sections to adequately cover the study objectives. It consisted of close-ended, structured questions. The structured questions provided a set of answers from which the respondents chose the appropriate answers. The questionnaire contained closed ended questions on a 5 point Likert Scale from "Strongly Disagree" =1 to "Strongly Agree" =5 and it was administered by the researcher. The questionnaire used contained five sections. Section A was structured to obtain and draw out information on the demographic profile of respondents, section B, housed questions based on the study objectives.

Sampling Technique

Respondents for this study were selected using a multi-stage sampling technique e.g. (purposive, stratified and simple random sampling). This technique comprises purposive, convenience, cluster and quota sampling procedures. The targeted population was employees; hence, the convenience sampling method which was (non-probabilistic sampling technique) was employed to select respondents for the study. The cluster sampling technique was employed for selecting strategic areas/locations for the study. Going forward, the convenience sampling procedure was employed for the selection of respondents in the study areas and selected firms. The convenience technique was utilised due to the nature of the study which was descriptive in scope.

Validity of the Research Instrument

To ensure internal validity of the research instruments, the researcher carried out a pilot study and pre-testing with employees of five (5) selected hotels in Ado-Odo Ota Area of Ogun State. For external validity, both internal and external reviewers were employed to monitor the quality of the data-collection instrument in line with standard norms and the analyses processes so as to establish validation of evidences for significant findings and conclusions drawn from the study. All these were done in order to achieve the face, content, construct and criterion-related validity of the research instrument. The researcher carried out a pilot study to enhance the validity and reliability of the questionnaire.

Reliability of the Research Instrument

The researcher selected a pilot group of 30 employees from five (5) selected hotels to test the reliability of the research instrument. This was achieved by first stratifying the individuals according to the nature of their employment status. The researcher also put into consideration gender equity of the individuals. Internal and external reliability tests were also done for the research instrument. Internal reliability here assessed the consistency of results across items within a test, while external reliability assessed the extent to which a measure varies from one use to another. Test-retest reliability was employed to determine the authenticity of the results from the pilot study. More so, Cronbach alpha test measuring the credibility and consistency of the standard measures/scale used in the quantitative aspect of the study was done. It was expected that the reliability test result will not yield less than 0.70 co-efficient.

Table 3: Cronbach Alphas of the Study variables

S/N	Predictors and criterion variables	Number of Items	Cronbach Alpha
1.	Competency Mapping	5	0.922
2.	Employee Performance	5	0.948
3.	Employee Retention	5	0.932
4.	Career Development	5	0.871
5.	Employee Engagement	5	09783

Source: SPSS Output, (2022)

Method of Data Analysis

In this study, the quantitative data were analysed at both descriptive and inferential level of statistics using frequency distribution and simple percentage, through the aid of Statistical Package for Social Sciences (SPSS) version 26.0. The study employed statistical tool such as frequency counts and simple percentages. Correlation and Regression analysis were applied in testing the stated hypotheses.

Results and Discussions

Testing of Hypotheses with Correlation and Regression Analysis

Hypothesis One

$H0_1$: Competency mapping has no significant effect on employee retention in manufacturing firms in Ogun State, Nigeria.

Tables 5, 6 and 7: Results of Linear regression analysis on the effect of Competency mapping and selection practices on employee retention.

Table 5: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	.894	.894	.388

a. Predictors: (Constant), Competency mapping

Table 6: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	195.660	1	195.660	1296.574	.000[b]
1	Residual	23.089	153	.151		
	Total	218.748	154			

a. Dependent Variable: Employee Retention
b. Competency mapping

Table 7: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.569	.092		6.165	.000
1	b. Competency Mapping	.869	.024	.946	36.008	.000

a. Dependent Variable: Employee Retention

Tables 5, 6 and 7 presented the result of the linear regression that was calculated to predict employee retention based on competency mapping as a component talent management. A significant regression coefficient was found (F (1,153)= 1296.574, p=.000), with R^2 of 894. This presupposes that 89.4% variation in employee retention was as a result of competency mapping (talent management). Evidence in table 7, also is the beta value under the standardized coefficients which shows that competency mapping equivalently contributes to the change in the dependent variable (employee retention) (β=.946, p=.000). Therefore, the null hypothesis was rejected because results showed that, competency mapping as an indicator of talent management significantly affect employee retention.

Hypothesis Two

$H_0$2: Employee engagement does not affect employee retention in the manufacturing firms in Ogun State, Nigeria.

Tables 8, 9 and 10: Results of linear regression analysis on the effect of Employee engagement on employee retention.

Table 8: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.951[a]	.904	.904	.414

a. Predictors: (Constant), Employee engagement

Table 9: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	247.198	1	247.198	1443.835	.000[b]
	Residual	26.195	153	.171		
	Total	273.394	154			

a. Dependent Variable: Employee retention

b. Predictors: (Constant), Employee engagement

Table 10: Coefficients of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.686	.083		8.220	.000
	Employee engagement	.877	.023	.951	37.998	.000

a. Dependent Variable: Employee engagement

Tables 8, 9 and 10 present the result of the linear regression that were calculated to predict employee retention based on Employee engagement. A significant regression coefficient was found (F (1,153) = 1443.835, p=.000), with R^2 of 904. This presupposes that 90.4% variation in employee retention was as a result of Employee engagement which is an indicator of talent management. Evidence in table 10, also is the beta value under the standardized coefficients which showed that employee engagement equivalently contributes to the change in the dependent variable (employee retention) (β=.951, p=.000). Therefore, the null hypothesis was rejected because results showed that, employee engagement significantly affect employee retention.

Hypothesis Three

H0$_3$: There is no significant relationship between performance management and employee retention in manufacturing firms in Ogun State, Nigeria.

Table 11: Results of Linear Correlations analysis on the relationship between performance management and employee retention.

		Performance Management	Employee Retention
Performance Management	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	158	158
Employee Retention	Pearson Correlation	.983**	1
	Sig. (2-tailed)	.000	
	N	158	158

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

The above correlation table reflected that there exists a positive and significant relationship between Performance Management and Employee Retention with (r=0.983, p-value<0.05). This implies that a significant relationship exists between performance management as an indicator of talent management and employee retention. Therefore, the null hypothesis was rejected because results showed that, performance management which is an indicator of talent management have significant relationship with employee retention.

Hypothesis Four

H$_0$4: There is no relationship between career development and employee retention in manufacturing firms in Ogun State, Nigeria.

Table 12 Results of Linear Correlations analysis on the relationship between Career Development and Employee Retention

		Career Development	Employee Retention
Career Development	Pearson Correlation	1	.983**
	Sig. (2-tailed)		.000
	N	158	158
Employee Retention	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	158	158

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

The above correlation table reflected that there exists a positive and significant relationship between career development and Employee Retention with ($r=0.874$, $p\text{-value}<0.05$). This implies that a significant relationship exists between career development as an indicator of career development and employee retention. Therefore, the null hypothesis was rejected because results showed that, career development which is an indicator of talent management have significant relationship with employee retention.

Discussion of Findings

For hypothesis one, it was revealed in the study that competency mapping significantly affect employee retention. This study's finding concur with the findings of a study done by Kumar (2013), who concluded that competency mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction and better retention. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and show where development need to be tailored to. The study findings showed that there is a relationship between increases in employee retention if there are opportunities for career development since majority 85% reported that an opportunity for career development increases the chances of employee retention.

This study concurs with a study by Chitalu, (2011) who concluded that one of the key factors of the retention of skilled employees is the provision of training and development opportunities (Chitalu, 2011). Today's employees are more career conscious than ever. They are demanding more in terms of personal growth and development. There has been a shift from job security and lifelong employability to lifelong learning and talent management. (Brown et al., 2003; Sennet, 2006). It is therefore important to give employees opportunities to develop and learn (Arnold 2005, Bernsen et al., 2009; Herman, 2005) such that employees maintain their capabilities as effective employees, resist redundancy are retained by their organisation.

For hypothesis two, employee engagement was also seen to affect significantly employee retention to a very large extent. Findings from this study corroborates the position of Becker, (2011), whose study attested that lower retention, high absenteeism and poor productivity are attributed to weak employee engagement. Also, according to Hellevig (2012), employee engagement is about the means to achieve the organisation's strategic goals by building the conditions for employees to thrive and each staff member to fully switch on in their best efforts in the best interest of the business'(Helevig,2012; Lindholm, 2013). Employees need to have a sense of belonging and share in the organisation's vision and find their role in the organisation (Kennedy and Daim, 2010).

The finding of this study also aligns with the submission of Ologbo and Sofian (2012) who stated in their findings which was conducted on HR officers to find out the individual factors of employee engagement that employee engagement could be a strong factor in organisational performance and success and that it has a significant potential to affect employee retention, their loyalty and productivity. Findings from this study is also in congruence with Saks (2006), whose study submitted that the extent to which an increase in the motivating potential of a job is likely to correlate with a decrease in intentions to quit would be determined by the extent which engagement is experienced by the employees.

The study findings concur with the findings of Bano *et al*., (2011) whose study opined that talent management in the corporate sector has a positive and significant influence on employee attitudinal outcomes and organisational effectiveness like employee engagement, turnover avoidance and value addition. They concluded that organisations that are enthusiastic for gaining competitive advantage over their business rivals need to manage their talent in a vigilant and effective manner. The current research therefore concludes that employee engagement contributes to employee retention and therefore manufacturing firms who leverage on engaging the employees not only for retention but also for competitive advantage.

For hypothesis three, Performance Management, it was revealed that Managing talent is pertinent and key at all levels of performance management because without focus on performance, it is hard to see how an organisation can have competitive advantage through talent; this finding is in agreement with the study of Njoroge, (2012). A study done by Hausknecht et al,. (2009), also states that a proper functioning performance management system can address the challenge of retaining talent. According to Mahapatro (2010), increased emphasis on talent management also means that organisations are re-defining performance management to align it to the need for identifying, nurturing and retaining talents.

For hypothesis four, talent management which has career management as one of its indicators which was considered in this study; proved that from the employers point of view; employees must be adequately managed to reduce turnover intentions. Just as the employee wants to align their skills, training, performance feedback and development with the organisational objectives in such a way as to have a successful career; the employer on the other hand wants to integrate the same functions to ensure that it is using its corporate talent in the best way possible. The current study concluded that one of the most influential factors in relation to employee retention was career development. This study concurs with a study by Chitalu (2011), who said that one of the key factors of the retention of skilled employees is the provision of training and development opportunities. Another study by Waleed (2011) concluded that appropriate training and career development contributes positively to employee retention as it makes employees feel recognized for their strengths and creates possibilities to develop their qualities.

Conclusion

This study investigated how manufacturing firms have succeeded at implementing talent management vis-a-vis employee retention strategies. The study evaluated each of the objective factors and established to what extent the factor was successfully implemented as a talent management strategy in the selected manufacturing firms. The literature review explored how talent management factors can be utilised to promote talent management administration in an organisation. It is important to ensure that a thorough plan process precedes efforts for talent management. Employee engagement should be structured in a variety of ways so that they meet different needs such as recognition, base compensation, pay incentives and indirect compensation/benefits. Benefits should not just be extrinsic but should include intrinsic rewards such as flexible hours, family schemes etc. The performance management system serves to evaluate achievement of objectives to the Firms which are undertaken by employees as tasks. The appraisal system of the selected Firms was well appreciated by employees although more could be done in terms of strengthening the weak areas detected, such as training, which stems from the evaluation. An evaluation of employee engagement, employee career development and performance management revealed that while engagement was well entrenched at the selected firms in many areas, organisational culture still needed to be improved to provide a fit into the performance management.

Based on the findings of the study, the researcher recommends as follows:

i. The talent management strategy must be engraved in the business strategy, characterised by the selected Firms regularly analysing talent and communicating the talent management strategies to employees.
ii. Succession plan needs to be addressed and it should be developed and implemented thoughtfully; also the management of the firms must begin the process of talent planning through their recruitment process.
iii. The management of the selected Firms should conduct a skills audit to find out what skills were available, whether they are in congruence with the business strategy in the short and long run, and so direct human and other resources strategically.
iv. The study established that there were sufficient talent pool in the respective organisations and therefore management should constantly analyse and enhance their succession planning process.
v. To promote a good culture, management of the selected firms should encourage an innovative and supportive culture and conduct self-evaluation exercises for each business unit so that shortcomings in customer service are addressed and mistakes are rectified.
vi. Management of the selected firms should improve in identifying gaps in manpower and developing them accordingly.

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