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Consumers' Demand for Organic Food Products and Purchase Intentions: Empirical Evidence from a Consumer Survey in Nigeria

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Abstract: This study mainly aims to investigate the impact of consumers' demand for organic food products on purchase intentions in Rivers State of Nigeria. This study adopted a quantitative method to disentangle the impact of consumers' demand for organic food products (CDOFP) on purchase intentions (PI). A self-administered questionnaire was distributed to 390 existing consumers of organic food products in the Port Harcourt fruit garden market and 6 organic food product retail outlets in Port Harcourt, Rivers State, Nigeria, using the nonprobability convenience sampling method. A total number of 339 surveys were returned. Besides, usage evaluation unveils 296 recovered and accessible questionnaires, representing 87.3.9% of the completed and returned questionnaire. The Statistical Package for Social Sciences (SPSS) version 22 was used to perform descriptive analysis, validity and reliability analysis, and the structural equation modeling was used to test the hypothetical relationships between the proposed constructs. The results illustrated that Food safety concern was the strongest predictor of purchase intentions, followed by environmental concern, and the last emerged as health consciousness. The study therefore concludes that the consumers' demand for organic food products has positive and significant influence on purchase intentions through food safety concern, environmental concern, and health consciousness. The study recommends among others that, organic food products marketers should prioritize on food safety concern, environmental concern and health consciousness benefits of organic food products to attain high purchase intentions.

Keywords: Consumers' demand, Nigeria, Organic food products, Purchase intentions.

1. INTRODUCTION

It is well known that the consumption of food has a considerable impact on the environment, individuals and public health (Dube *et al.*, 2014; Reisch *et al.*, 2013; Wilcock, 2004). Notably, food consumption is associated with environmental concerns such as greater than before greenhouse gas discharge, water scarcity and pollution (Reisch *et al.*, 2013). The expansion in population and income has motivated consumer demand for organic products, visibly in developing and up-and-coming countries, predominantly for healthy and environmentally responsive food (Mottaleb *et al.*, 2016).

Organic product stands as one of the fastest growing markets in contemporary years in a number of countries, and its consumption has been broadly observed as causative to sustainable conducts (Smith & Paladino, 2010; Tanner & Kast, 2003). This is somewhat determined by consumers' socio-environmental responsibility as well as their individual concern and preference (Vermeir & Verbeke, 2006). According to Dahm *et al.* (2009:195), organic products defined as

item for consumption which are “grown without the use of pesticides, synthetic fertilizers, sewage sludge, genetically modified organisms, or ionizing radiation” including products manufactured “free of antibiotics or growth hormones”. Most consumers accept as true that organic product is environmental-friendly, improved, harmless, hygienic, additionally wholesome, tastier and out of harm's way as compared to conventional food (Smith & Paladino, 2010; Bryla, 2016; Hughner *et al.*, 2007; Magnusson *et al.*, 2001).

A sizeable number of scholarly investigations on demand for organic products and purchase intentions have been carried out (Rana & Paul, 2017; Aertsen *et al.*, 2009; Verhoef, 2005; Grunert & Juhl, 1995). Fascinatingly, there exist varied findings concerning the association between consumers’ demand for organic products and purchase intentions (Aschemann-Witzel & Niebuhr, 2015). Whereas a variety of studies exhibit that consumers’ demands in the direction of organic products appreciably increase their purchase intention, quite a lot of authors disclose that several consumers do not in point of fact procure organic product regardless of the demonstrated optimistic stance towards them (Pearson *et al.*, 2011; Shepherd *et al.*, 2005). Consumers embrace exceedingly encouraging mind-set in relation to organic products, however their genuine purchases hang about low (Aschemann-Witzel & Niebuhr Aagaard, 2015). As noted by Padel and Foster (2005), such an inconsistency can be explicated by the intricacy of the consumer decision-making process and the wide-ranging intentions and hurdles connected with diverse categories of organic products.

Even with this increase, the number of studies with consumers of organic products is still diminutive (Hsu, Chang & Lin, 2016; Nandi, Bokeelmann, Gowdru & Dias, 2016). It is even more diminutive as regards consumers’ purchase intention for organic products, which is exceedingly pertinent in this up-and-coming market. More scholarly inquiries are needed to concentrate on the likelihood of scheduling a purchase or the enthusiasm to actually purchase a product in the future (Yin, Wu, Du & Chen, 2009). Hence, this study is expected to address the research gap.

This paper is therefore aimed at exploring the relative importance of consumers’ demand for organically products in explaining purchase intentions among consumers in Rivers State, Nigeria. The analysis is particularly pertinent for the organic food industry in the area as it is comparatively a nascent industry. Information from this investigation can support local stakeholders in developing marketing strategies and spotting target market segments for organic produce. The analysis focal point is the fruit and vegetables sector, given the comparative significance of this sector to the agricultural economy in Nigeria, and the prospective for apprehensions over food safety concern, health consciousness, and environmental concern from the application of synthetic pesticides in conventional agriculture to affect this sector.

2. LITERATURE REVIEW

Hierarchy of Effect Model (HEM)

The Hierarchy of Effect Model (HEM) underpins the conceptual framework of this study.

The Hierarchy of Effect Model (HEM) was pioneered by Lavidge and Steiner (1961), and afterward modified by Barry and Howard (1990). The Hierarchy of Effect Model (HEM) clarifies that consumers will move through diverse psychological stages in the course of making purchase decisions. The breadths of the hierarchy of effect model encompasses cognitive

(awareness, learning, knowing), affective (thinking, feeling), and conative (doing). The cognitive component passes on the knowledge and belief held by a person (Fill, 2013). Beliefs can spring from an individual's life experience, the upshot from straight observation and recognized by acquiring information or from inference (Ajzen & Fishbein, 1980). The affective dimension refers to the emotions in the direction of and assessment of the product (Chitty, Barker, Valos & Shimp, 2011). Conative alludes to the behavioural action (Agapito & Mendes, 2013). The hierarchy of effect model has been broadly used to appreciating consumer attitude and behaviour (Dubé, Cervellon, & Han, 2003).

Prior studies have applied diverse constructs to test the three constituent of cognitive, affective, and conative in the hierarchy of effect model (Park & Yoo, 2018; Mokhtar, 2016; Lee & Goudeau, 2014). Explicitly, this present study will explore the consumers' demand for organic products based on food safety concern, health consciousness, and environment concern as dimensions, which influence purchase intentions.

Consumers' demand for organic products

Organic products are derived by eco-friendly processes by means of cultivation procedures that reflect on the characteristics of the ultimate product as well as the production techniques. There exists no universal definition of "organic" owing to the actuality that diverse countries have dissimilar standard for products to be licensed "organic". In straightforward words organic products are modestly processed to sustain the veracity of the product devoid of non-natural constituents, chemical addition or irradiation. Organic food products springs from an eco-friendly management practices that reinstate, preserve and improve ecological harmony in production system that upholds and boosts biodiversity, organic cycles and soil genetic movements.

The demand for organic products is very high in growing markets in contemporary years in a several countries, and its consumption has been broadly observed as causative to maintaining behavior (Smith & Paladino, 2010; Tanner & Kast, 2003). This is to some extent triggered by consumers' socio-environmental liability as well as their personal apprehension and preference (Vermeir & Verbeke, 2006). Organic product industry in nearly all developing countries is gradually moving from the niche market to high potential growth industry. The growth of organic product industry is connected to the ever-increasing demand by consumers for the products. Amid the reasons for the ever-increasing demand of organic products are food safety concern (Hsu, Chang & Lin 2016), health consciousness (Lillywhite, Al-Oun & Simonsen, 2013), and environment concern (Nandi, Bokelmann, Gowdru & Dias, 2016).

Food Safety Concern

Food safety concern is a central factor powering organic product purchase intentions (Pham, Nguyen, Phan & Nguyen, 2018; Hsu, Chang & Lin 2016, Padel & Foster, 2005). Given the unremitting incidents of food safety episodes and food-related diseases (Wang *et al.*, 2018), food safety has been recognized as the top apprehension among consumers (Tsakiridou *et al.*, 2008). Food safety concern, in its expansive logic, designate the extent to which people are concerned about pesticide deposits enclosed in food as well as about food scares (Pharm, *et al.*, 2010).

For all intents and purposes, consumers often link food safety concerns with the use of pesticides, fertilizers, antibiotics, artificial additives and preservatives in the food manufacturing process. Organic production techniques are well thought-out as being free of these objectionable chemicals (Rana & Paul, 2017). For instance, it has been said that routine buyers of organic chicken robustly accept as true that such a product has smaller quantity of deposits (Van Loo *et al.*, 2010). Food safety concern is the most applicable factor illuminating consumer demand towards organic products (Michaelidou & Hassan, 2008). Michaelidou and Hassan (2008) emphasize that product characteristics value such as food safety predisposed purchase intentions of organic products. Krystallis, Fotopoulos and Zotos (2006) concluded that consumers are anxious about food safety and they are prepared to pay higher price to purchase organic products for values in return.

Health Consciousness

Health consciousness concerns to the preferred condition of safety and focal point to sustain a healthy life. Health consciousness is the most frequently affirmed motives for purchasing organic food by consumers (Pham *et al.*, 2018). Consumers with a sturdy intention to purchase organic food products assumed an optimistic environmental, human health and animal welfare outcomes (Magnusson *et al.*, 2003). Organic products are devoid of pesticide residues, which are capable of improving consumers' health.

Consumers understand that organically products are secured, better nutritional value and add to better health benefits than conventional foods. Hsu *et al.* (2016) established that health consciousness en route for organic products had a significantly positive effect on purchase intentions. It is therefore assumed that consumers' consciousness and knowledge with reference to organic products play a significant role in purchase decisions (Yiridoe *et al.*, 2007). Accordingly, Aertsens *et al.* (2011) unearth that objective as well as subject knowledge are positively related to attitudes in the direction of organic vegetable consumption, depicting that a contributory association, in that objective knowledge augments subjective knowledge, which in turn advances a person's attitude in the direction of organic product purchase and consumption. Equally, de Magistris *et al.* (2008) authenticate a positive relationship between consumers' self-reported organic knowledge and their attitudes in the direction of organic produce.

Environmental Concern

Environmental concern mirrors emotions linked to environmental concerns (Lee 2008) influencing factor in decision to purchase organic food. In contrast, Leong and Paim (2015:482) affirm that consumers rarely take environmental concerns into thoughtfulness purchasing organic products. Dunlap and Jones (2012) refer to environmental concern as "the degree to which people are aware of problems regarding the environment and support efforts to solve them or indicate the willingness to contribute personally to their solution". Broadly, consumers who are anxious about the environment are inclined to build up positive environmental attitudes, articulate enthusiasm to pay more for environmental-friendly products and put on display of pro-eco-friendly behavior (Albayrak *et al.*, 2013; Nguyen *et al.*, 2016).

Environmental concern therefore appears to be a dynamic factor of organic product purchase intentions, and this has been largely accredited to being eco- friendly (Hughner *et al.*, 2007). Organic product consumers articulate curiosity in shielding the ecology and natural production process (Squires *et al.*, 2001). The growing consciousness on environmental

dilapidation has changed consumer attitude to purchase more eco-friendly and organic food products (Basha *et al.*, 2015). Environmental concern has been found to be a chief decider of consumer purchase intention for organic food products. Harper and (Nguyen & Nguyen 2016; Hassan, Loi & Kok 2015; Basha *et al.*, 2015; Makatouni, 2002) It has been acknowledged that, in addition to environmental consciousness, knowledge and attitude toward the environment positively affect the intention to buy green products (Maichum, Parichatnon & Peng, 2017) .

Purchase Intentions

Purchase intention refers to a person's sensible design to seriously attempt to purchase a product (Singh, 2004). Purchase intention is based on a study between consumer behavior and his/her intentions, which makes this construct very important for consumer research (Ghalandari & Norouzi, 2012). Intention is a germane dimension in marketing literature, used by companies to predict sales of new products or the recurring purchase of accessible products (Diallo, 2012), and it confirms the consumer inclination to purchase goods or services in the same store, and share product/service experience with friends and family (Cronin, Brady & Hult, 2000).

Purchase intention for organic products, can be affected by a number of components, such as health perception, environmental awareness, product availability, perceived quality, product distribution, nutritional value, among others. Rana and Paul (2012) illustrate that not only the health factor affects purchase intention, but also the accessibility and quality of these products. Consumers with strong purchase intentions to buy a product will ultimately have a keenness to pay for the product (Wu, Yeh & Hsiao, 2011). Purchase intention is a vital forecaster of the purchase intention of consumers (Phong, 2011). Therefore, it is imperative to comprehend the purchase intention of organic food products.

Empirical Review

Some existing studies have tried to evaluate the nature of the impact of consumer demand for organic food products on purchase intentions. Some have identified positive relationship between both variables while some have identified negative relationship. A few others have also identified no relationship (i.e. no significant correlation). The following subsection presents relevant empirical studies on consumer demand for organic food products on purchase intentions.

Song and Liew (2019) investigate the young consumers' motives to purchase organic food in a developing nation (Malaysia), using four key motives of food safety concern, health consciousness, affordability and environment concern in the study. A self-administered questionnaire distributed to a convenience sample of 398 young consumers from Kuala Lumpur and Petaling Jaya, Malaysia. Data were analyzed by means of Structural Equation Modeling and the findings revealed that food safety concern, health consciousness, and environment concern have significantly influenced purchase intentions of organic food. Purchase intention is positively associated with the actual purchase of organic food. There was no significant effect of affordability on purchase intentions. The study recommends that, strategies to boost the quality, long-term health benefits, environment friendliness, and trim down in pricing of organic food should be undertaken.

Nguyen *et al.*, (2019) examined the integrative effects of consumers' personal and situational factors on their attitude and purchase behavior of organic meat in Vietnam. Data were unruffled by means of a customized and validated survey instrument from a sample of 609

organic meat consumers at four food outlets in Hanoi. The results established that consumers' concerns regarding the environment, health, food safety and their knowledge of organic food significantly impacted their attitude towards the purchase behavior of organic meat. Fascinatingly, positive attitude did not necessarily translate into actual purchase of organic meat. Furthermore, food stores' green marketing practices significantly improved consumers' actual purchase behavior. On the contrary, premium prices of organic meat were without doubt a disincentive for the actual purchase of organic meat.

Mainardes, Araujo, Lasso, and Andrade (2017) explored the relationship between personal values and attitudes and the purchase intention of organic food in Brazil and discovered a positive influence of values allied to conservatism, self-promotion and openness to change regarding the purchase behavior toward this organic food.

Iyer, Davari, and Paswan (2016) looked into the relationship between purchase intention and variables such as price, value, social awareness and environmental awareness of green products. However, only environmental awareness was directly linked with purchase intention, corroborating the results of Yadav and Pathak, (2016). Liang (2016) considered other relationships between the purchase intention of organic food and properties, certification mechanisms, retail channels and prices of these products, and detects that factor such as certification, retail channel; nutritional value and environmental protection have a positive influence on the purchase intention. As for the price, where organic products were cheaper, consumers exhibited more concern for product certification. Thus, consumers underline trust in the store or the supermarket where such products were purchased.

Chandrashekar (2014) investigated consumers' perception towards organic products in Mysore City. The study used the survey method and gathered data from selected consumers of Retail outlets of Organic products, Organic Products Marketing Agencies, through a structured questionnaire. The Simple Random sampling techniques was used and the SPSS, Multivariate Analysis, ANOVA (Analysis of Variance) were used to analysis data. The study established that a lot of problems are encountered by respondents while purchasing the organic products in the markets, and that, consumers' enthusiasm to purchase is influenced by restricted and inconsistent supply, higher price of the products and very limited access and information.

Morteza, Hobbsb, and McNamara (2009) examined consumer willingness-to-pay a premium to purchase organic fresh fruit and vegetables with environmental and health attributes, on two locations in eastern New Brunswick. The Willingness-to-pay the premium was represented as a function of a series of demographic, socioeconomic and knowledge variables, plus degrees of awareness with reference to the environment, and risk attitudes. The findings demonstrate that when making food choices, although the environment may be considered as imperative, eventually consumers in eastern New Brunswick prioritize their health over the environment. Likewise, the more income households earn, and the more consumers see a probable negative impact on health from pesticides usage, the more probable they would be enthusiastic to pay a premium for fresh organic produce.

From the literature review the operational model for the study was developed:

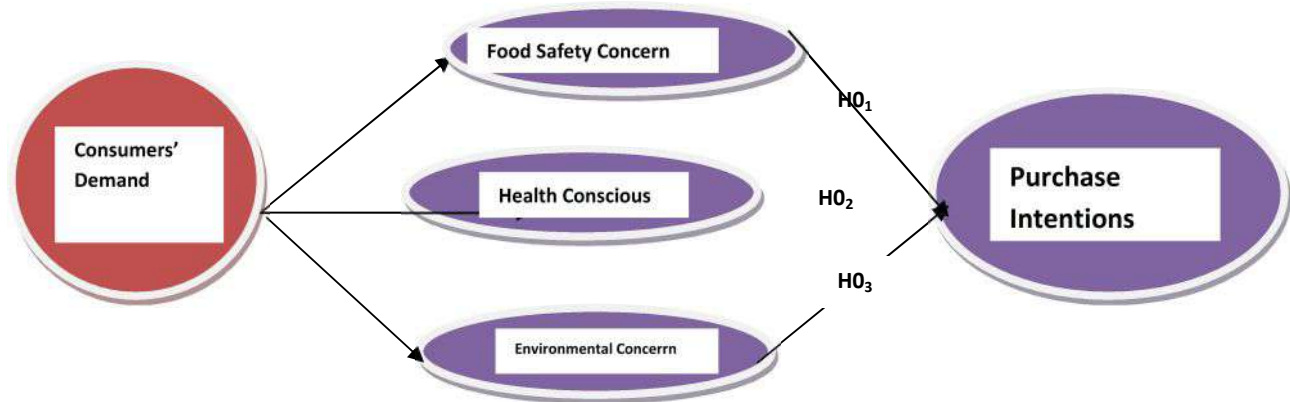


Figure 1: Operational Model of Consumer Demand for Organic Food Products and Purchase Intentions

Source: Designed by the Researchers

The hypotheses for this study are formed to investigate the three independent variables of food safety concern, health consciousness and environmental concern towards purchase intentions, to draw a conclusion on consumers' demand for organic food products and purchase intentions.

Therefore, to explore the influence of consumers' demand for organic food products and purchase intentions, the following hypotheses were examined:

H1: Food safety concern does not significantly influence purchase intentions of organic food products.

H2: Health consciousness does not significantly influence purchase intentions of organic food products.

H3: Environmental concern does not significantly influence purchase intentions of organic food products.

3. METHODS

Sample and Data Collection

The respondents in this study were the existing consumers of organic food products in the Port Harcourt fruit garden market and 6 organic food product retail outlets in Port Harcourt, Rivers State, Nigeria. The sample size of 390 was derived and set with a confidence level of 95% and margin error at 5% (Raosoft 2018). Pilot test was conducted to test the survey questionnaire on 20 respondents. The respondents were selected using nonprobability convenience sampling method. The study targeted consumers present at the fruit garden market and organic food product retail outlets in Port Harcourt, Rivers State, Nigeria. Non-probability convenience sampling method provided suppleness to the study as the sample was accessed easily and higher survey response rate is achieved.. The items operationalizing the constructs in the research model were selected and adapted from measurement scales validated in previous research. To

measure *food safety concern*, 3 items were taken from Michaelidou and Hassan (2008). An added 3 items operationalizing *health consciousness* were modified from Tarkiainen and Sundqvist (2005), and for *environmental concern*, 4 items were espoused from Yadav and Pathak's (2016). To measure the *purchase intentions* of organic products, 3 items in quest of respondents' purchase frequency was assumed from Dean *et al.* (2012). The survey instrument was designed with 13 items anchored on a five point Likert scale (1: strongly disagree and 5: strongly agree). The scale measured food safety concern, health consciousness, environment concern, and purchase intentions. The survey using self-administered questionnaire was conducted between January to March 2020, during which time a total number of 339 surveys were returned. Besides, usage evaluation unveils 296 recovered and accessible questionnaires, representing 87.3.9% of the completed questionnaire. Accordingly, 296 copies of disseminated questionnaire were engaged for the study's analysis. The Statistical Package for Social Sciences (SPSS) version 22 was used to perform descriptive analysis, validity and reliability analysis, and to test the hypothetical relationships between the proposed constructs.

4. RESULTS AND DISCUSSIONS

Data from the returned surveys were screened to examine potential missing data, outliers and normality of distribution. The final valuable sample therefore incorporated 296 responses. Of these, 210 (70.9%) were female and 86 (29.1%) were males. Additionally, the majority of the respondents (74.3%) were aged less than 50 years, 70.3% had higher education degrees, while majority belongs to income category between ₦30,001 to ₦60,000 (58%), The demographic profile of the respondents is depicted in Table 1.

Table 1: Demographic Profile of Respondents (n-296)

S/N	Gender	Frequency	Percentage (%)
i.	Female	210	70.9
ii.	Male	86	29.1

S/N	Age Bracket	Frequency	Percentage (%)
i.	<50	220	74.3
ii.	>50	76	25.7

Education	Frequency	Percentage (%)
i. Primary	22	7.4
ii. Secondary	66	22.3
iii. Tertiary	208	70.3

Monthly Income	Percentage (%)
i.< 30,000	24
ii.30,001-60,000	58
iii.60,001-90,000	11
iv.90,001-120,000	4
v.>120,000	3

Source: SPSS 22.0 Window output (based on 2020 field survey data).

Taken as a whole, it is rational to argue that the study's sample is moderately representative.

Reliability Analysis

The Cronbach's Alpha, composite reliability (CR) and average variance extracted (AVE) results are presented in Table 2. The reliability assessment is performed based on the internal reliability and CR. Internal reliability is achieved when the Cronbach's Alpha value is greater than 0.7, which indicated a high level of internal consistency in the data

Table 2 Test of Reliability (n=296)

Scale	Dimension	Items	Reliability
FSC	Food Safety Concern	3	0.761
HC	Health Consciousness	3	0.712
EC	Environmental Concern	4	0.802
PI	Purchase Intentions	3	0.912

Source: SPSS 22.0 Window output (based on 2020 field survey data).

For this study, the reliability analysis, as shown in Table 2, demonstrates that the Cronbach's Alpha values for all constructs are above 0.7. The values of composite reliability (CR) for the four constructs were between 0.71 and 0.9, higher than the threshold level of 0.7. The CR values were 0.761 (food safety concern), 0.712 (health consciousness), 0.802 (environmental concern), and 0.912 (purchase intentions). It is therefore realistic to conclude that all the measures have good internal consistency of reliability.

Hypotheses Testing

SEM was used to test the three proposed hypotheses. The results of the hypotheses testing are illustrated in Table 3. As specified, all the associations between each of the variables were significant. Consequently, H1, H2, and H3 were accepted. Distinctively, food safety concern

($\beta = 0.269, p < 0.001$), health concern ($\beta = 0.223, p < 0.001$), and environmental concern ($\beta = 0.248, p < 0.001$) had a significant positive influence on purchase intention of organic food products.

Table 3: SEM (structural equation modeling) results and hypotheses testing.

Hypotheses		S.E.	t-Value	p-Value	Findings	
H1: Food Safety concern	Purchase Intentions	0.269	0.055	6.152	***	Supported
H2: Health Consciousness	Purchase Intentions	0.223	0.052	4.679	***	Supported
H3: Environmental Concern	Purchase Intentions	0.248	0.052	5.114	***	Supported

Note: *** $p < 0.001$; S.E.: standard error.

Overall, the findings indicated that organic product consumers in Nigeria have prioritized on food safety concern, health consciousness, and environment concern as their motives to purchase organic food products. This study has developed and validated a model adopting key elements of the hierarchy of effects theory to explain purchase intentions for organic food products. The importance of further research into organic food product preference and purchase has been highlighted in the literature (Rana & Paul, 2017; Pham *et al.*, 2010). An outstanding finding in this study concerns the clear findings in the context of organic food product demand and purchase intentions of consumers in Nigeria. That is, Nigerian consumers' demand towards organic products is significantly deciphered into their actual purchase intentions. Whilst this finding increases the significance of preferences in encouraging organic food products purchases, it substantiates the attitude-behavior continuity in a novel research perspective, i.e., organic food product purchase in Nigeria. This consistency could be accredited to the affordability of organic food products.

This study has also extended the results of previous studies by broadly investigating diverse determinants of attitudes towards organic food product purchase. The findings reverberates the extant literature that advocate that food safety concern (Michaelidou & Hassan, 2005), health consciousness (Yadav & Pathak, 2016) and environmental concern (Smith & Paladino, 2010), significantly reinforce demand towards purchase intentions for organic food products. Conspicuously, among the determinants of organic food demand, food safety concern has the strongest impact on purchase intentions. As underscored by Thøgersen, Pedersen, Paternoga, Schwendel and Aschemann-Witzel (2017), food safety information had the prevalent

influence on purchase intentions for organic food products. This finding may be due to the high level of knowledge about organic products demonstrated by the respondents in this study. As such, the respondents widely appreciate the distinctive benefits and uniqueness of organic products, which might have favorably affected their mind-set towards buying the product. It is also interesting to note that environmental concern has the next strongest influence on purchase intention. This finding can be somewhat explicated in actuality that the respondents were urban dwellers, who fell under middle and high income, and are prone to be bothered more in relation to the environment.

5. CONCLUSION

The objective of this study was to analyze the influence of consumers' demand for organic food products on purchase intentions. To do this, the study collected data and submitted them for statistical tests. Results indicated that food safety concern, health consciousness and environmental concern affect purchase intentions. Food safety concern was the strongest predictor of purchase intention, followed by environmental concern, and the last emerged as health consciousness. The study therefore concludes that the determinant of consumers' demand for organic food products have strong, positive and significant influence on purchase intentions. The study therefore concludes that the consumers' demand for organic food products has positive and significant influence on purchase intentions through food safety concern, environmental concern, and health consciousness.

6. RECOMMENDATIONS

Organic food products marketers should prioritize on food safety concern, environmental concern and health consciousness benefits of organic food products to attain high purchase intentions.

Government should support local organic farmers by providing more subsidies and financial assistance to encourage more locally produced organic food products. This will actually promote food safety assurance for organic food products sold in the market and motivate consumers' purchase of the products.

The eco-friendly concept of organic food products should be prioritized. The government, manufacturers and retailers should work cooperatively with appropriate non-government organizations (NGOs) in the aspect of environment concern, to further promote organic food products to the consumers.

7. CONTRIBUTIONS OF THE STUDY

The study offers some useful contributions. The first is the focus on organic food products in academic research. This topic, from the consumer's perspective, is not much explored in Nigeria, even with the growing market for these products.

Second, the theoretical contribution of this study is the validation and development of the Hierarchy of Effect Model (HEM) in the organic food product purchase context. In this study, food safety concern, health consciousness and environment concern have shown to be important constructs that influenced purchase intentions. Therefore, the findings on the influence of food safety concern, health consciousness and environment concern on purchase intentions have

validated the three stages of HEM model of cognitive (motivational factors), affective (purchase intentions) and conative (actual purchase) components.

From a managerial perspective, this study presents valuable information to organic food product marketers in emerging countries in quest of boosting sales and realizing enduring growth in business. Organic food marketers could therefore, plan and execute more effectual targeting and positioning strategies to increase consumers' demand on the organic food products.

8. LIMITATIONS

Despite all methodological precision adopted in the research, the study portrayed some limitations:

The first limitation of this present study is its generalizability since; the sample is composed of urban consumers in Port Harcourt city only.

Additionally, the study's sample was not large enough, so the study could not conduct more advanced statistical analyses.

9. DIRECTION FOR FUTURE STUDIES

The validated research model in this study pooled personal factors (food safety concern, health consciousness and environmental concern) to satisfactorily explain purchase intentions. It therefore, can serve as a framework for future studies in other emerging market economies.

Furthermore, to attend to the limitation of this study's sample on generalizability, future studies should elicit data from respondents situated in other major cities of Nigeria, such as Lagos, Ibadan, Kano and Abuja. It might be attractive to assemble data from consumers in rural areas, which facilitates a comparative investigation amid rural (lower income) and urban (higher income) consumers.

Finally, in addition to attending to consumers' purchase intentions, future studies may perhaps seek to measure the observed purchase behavior of organic food product consumers. Future research could investigate alteration in organic products demand over time by performing a longitudinal study.

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The Effect of Aggressive Managerial Humor Practices on Employees' Commitment of Deposit Money Banks in Rivers State, Nigeria

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Abstract: *The purpose of this study is to examine the relationship between aggressive humor practices and employee commitment (affective, continuance and normative commitment) of deposit money banks in Rivers State, Nigeria. A survey design was adopted using questionnaire as the research instrument which was distributed to 285 employees of deposit money banks in Rivers State. The generated data were analyzed through the use of Pearson Product Moment Correlation Coefficient with t-statistics so as to test the relationship between the variables of the study through the use of Statistical Package for Social Sciences (SPSS) Windows version 22 within a significance level of 0.05. The findings showed a significant and negative relationship between aggressive humor practices and affective commitment and normative commitment respectively, however a positive and significant relationship existed with continuance commitment of deposit money banks in Rivers State, Nigeria, hence we recommended that managers in the DMBs in Rivers State should try as much as possible to avoid the use of aggressive humor practices as it can cause emotional harm to the employees, results to employee harassment which can affect the commitment of affected employees as well as others as a result reduce productivity and induce employee turnover in the organization.*

Keywords: *Humor Practices; Aggressive Humor, Managers, Employee Commitment*

INTRODUCTION

The environment business organization operates in has over the years changed dramatically as a result of changes in technology and increased globalization which have brought a distinctive and new ways of doing business compare to organizations of the past, say fifty years ago. Hence, many organizations generally and managers specifically have come to the realization that the only way to survive in this turbulent and uncertain business environment is to effectively and efficiently manage their employees as well as ensure their commitment (Varsha & Monica, 2012). More so, the need to achieve more output with less input has become one of the major challenges facing organization of this day which organizations need not just staff but committed ones to deliver more immediately in order have higher output. Employees with low commitment will be carried away by their personal success at the detriment of the organization they work with. Thus, managers must ensure that employees' commitment are sustained and enhanced so as stated organization's objectives and goal(s) can be achieved; this is because, the human resources in the organization play enormous role in ensuring the effective attainment of set goal(s) or objectives.

Lack of employee commitment can affect the performance as well as the success of the organization negatively and there are many signs managers must look for to determine lack of employee commitment in the organization such as lack of interest to assigned task; employees

who do not show interest in their work will express their discontent through their relationships with customers. When employees no longer care, they will not be willing to fulfill or exceed customer service expectations. There may be more product returns, diminished quality control, increased defects and processing errors that will have a direct impact on sales and customer attitudes towards the organization when employees are not committed to an organization. This has led to lots of complains over the years from customers of how they have been treated by organizations including the Deposit Money Banks (DMBs) across the globe especially in developing countries like Nigeria. More so, absence of synergy among employees can also be a good indicator of lack of employee commitment in the organization which is a pointer to lack of team spirit in the organization. Also, lack of employee commitment can occur when the organization's climate is not more exciting and appealing to the employees; when employees are unwilling to express ideas or commit themselves to taking risks and accepting new challenges. In this situation managers must adopt effective strategy that will ensure that the organization's climate is exciting, lively and attracting through the adoption of humor practices.

In spite of the certainty that business organization should be taken seriously, humor can ease the disposition or tension of individuals within organizational environments and bring about a more pleasant and pleasurable working environment. Humor is an entertaining way of communicating that result in laughter and positive feeling (Romero & Cruthirds, 2006). Managerial humor practices is very important to the commitment of employees in any organization due to the fact that an employee that is excited who works in a conducive environment will be likely to be more committed to the organization. Having a good knowledge of humor practices can have strong effect on employees' management especially in regards to their commitment in the organization since organizations are primarily galvanized by the principles of interaction (Kuiper & McHale, 2009). However, there are various ways in which managers can practice or apply humor in the organization such as self-enhancing humor practices, affiliative humor practices, self-defeating humor practices and aggressive humor practices which have different effects (such as positive and negative) on employees reactions and behaviour (Kuiper & McHale, 2009; Evans & Steptoe-Warren, 2015); thus, the appropriate application of managerial humor can bring about inestimable benefits in the organization and serves as important tools for managers in motivating employees and communicating messages efficiently and effectively that can enhance employee commitment. Hence, the purpose of the study is to examine the relationship between aggressive humor practices and employee commitment of DMBs in Rivers State, Nigeria. The specific objective of the study is to determine the relationship between aggressive humor practices and affective commitment, continuance commitment and normative commitment respectively of DMBs in Rivers State, Nigeria. It is expected that the outcome of this study would be relevant and useful to organization in Nigeria and the world at large for both current and prospect organizations especially DMBs in Rivers State. It would also help organizations in the aspect of decision making on how to determine the relationship between aggressive humor practices and employee commitment. Assist these organizations become more responsive to the significance of applying aggressive humor practices and how these organizations can effectively and efficiently manage these determinants in other to increase their employee commitment, performance and long term success.

Research Questions

The research questions that guided this research work are stated as follows:

- i. What is the relationship between aggressive managerial humor practices and affective commitment of DMBs in Rivers State, Nigeria?
- ii. What is the relationship between aggressive managerial humor practices and continuance commitment of DMBs in Rivers State, Nigeria?
- iii. What is the relationship between aggressive managerial humor practices and normative commitment of DMBs in Rivers State, Nigeria?

Research Hypotheses

The research hypotheses are stated in the null form and they are as follows:

H0₁: There is no significant relationship between aggressive managerial humor practices and affective commitment of DMBs in Rivers State, Nigeria.

H0₂: There is no significant relationship between aggressive managerial humor practices and continuance commitment of DMBs in Rivers State, Nigeria.

H0₃: There is no significant relationship between aggressive managerial humor practices and normative commitment of DMBs in Rivers State, Nigeria.

LITERATURE REVIEW

Theoretical Framework

The fundamental theory covering this study is superiority theory and it states that those who adopts or uses disapproving or aggressive humor practices uses it to raise themselves above others which makes other inferior. It is instigated and enjoyed by those who are dominant or wish to be (Cruthirds, Wang & Romero, 2013). Hence, it is often adopted to show superiority over others (employees) which can result to victimization, belittlement, and brings misfortune to others as a result might affects their commitment negatively.

Concept of Aggressive Humor Practices

An aggressive humor practice is a dimension of humor practices and humor has to do with amusing communications that result in positive feeling and cognitions (Romero & Cruthirds, 2006). In other words, humor practices involve communications or messages which have the ability to invoke laughter and excitement on people within an organization. Aggressive humor practices are negative humor applied by an individual to regiment others through ridicule (Martin, Puhlik-Doris, Larsen, Gray & Weir, 2003). It incorporates teasing, sarcasm and ridicule to demean and degrade others which is characterized with aggression and hostility with negative implication on a given relationship (Fine & De Soucey, 2005; Martin *et al.*, 2003). It is often used to victimize, ridicule or belittle others. Aggressive humor focuses on others and is maladaptive and potentially detrimental to others. It includes teasing someone about his/her mistake and laughing or joking about something to offend someone. It can also be explained as a kind of humor applied to ridicule, defeat, or exclude individuals or groups (Martin *et al.* 2003). The major objectives of individual employees who applied aggressive humor is to manipulate others through an implied threat of humiliation (Janes & Olsen, 2000) and it is expressed in sarcasm, teasing and put-down, where the initiator expresses humor with or without having it in mind that it might annoy its objects (Zillman, 1983). It can also be use by an individual to castigate, bring down, and cause other individuals some kind of prejudice.

The Concept of Employee Commitment

Employee commitment is that state in which an individual is bound by his action to beliefs that

foster and sustain the activities of his own engagement in the organization (Salancik, 1977). It describes a psychological force that binds the employee to the organization (Mayer & Allen, 1997). The highly committed worker takes his or her work seriously and his or her allegiance resides with the organization to ensuring set objectives and goals are achieved. Hence, the committed employee submerged his own identity for the good of the organization (Mowday, Richard, Steer & Porter 1979). The commitment of the employee is important because high levels of employee commitment lead to favorable outcome for an organization which is a major determinant of organizational performance and success (Biljana, 2004). Organizational commitment has three measures according to Mayer and Allen (1997) which are also adopted in this study vis-à-vis affective, continuance and normative commitment. Affective commitment has to do with employee psychological attachment to an organization. It involves employee emotional involvement in the organization's value and goals. Porter, Steers, Mowday and Boulian (1974) opined that affective commitment are characterized by three factors which are belief in and acceptance of the goals and values of the organization; a willingness to focus effort on assisting the organization to achieving its goals, and finally a quest to maintain been a member of the organization. Furthermore, the formation of affective commitment includes knowing the organization's value and internalizing its principles and standards (Biljana, 2004). Affective commitment occurs when an individual employees stay with an organization due to the fact that they want to stay with the organization and are emotionally attached to it. Continuance commitment has to do with utilitarian gain from employment relationship, with the employee being unlikely to leave the organization based on the extent to which the contribution ratio is in balance or favorable to the employee (Gaertner & Nollen, 1989). It occurs when an employee acknowledges that he or she may lose financial benefits or recognize that there are no other possible choices. Becker (1960) observed that this type of commitment are influenced by accrued extrinsic benefits that would be lost if the employee was to leave the organization. In other words it refers to an awareness of the costs associated with leaving an organization; while normative commitment has to do with an employee's belief that he or she has a role to play in his or her organization based on a feeling of obligation (Meyer & Allen, 1991). Thus, it occurs based on the belief or feeling of an obligation to remain with an organization. Furthermore, it is formed base on earlier experiences that are affected by either family-based experiences (family that values work loyalty) or cultural experiences (punishment against job-hopping) (Meyer & Allen, 1997). Normative commitment focuses on employee's obligation to stay with an organization, notwithstanding the amount of satisfaction he or she has derived from the organization over the years (Miller, 2001).

METHODOLOGY

We adopted correlational research design which examines the relationship between aggressive managerial humor practices and employee commitment. The time frame applied in this work is cross-sectional studies which focused on employees as the unit of analysis of DMBs in Rivers State; therefore, research survey design was adopted using questionnaire as the research instrument which consist of four respond choices with 5 Point Likert scales ranging from 1 to 5 indicating strongly disagree, disagree, indifference, agree and strongly agree respectively. Face and content validity was used for the validity of the research instrument while the reliability of the research instrument indicates a Cronbach Alpha value higher than 0.7; specifically the values for affiliative humor practices = 0.986; affective commitment= 0.979; continuance commitment=

0.977; and normative commitment = 0.978. The independent variable is aggressive managerial humor practices and it is used as a uni-dimensional variable while the dependent variable is employee commitment with three measures vis-à-vis affective commitment, continuance commitment and normative commitment. The population of the study comprised of 1027 employees of Head office Branches of 17 Deposit Money Banks operating in Rivers State with sample size of 285 derived using the Krejcie and Morgan (1970) sample size determination. Furthermore, out of the 285 questionnaires distributed; 254 representing 89.12% were retrieved while the other 31 (10.88%) questionnaire were not retrieved. Also, 22 of the retrieved questionnaire representing 8.66% were scrapped because they were not filled properly. Hence, 232 (91.34%) of the questionnaire retrieved were useful, it therefore served as the basis for analysis in this study. The data derived were analyzed through the use of Pearson Product Moment correlation coefficient as well as t-statistics was used to test the relationship between the variables of the study through the use of Statistical Package for Social Sciences (SPSS) Windows version 22 within a significance level of 0.05.

DATA ANALYSIS AND RESULT

Relationship between Aggressive Humor Practices and Affective Commitment

Table 1: Correlations Analysis showing the strength of relationship between aggressive humor and affective commitment.

Correlations

		Aggressive Humor	Affective Commitment
Aggressive Humor	Pearson Correlation	1	-.329**
	Sig. (2-tailed)		.000
	N	232	232
Affective Commitment	Pearson Correlation	-.329**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

From the above Table 1, it shows that the Pearson's Product Moment Correlation coefficient (r) is -0.329, meaning that there is negative and weak relationship between aggressive humor practices and affective commitment. In other words inverse relationship exist between the variables and further application of aggressive humor practices will reduce the affective commitment of the employees in the DMBs studied. The relationship is further tested applying t-statistics as shown in Table 2 below:

Table 2: Effects of aggressive humor practices on affective commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	5.002	11.183	.000						
Aggressive Humor	.060	7.44	.000	1.96	-0.329	0.108	1195.53	3.07	0.000
Dependent Variable; Affective Commitment									

Source: SPSS Result, version 22.0

The result in Table 2 above shows that the correlation coefficient is -0.329 which indicates a negative and weak relationship between aggressive humor practices and affective commitment. The Coefficient of Determination (R^2) = 0.108 implies that 10.8% variation in affective commitment is explained by variations in aggressive humor practices. This indicates that this model has a good fit. The other 89.2% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, aggressive humor practices had a calculated t-value of 7.44 and a corresponding Probability Value (PV) of 0.000. Hence, since the $t\text{-calculated} = 7.44 > t\text{-tabulated}_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected, hence there is a significant relationship between aggressive humor practices and affective commitment of DMBs in Rivers State, Nigeria, however with r value = -0.329 this relationship is weak and negative.

Relationship between Aggressive Humor and Continuance Commitment

Table 3: Correlations analysis showing the relationship between aggressive humor and continuance commitment

Correlations		Aggressive Humor	Continuance Commitment
Aggressive Humor	Pearson Correlation	1	.488**
	Sig. (2-tailed)		.000
	N	232	232
Ctinuance Commitment	Pearson Correlation	.488**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

From the above Table 3, it shows that the Pearson's Product Moment Correlation coefficient (r) is 0.488, meaning that there a positive and weak relationship exist between aggressive humor practices and continuance commitment. In other words positive relationship exist between the variables and further application of aggressive humor practices may enhance the continuance commitment of the employees in the DMBs studied. The relationship is further tested applying t-statistics as shown in Table 4 below:

Table 4: Effects of aggressive humor practices on continuance commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	3.417	7.987	.000						
Aggressive Humor	.011	2.760	.000	1.96	0.488	0.473	1195.53	3.07	0.000

Dependent Variable; Continuance Commitment

Source: SPSS Result, version 22.0

The result in Table 4 above shows that the correlation coefficient is 0.488 which indicates a positive and weak relationship between aggressive humor practices and continuance commitment. The Coefficient of Determination (R^2) = 0.473 implies that 47.3% variation in continuance commitment is explained by variations in aggressive humor practices. This indicates that this model has a good fit. The other 52.7% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, aggressive humor practices had a calculated t-value of 2.760 and a corresponding Probability Value (PV) of 0.000. Hence, since the $t\text{-calculated} = 2.760 > t\text{-tabulated}_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected, hence there is a significant relationship between aggressive humor practices and continuance commitment of DMBs in Rivers State, Nigeria.

Relationship between Aggressive Humor and Normative Commitment

Table 5: Correlations analysis showing the relationship between aggressive humor and normative commitment

Correlations			
		Aggressive Humor	Normative Commitment
Aggressive Humor	Pearson Correlation	1	-.495**
	Sig. (2-tailed)		.000
	N	232	232
Normative Commitment	Pearson Correlation	-.495**	1
	Sig. (2-tailed)	.000	
	N	232	232

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

From the above Table 5, it shows that the Pearson's Product Moment Correlation coefficient (r) is -0.495, meaning that there is negative and weak relationship between aggressive humor practices and normative commitment. In other words inverse relationship exist between the variables and further application of aggressive humor practices will reduce the normative commitment of the employees in the DMBs studied. The relationship is further tested applying t-statistics as shown in Table 6 below:

Table 6: Effects of aggressive humor practices on normative commitment

Variables	Coef.	t-cal	sig. t	t-tab (0.05, 228)	R	R ²	F-cal	F-tab (0.05, 3, 231)	sig f
Constant	3.251	7.146	.000						
Aggressive Humor	.064	2.003	.000	1.96	-0.495	0.245	1195.53	3.07	0.000

Dependent Variable; Normative Commitment

Source: SPSS Result, version 22.0

The result in Table 6 above shows that the correlation coefficient is -0.495 which indicates a negative and weak relationship between aggressive humor practices and normative commitment.

The Coefficient of Determination (R^2) = 0.245 implies that 24.5% variation in normative commitment is explained by variations in aggressive humor practices. This indicates that this model has a good fit. The other 75.5% is elucidated by other variables not captured in this model. The F-calculated of 1195.53 had a corresponding significant F-tab of 3.07; we therefore conclude that the model is useful. Conventionally $F\text{-Cal} = 1195.53 > F\text{-tab}_{(0.05, 231)} = 3.07$ hence the decision above is upheld. Also, aggressive humor practices had a calculated t-value of 2.003 and a corresponding Probability Value (PV) of 0.000. Hence, since the $t\text{-calculated} = 2.003 > t\text{-tabulated}_{(0.05, 231)} = 1.96$; then the null hypothesis is rejected, hence there is a significant relationship between aggressive humor practices and normative commitment of DMBs in Rivers State, Nigeria, however with r value = -0.495 this relationship is weak and negative.

DISCUSSION OF FINDING

From analysis of collected data, we discovered negative relationship exist between aggressive humor practices and affective and normative commitment of DMBs in Rivers State, Nigeria respectively. In line with the above findings, Martin et al (2003) expressed that aggressive humor has a negative effect on the physical and mental health of individuals which have strong effect on their commitment. In the same vein, Greengross and Miller (2008) articulated that aggressive humor hold predominantly negative relationship on employees' ability to express themselves in the organization. Hence, the inability of employees to express themselves as a result of aggressive humor practices can affect their affective and normative commitment. Aggressive Humor is a negative humor used by an individual to control other individual through ridicule (Martin et al., 2003) and incorporates teasing, sarcasm and ridicule to demean and degrade others (Fine & De Soucey, 2005). In other words, by using aggressive humor on employees has a way of demeaning their personality though it may not be the intentions of managers using it. The purpose of applying any humor practices is to invoke laughter in an individual that will bring about a good feeling psychologically but when it is used in such a way to demean the target personality, it might result to conflict and affect the target commitment to the organization negatively. Thus, Bippus (2003); Avtgis and Taber (2006) observed that aggressive humor escalate conflict among employees in the organization and lower job satisfaction as well as affect the employee's commitment. More so, Freud (1960) argued that expressing hostile humor result in the release of psychological tension and stifled aggressive impulses which can negatively affect both the affective and normative commitment of the employee.

More so, on the relationship between aggressive humor practices and continuance commitment, the relationship is positive. To further buttress this finding, humor serves as a social tool that fosters feelings and encourages a sense of friendship, yet it can also act as a demonstration of aggression. The reason aggressive humor though is potentially detrimental to others have a positive, strong and direct relationship with continuance commitment in this study it might be because most employees do not want to lose their job in this current economic situation. Nigeria economy is presently experiencing recession and lots of employees have been downsized as a result. Hence, the cost of quitting a particular job for other and the time it takes to getting another job is very high; as such most employees just want to stick to their job no matter the kind of aggressive humor thrown at them. Furthermore, aggressive humor practices is classified as constructive if it encourages interpersonal communication, job satisfaction and increases the value of the dyadic relationship while it can also be considered as destructive when it leads to relationship dissatisfaction and at least one partner having negative opinions about him

or herself and the relationship as a whole which can play a vital role in the commitment of the employee (Infante, 1987). Hence, managers must be aware that there is a climax to the level at which anybody could accept any negative joke and at that climax, things start to boomerang, therefore, they must if possible avoid the use of aggressive humor in the organization as it may result to conflict which can reduce the commitment of the employee. This implies that managers should be careful the way they apply aggressive humor practices in the organization, so that the commitment of their employees will not dwindle.

CONCLUSION AND RECOMMENDATIONS

This study statistically showed that significant and negative relationships exist between aggressive humor practices and affective and normative commitment respectively; and a significant and positive relationship exist with continuance commitment of DMBs in Rivers State, Nigeria. From this findings, we conclude that aggressive humor practices has negative effect on affective and normative commitment respectively but has a positive impact on the continuance of employees of DMBs in Rivers State, Nigeria. Thus, the use of humor in organizational contexts can be hypothesized to have both advantage and disadvantage effects on individual and unit's commitment. However, one of the disadvantages of applying aggressive humor is the tendency to cause conflict. Before long or later, continuous use of aggressive humor is bound to offend someone which outcome could be disastrous for any organization and when it is applied too much or in a reckless way, it can crush down relationships that have been built over time which can affect the commitment of the employees; we therefore recommend that:

1. Managers in the DMBs in Rivers State should try as much as possible to avoid the use of aggressive humor practices as it can cause emotional harm to the employees, results to employee harassment which can affect the commitment of affected employees as well as others as a result reduce productivity and induce employee turnover in the organization.
2. Managers in the DMBs in Rivers State must be careful if at all they want to use aggressive humor and use it appropriately, sensibly and in a friendly manner so as to maximize its effectiveness without been interpreted negatively in order to increase their employee commitment without eroding any implication.

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Effect of Capital Structure on Corporate Performance in Nigeria

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Abstract: Leverage is the use of debt in a firm's capital structure. In finance, capital structure refers to the way a corporation finances its assets through combination of equity, debt or hybrid securities. The main objective of this study is to determine the effect of capital structure on corporate performance in Nigeria. The specific objectives are to; examine the effect of debt to equity on corporate performance in Nigeria, examine the effect of total debt to total assets on corporate performance in Nigeria, ascertain the effect of short term debt to total assets on corporate performance in Nigeria and investigate the effect of short term debt to total debt on corporate performance in Nigeria. All were regressed on Return on Assets (ROA) proxy for corporate performance the dependent variable. An ex-post facto research design was adopted for this study because the data are time series data that already exist in various financial publications and reports of various issues. The study used Ordinary Least Square regressions (OLS), to determine the effect of independent variables on the dependent variable. The result of the study indicates that: Debt to equity, total debt to total asset and long term debt to total asset has positive and significant effect on return on asset (ROA) while short term debt to total asset has negative and insignificant effect on return on asset (ROA). The study therefore concludes that debt financing have positive effect on corporate performance in Nigeria within the period under review. Amongst the recommends is that, management of corporate firms in Nigeria should strive towards optimizing the debt to equity of their firm in order to increase the returns on asset and investment. Corporate organizations should increase their commitments into capital structure in order to improve the total debt to total asset from their business and transaction. Management of corporate organizations in Nigerian must caution against the apparent benefits of greater long term debt to total asset simply as a device for controlling managerial opportunistic behavior and investors and stakeholders of quoted firms in Nigeria should also consider the short term debt to total asset of any firm before committing their hard earned money as the strength of a firm financing mix determine the quantum of their returns.

Keywords: Return on Assets, Short Term Debt, medium Term Debt, and Long Term Debt

1.01 INTRODUCTION

Nigerian financial system is characterized by underdeveloped debt market; most firms' external debt finance is majorly short term finance and greater reliance on banks or other specialized financial institutions that provide most of the external funds, imposing extra burdens at very exorbitant cost on the firms. It is interesting to differentiate short- term debt, long- term debt and total debt effects since they have different risk and return profiles (Zuraidah, 2012).

This measure is very appropriate to be included in the measures of debt structure due to implication it normally revealed when there is an occurrence of mismatch of funding by a firm. This may be one of the reasons that led to adoption of different measures of leverage ratio rather than narrow measure of financial structure by some scholars. For example, Khan (2012) contend that theories have different empirical implications in regard to different types of debt

instruments.

Theoretical body of knowledge had established that long and short term debt ratio are good measure of leverage ratios in developing countries like Nigeria due to fund mismatch constrained by limited long term debt. Thus, mismatching funds is a situation when long term investments are financed by short term debt rather than long term debt. Apparently, the occurrence of this is prone to default as payment of interest and repayment of principal may fall due when the proceeds (cash inflow) from the investment are not readily available. The inability of the firm to repay the principal will expose it to the embarrassments resulting from legal actions. Short term debt ratio constitutes mostly entire amount of the firm's total debt ratio with the mean of 0.501 while long term debt had 0.146 as recorded in our panel data. Lucey and Zhang (2011) assert that in emerging market firms invariably obtain additional debt finance owing to credit market integration, but primarily at short maturities. They stressed further that the main reason for high proportion of short term debt is that the weak financial and legal institutions in developing countries will force creditors to use short term debt to monitor and discipline borrowers' behaviour. Empirical investigation by Khan (2012) revealed that engineering sector firms in Pakistan are largely dependent on short term debt but debts are attached with strong covenants which affect the performance of the firm. This disclosure raises an important research question on the effectiveness of debt structure in enhancing performance of quoted firms in Nigeria.

Many researchers had analyzed the effect of capital structure on corporate performance. However, most of these studies were done in an environment outside that of Nigeria; Most of the ones done in Nigeria do not include the core variables, while most of them do not use the standard econometric methodology. Again, the time frames considered in these studies were short and the results from these studies are conflicting. These shortcomings have somehow contributed to the knowledge gap in the literature, thus warranting a more systematic and comprehensive study of the effect of debt financing on corporate performance in Nigeria.

This study seeks to improve on the past studies by making use of a broad data set spanning 2008 to 2018. This work attempts to distinguish between long and short run effects of the variables in the model and determine the causalities among the variables used in the study.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Framework

2.1.1 Capital Structure

Capital structure refers to the mix of long-term sources of funds, such as debentures, long-term debt, preference share capital and equity share capital including reserves and surpluses i.e. retained earnings (Pandey, 2003). Capital structure is the choice between right proportion of debt and equity that will maximize the shareholder's worth (Kuang-Hua and Ching-Yu, 2015). According to Lawal, Edwin, Kiyanjui and Kayode (2014), capital structure refers to the percentage of capital at work in a business. Capital structure is the combination of debt and equity structure of a company. Afrasiabi and Ahmadinia, (2011) stated that a firm's capital structure implies the proportion of debt and equity in the total capital of the firm. Saad (2010) recognizes three general means by which firms raise funds for new investments as use of retained earnings, issue of debt, and equity. He further said that those three sources make the capital and ownership structure. The choice of capital structure mix remains a very critical decision faced by organizations. When a firm needs to procure funds, the financial manager

would have to analyze every aspect of sources of finance and select the most advantageous source in view of the targeted capital structure. The capital structure decisions of private firms are significantly different from public funds as the private firms have been found to be relying more on debt financing (Bisma, Qarser, Muhammed, Rabia, Sidra and Ghazala, 2013).

The concept of capital structure forms a major part of capital and investment theory. Businesses are usually financed through the use of equity or shareholders fund. But where this does not ensure adequate or enough capital, then the entrepreneur or investor resorts to obtaining additional money by borrowing. The funds acquired through this source constitute what is referred to (in finance) as 'liability'. If the loan is to be repaid over a short period of time, then we refer to it as short-term liability. On the other hand, if the loan repayment will spread over a long period of time, then it is called long-term liability.

"The addition of own capital (equity) to borrowed money (liability) for the purpose of financing a venture is known as capital mix or capital structure. The techniques or methods used by management to reach the decision pertaining to the amount or ratio of own funds to liability, are very complex issues considering all the factors affecting businesses including cost of capital (interest on loan), loan repayment period, profit or revenue, as well as prevalence of business prospect in the industry" (Pandey, 2003). A business financed mainly by loan capital stands the risk of collapsing under the weight of heavy debt servicing and high cost of capital.

Retained earnings on the other hand are profits that were not distributed to shareholders or owners of capital. The concept of retained earnings gives a perfect understanding of what we may call 'saving for the rainy day'. These funds may either be paid at a latter date or be reinvested in the same business (expansion) or in another kind of venture. The purpose is simply to earn more money through reinvestment and to increase the total assets of the organization (Pandey, 2003).

"The oil industry (in Nigeria) is dominated by 6 major joint venture operations managed by a number of well known multi-nationals- Shell, Mobil, Chevron, Agip, Elf, and Texaco. The production concessions are managed through joint venture companies, in which the Nigerian Government, through the Nigerian National Petroleum Company (NNPC), holds about 60% shareholding. The foreign joint venture partners manage the operations under a joint equity financing structure regulated by a Joint Operating Agreement. All operating costs are financed jointly, by a system of monthly cash-calls. A Memorandum of Understanding defines the commercial agreement between the partners and the government" (Ogebe, Ogebe and lewi, 2013).

"As the objective of a firm should be directed towards the maximization of the value of the firm, the capital structure, or leverage, decision should be examined from the point of its impact on the value of the firm. If the value of the firm can be affected by capital structure or financing decision, a firm would like to have a capital structure which maximizes the market value of the firm (Pandy, 2003). Since the size of capital invested in business tends to be mostly (positively) correlated to the size of expected revenue or profit, we can assume that retained earnings may also increase or decrease with capital size. The goal of the capital structure decision is to determine the financial leverage that maximizes the value of the company (or minimizes the weighted average cost of capital. Each time capital structure is mentioned, what readily comes to mind is the delicate issue of how to balance equity capital and debt in the process of financing a business. The use of equity finance as the only means of raising capital for a business venture in the oil industry has been found to be grossly inadequate hence many

companies borrow money to do business. It is a well established fact that the proportion of debt to equity is growing everyday due to increasing cost of operations and infrastructure.

2.1.2 Financial Leverage

In general context, financial leverage is the use of debt in a firm's capital structure. In finance, capital structure refers to the way a corporation finances its assets through combination of equity, debt or hybrid securities. A firm's capital structure is then the composition of its liabilities. For example, a firm that sells N20 billion in equity and N80 billion in debts, is said to be 20% equity financed and the firm's ratio of debt to total financing 80% in this example is referred to as the firm's leverage. Hence, a firm's capital structure is an indicator of the proportion of debt to equity.

Ross, Westerfield and Jordan (1998) retreated that the use of debt in a firm's capital structure is called financial leverage. The more debt a firm has, the greater is its degree of financial leverage. To them (Ross et al 1998) debt acts as a lever in the sense that using it can greatly magnify both gains and losses. Hence, financial leverage increases the potential rewards to shareholders, but it also increases the potential for financial distress and business failures.

According to Horne (2002), the change in capital structure that is caused by an increase or decrease in the ratio of debt to equity is referred to as financial leverage. When a firm includes debt as a proportion of funds employed to finance its project, financial leverage is brought into being. Financial leverage is a company practice of the acquisition of part assets of the company with fixed interest capital with the hope of increasing ends results of the common stock holders (Oloyede, 2000).

The following are advantages a firm enjoys in using debt to finance its assets:

1. Interest on debt is tax deductible and as such the cost of debt is reduced.
2. Debt holders are limited to a fixed return, so stockholders do not have to share profits if the business does exceptionally well.
3. Debt holders do not have voting right over the company.
4. Financial leverage maximizes returns.

However, the use of high debt ratio leads to greater risk (financial risk) and higher required interest rates (to compensate for the additional risk). Also financial leverage increases shareholder risk as it concentrates the firm's business risk on the shareholders, because debt-holders who receive fixed interest payments bear none of the business risk. However, financial leverage will enhance shareholders' returns on the condition that the fixed charges funds (such as the loan, debentures) can be obtained at a cost lower than the firm's rate of return on net assets (ROA or ROE).

2.1.3 Return on Asset

Return on assets is a measure of performance widely used in the corporate governance literature for accounting-based measures. Rouf, and Abdur. (2015) defined return on assets as a function of how profitable a firm is in totality of its entire assets. It shows the efficacy of the board and executives in terms of deploying all the assets of the firm to its maximum use and proper utilization. It is a measure which assesses the effectiveness of assets deployed and shows investors the earnings the company has realized from its investment in capital assets. Efficient

use of a company's assets is best reflected by its rate of return on its assets by total assets. The return on assets shows the shareholders how much the managers are committing the fund of the firm into net income. It is a profitability ratio for net income of a company.

2.2 Theoretical Framework

This research work is anchored upon the Trade-off theory. The Trade-off theory According to Graham & Harvey (2001), the trade off theory connotes firms' choice of leverage between the benefits and costs of debt and the trade-off of costs and benefits of borrowing while holding firms' assets in lieu as a determinant of a firms' optimal debt ratio. Therefore, trade-off can be viewed as summarized balance of different benefits and costs pertaining to debt for optimal capital structure. Moreover, a firm adjusted to optimum debt ratio, cost and lags which are known as adjustment costs. Therefore, it is known as an optimal capital structure of the firm (Myers, 1984).

Trade-off theory affirms that firms have optimal capital structures, which they determine by trading off the costs against the benefits of the use of debt and equity. One of the benefits of the use of debt is the advantage of a debt tax shield. One of the disadvantages of debt is the cost of potential financial distress, especially when the firm relies on too much debt. Already, this leads to a trade-off between the tax benefit and the disadvantage of higher risk of financial distress.

2.3 Empirical Review

2.3.1 Long Term Debt and Corporate Performance in Nigeria

There are several empirical studies that have observed the association of capital structure decision with the performance of firms. Some of them have noticed a positive impact, while others have noted either a negative effect or no effect. However, this paper will analyze those studies variable by variable using the objective of the study

2.3.2 Debt to Equity and Corporate Performance in Nigeria

Simon & Afolabi (2011) investigates Capital Structure and Industrial Performance in Nigeria between (1999-2007) using the Ordinary Least Square (OLS) statistical technique. The findings of the study showed a positive relationship between firms' performance and equity financing and also a positive relationship between firms' performance and debt-equity ratio. A negative relationship exists between firms' performance and debt financing.

Julius, Barine & Adesina (2015) analyzed capital structure and financial performance in Nigeria between 2005 to 2012 employing the correlation and regression model. the study indicates that capital structure has a significant positive relationship with the financial performance of Nigeria quoted banks.

Nwaolisa & Ananwude (2016) examined the effect of equity finances on the Performance of manufacturing firms in Nigeria within the period of 1993 to 2013. This study indicates that financial structure has negative effect on financial Performance of Nigeria consumer goods firms. we suggests that firm's management should established a debt-equity mix capable of improving financial performance notwithstanding the proxy adopted for assessing performance Nikoo (2015)employing the data of 17 banks over a period of 2009–2014, observed a significant positive effect of capital structure choice on the performance of the sampled banks.

Uremadu, & Efobi (2012) used data on 100 listed firms over a period of 2006–2009 and

observed a significant positive association between the performance of a firm and capital structure. They used ROA, Earnings Per Share (EPS) and net profit margin as proxies to measure the performance and short-term debt obligations to total asset (STDTA), long-term debt obligations to total asset (LTDTA), and total debt obligations to total asset (TDTA) as the capital structure variables. The authors claimed, on the basis of exponential generalized least squares approach, that their findings support the trade-off theory.

2.3.3 Total Debt to Total Assets ON Corporate Performance in Nigeria

Salter (2012) inspected the influence of capital structure decision on the profitability of 28 firms from the Tehran stock exchange. They, while considering the data for 2005–2009, observed that equity and debt has positive impacts on the performance proxies by ROE and Tobin's Q.

Arbabiyan & Safari (2009) using the data of 100 firms for 2001–2007, reported a significant positive link of STDTA and TDTA with ROE. However, the authors observed an inverse association of LTDTA with ROE. The main drawback of this study was that they used only a single variable, ROE, to measure the performance. In a similar vein, Abor (2005) attempted to explore the impacts of capital structure on the performance of the firms belonging to the Ghana stock exchanges and found a significant positive impact of STDTA and TDTA on ROE. Furthermore, the author also observed a negative association between LTDTA and ROE.

Foyeke, Olusola & Adeyemo(2016) Financial Structure and the Profitability of Manufacturing Companies in Nigeria using the Spearman's Rank correlation and regression techniques between 2008 to 2012. The study showed that equity has a significant positive relationship with the profitability of manufacturing companies in Nigeria. The study recommends that managers should place greater emphasis on the facilitation of equity capital and policy makers should encourage manufacturing companies by reducing the cost of debt.

Bisma, Qarser, Muhammed, Rabia, Sidra & Ghazala (2013). Access the Nigeria Ailing Industries and the Capital Structure Theory: A Need for Concern. Using the multiple regression analysis, the study indicate that the direction of the explanatory variables such as tangibility, profitability, firm size and non-debt tax shields with total debt largely consistent with the explanations of trade-off theory and prove past empirical findings. The study thus, recommends that top management should maximize market value and not book value because capital structure theory is developed only in market value context.

2.3.4. Short Term Debt to Total Assets on Corporate Performance in Nigeria

Uremadu & Efobi (2012) investigate the Impact of Capital Structure and Liquidity on Corporate Returns in Nigeria: Evidence from Manufacturing Firms using OLS methodology. The results showed that long-term debt values lead profits under normal OLS function, followed by ratios of long-term debt to equity; short-term debt to total liability, and long-term debt to total liability in descending order of magnitude. It is therefore recommended that corporate firms in Nigeria should strive to always maintain a balanced proportion of long-term debts in their capital structure mix; and that both the financial system and the corporate enterprises should always endeavor to uphold a policy of maintaining an adequate domestic liquidity rating for there to be sustained increases in corporate growth and profitability in the years ahead.

Ramadan & Imad (2015) analyzed the data over the period of 2008–2012, with an aim to explore the impacts of capital structure variables, TDTA, LTDTA and STDTA, on the performance of Jordanian firms. They used the data of 72 companies over the period of 2005–

2013 and by applying the pooled OLS observed the significant negative effect of capital structure on ROA. Abdel-Jalil and Towfiq (2014) by employing multiple regression analysis documented a significant inverse influence of debt ratio and the proportion of debt to equity on the rate of return generated from investment activities, ROI.

Memon & Ahmed (2012) checked the relationship of a capital structure decision with the performance of the Pakistani organizations, where the authors used ROA as a single measure of performance. They applied the log-linear regression model on the data of 141 Pakistani textile companies for the period of 2004–2009 and reported a significantly negative association between TDTA and ROA. By using the ratio of debt to the total asset as a single proxy of capital structure and ROA as a proxy to measure the performance of firms,

Muritala (2012) examined the influence of using leverage in the capital structure on the performance of Nigerian firms. They gathered data on ten firms over the period of 2006–2010 and, by applying panel least square approach, observed a negative influence of debt to total asset ratio on ROA. In another study, investigating data of 76 firms over 2001–2006. Soumadi & Hayajneh (2012) Reported a similar negative influence on ROE and Tobin's Q. Arguing that a single measure is not enough to measure a firm's performance.

Salim & Raj Yadav. (2012) employed EPS, ROA, ROE and Tobin's Q as measures of performance. They used panel data of 237 Malaysian companies for 1995–2011 and observed a significant negative influence of TDTA, LTDTA and STDTA on EPS, ROA, ROE and Tobin's Q.

Manawaduge (2011) in the context of an emerging market, scanned the influence of leverage on Sri Lankan firms' profitability. An analysis of pooled panel data of 155 firms over the period of 2002–2008 indicated an inverse influence of leverage on the profitability of firms. Chakraborty (2010) also found an inverse relationship between leverage and the performance of firms where performance was considered by the relative amount of profit before interest and taxes.

Kakanda, Mohammed & Abba (2016) investigate the effect of Capital Structure on Performance of Listed Consumer Goods Companies in Nigeria using the Descriptive statistics, correlation, and hierarchical multiple regression analyzes. The study indicates that short-term debt (STD) has no significance positive effect on return on equity (ROE) while Long-term debt (LTD) has positive relation and significant effect on ROE. The study recommends that firms should consider the mixture of equity and debt since they are major determinants of corporate performance.

2.3.5 Short Term Debt to Total Debt on Corporate Performance in Nigeria

Akeem, Edwin, Kiyanjui & Kayode (2014) examined the effects of Capital Structure on Firm's Performance: Empirical Study of Manufacturing Companies in Nigeria using Descriptive and regression technique. The result indicates that capital structure measures (total debt and debt to equity ratio) are negatively related to firm performance. It was thus, hereby recommended that firms should use more of equity than debt in financing their business activities, in as much as the value of a business can be enhanced using debt capital.

Al-Tanani (2013) inspected the association of capital structure choice with the profitability of Jordanian companies. Applying the data of 2005–2009, they found no statistically significant association between ROA and debt ratio.

Safiudin (2015) applied descriptive statistics to trace the influence of financial structure

on the financial and non-financial firms operating in Bangladesh. They employed the data for 40 firms for a period of 2008–2012 and concluded that leverage plays a critical role in the performance of a firm. The major drawback of their study was that it used only descriptive statistics rather than an econometric model to explain the relationship.

Hossain & Md. Akram (2015), explored the antecedents of capital structure in Bangladesh. By using the data of 74 manufacturing firms for the period, 2002–2011, the authors applied a panel corrected standard regression model and observed a negative relationship between most of the variables and then concluded that, in Bangladesh, most firms follow pecking order theory and static trade-off theory.

Rouf (2015), considering the data for a period of 2008–2011 for 106 manufacturing companies investigated the impacts of capital structure on the performance of non-financial companies, where the performance, measured by ROA and ROS, showed a significant negative influence.

Hasan, Bokhtiar, Mainul, Afzalur & Md. Nurul (2014), excluded the performance of bank sector and inspected the effects of capital structure choice on the performance of Bangladeshi firms over the period of 2007–2012. The authors used ROA, ROE, EPS and Tobin's Q as the measures of performance. Applying pooled OLS, they observed negative impacts.

Chowdhury & Chowdhury (2010), checked the influence of capital structure on the goal of the maximizing a firm's value. They, excluding the banking sector, considered the data of 77 non-financial firms for a period of 1994–2003 and observed a positive influence.

3.0 METHODOLOGY

3.1 Research Design

The data for the analysis are secondary data therefore the researcher used an ex-post facto research design for the study. The study used secondary data that were sourced from financial publications such as the Nigeria Stock Exchange (NSE) Fact Book and daily official list. Central Bank of Nigeria Statistical Bulletin, CBN Annual Reports and Accounts, Nigeria Bureau of Statistics (NBS) for the period under review. The model regresses debt to equity, total debt to total assets, long term debt to total assets and short term debt to total debt on corporate performance in Nigeria which will be peroxide by return on asset (ROA) which is the dependent variable (Y) while debt to equity, total debt to total asset, long term debt to total asset and short term debt to total asset are the independent variables(X).

3.2 Model Specification

The model used for the study was the adaption and modifications from the work of Abeywardhana, (2015) who analyzed the effect of debt financing on corporate performance in United Kingdom

The model is stated thus:

$$ROA = f(DTE, TDTA, LDTA)$$

Where:

ROA= Return on Asset

DTE= Debt to Equity

TDTA= Total Debt to Total Asset

LDTA=Long Term Debt to Total Asset

The model was adopted and modified as follows. It is stated as functional thus:

$ROA = f(DTE, TDTA, LDTA, SDTA)$

$ROA = b_0 + b_1 DTE + b_2 TDTA + b_3 LDTA + b_4 SDTA + U_t$ - - - - - 1

Where:

ROA= Return on Asset

DTE= Debt to Equity

TDTA= Total Debt to Total Asset

LDTA=Long Term Debt to Total Asset

SDTA=Short Term Debt to Total Asset

b_0 = the constant

b_1 - b_4 = the coefficients of the explanatory variables

U_t = Error term

3.3 Method of Data Analyses

The data are analyzed with econometric techniques involving descriptive statistics, Augmented Dicker Fuller tests for unit roots, Johansson technique for cointegration test for long run relationship and the ordinary least square (OLS).

4.0 DATA PRESENTATION AND ANALYSIS

Data for analysis are presented as Appendix I

4.1 Unit Root Test

The unit root test is conducted using the Augmented Dickey Fuller (ADF) test proposed by Dickey and Fuller (1979). The result of ADF statistics is presented below.

Table 4.2 Augmented Dickey Fuller Test

Variables	ADF Statistic	Order Of Integration	Level Of Significance
ROA	-6.190751	1(1)	5%
DTE	-5.494642	1(1)	5%
TDTA	-8.023468	1(1)	5%
LDTA	-4.554952	1(1)	5%
SDTA	-11.66793	1(0)	5%

Source: Authors Computation from E-View Version 8.0

The result confirmed that short term debt to total asset is stationary at level. Debt to equity, total debt to total asset and long term debt to total asset were stationary after first difference. All the variables are significant at 5% level of significance.

4.2 Co-integration

After the test for the order of integration, the next step is to test for co-integration. This test is used to check if long run relationship exists among the variables in the model. This will be carried out using the Johansen technique for cointegration.

Table4.2: Cointegration Test for Long-run Relationship Between debt financing on and corporate performance in Nigeria

Unrestricted Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.857689	135.3988	95.75366	0.0000
At most 1 *	0.716711	82.75585	69.81889	0.0033
At most 2 *	0.484159	48.70113	47.85613	0.0415
At most 3 *	0.410603	30.82830	29.79707	0.0379
At most 4 *	0.347869	16.55460	15.49471	0.0345
At most 5 *	0.169413	5.011821	3.841466	0.0252

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Max-Eigen Statistic	0.05 Critical Value	Prob.**
None *	0.857689	52.64297	40.07757	0.0012
At most 1 *	0.716711	34.05472	33.87687	0.0476
At most 2	0.484159	17.87282	27.58434	0.5057
At most 3	0.410603	14.27370	21.13162	0.3430
At most 4	0.347869	11.54278	14.26460	0.1290
At most 5 *	0.169413	5.011821	3.841466	0.0252

Max-eigenvalue test indicates 2 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

The result of the cointegration indicate that, for trace statistic, six cointegrating equations exist at 0.05 level while for the Max-Eigen statistic, three cointegrating equation obtains at 0.05 level. Thus, the null hypothesis of no cointegrating equation is rejected using the Trace Statistics and the Max-Eigen value tests. This suggests the existence of a long run relationship among the variables at 5% level of significance. Thus, the study posits that there is presence of long run relationship between debt financing on and corporate performance in Nigeria

4.3 The Ordinary Least Square Regressions

In this section, we provide the benchmark test of the significance of the independent variables in explaining the effect of debt financing on corporate performance in Nigeria

Table 4.3 Regression Result for the Model

Dependent Variable: ROA

Method: Least Squares

Date: 05/12/14 Time: 13:24

Included observations: 30

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	10.19959	0.473190	2.535498	0.0000
DTE	5.379378	0.031406	2.527495	0.0032
TDTA	7.023766	0.063750	2.372804	0.0024

LDTA	3.053499	0.058387	2.416286	0.0001
SDTA	-2.267337	0.385615	-1.362468	0.7536
R-squared	0.757334			
Adjusted R-squared	0.705801			
F-statistic	4.788675	Durbin-Watson stat	2.487265	
5Prob(F-statistic)	0.00021			

Sources: Computation from the E-view 8.0

From the results of the OLS, it is obvious that the constant parameter (Bo) is positive at 10.19959. This means that if all the independent variables are held constant, ROA as a dependent variable will grow by 10.19959 units in annual-wide basis.

Debt to Equity: the coefficient of debt to equity (DTE) is positive at 5.379378 with t-Statistic of 2.527495 and probability value of 0.0082 which means that debt to equity (DTE) has positive and significant effect on return on asset (ROA), a unit increase in debt to equity (DTE) will cause (ROA) to increase by 5.379378 units.

Total Debt to Total Asset: The coefficient of total debt to total asset (TDTA) is positive at 7.023766 with t-Statistic of 2.372804 and probability value of 0.0024 which means that, total debt to total asset (TDTA) have positive and significant effect on (ROA). A unit increase in total debt to total asset (TDTA) will lead to a unit increase on (ROA) by 7.023766.

Long Term Debt to Total Asset: the coefficient of long term debt to total asset (LTDTA) is positive at 3.053499 with t-Statistic of 2.267337 and probability value of 0.0001 which means that, long term debt to total asset (LTDTA) has positive and significant effect on return on asset (ROA). A unit increase in long term debt to total asset (LTDTA) will cause return on asset (ROA) to increase by 3.053499 units.

Short Term Debt to Total Asset: the coefficient of short term debt to total asset (SDTA) is negative at 2.267337 with t-Statistic of 1.362468 and probability value of 0.7536 which means that, short term debt to total asset (SDTA) has negative and insignificant effect on return on asset (ROA). A unit increase short term debt to total asset (SDTA) will cause return on asset (ROA) to decrease by 3.267337 units.

The Adjusted R-squared is 0.715801 which means that 71% of total variation on return on asset (ROA) can be explained by the variables, namely DTE, TDTA, LDTA and SDTA while the remaining 29% is due to other stochastic variables. The Durbin-Watson statistics at (2.487265) which means the model is free from autocorrelation. The F-statistic is 4.788675 which imply that all the explanatory variables in the study have significant effect in return on asset (ROA) within the period under study.

4.4 Discussion of Finding

The result of the ordinary least square (OLS) indicates that:

Debt to Equity: has positive and significant effect on return on asset (ROA), the results of our findings are consistent with the work of Kumar, (2015). Posit that debt to equity has positive effect on return on asset in Nigeria,

Total Debt to Total Asset: have positive and significant effect on (ROA). The result of our findings are consistent with the work Merugu, & Reddy (2016), they posit that total debt to total asset has positive effect on return on asset in Nigeria within the period under review. Gichangi, (2014).summit that total debt to total asset had positively affected the performance of quoted firms in Nigeria

Long Term Debt to Total Asset: has positive and significant effect on return on asset (ROA) The results of our findings are consistent with the work of Onyenka and Uchenna (2014).they posit that long term debt to total asset has positive effect on return on asset in Nigeria within the period under review

Short Term Debt to Total Asset: has negative and insignificant effect on return on asset (ROA). The result of our findings is inconsistent with the work Bhushan and Mohinder, (2016) they posit that short term debt to total asset had negative and insignificant effect on return on asset of quoted firms in Nigeria.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

In line with the objectives and hypotheses of the study, the result of the study indicates that:

Debt to Equity: has positive and significant effect on return on asset (ROA)

Total Debt to Total Asset: have positive and significant effect on (ROA)

Long Term Debt to Total Asset: has positive and significant effect on return on asset (ROA)

Short Term Debt to Total Asset: has negative and insignificant effect on return on asset (ROA)

The Adjusted R-squared is 0.715801 which means that 71% of total variation on return on asset (ROA) can be explained by the variables, namely DTE, TDTA, LDTA and SDTA while the remaining 29% is due to other stochastic variables. The Durbin-Watson statistics at (2.487265) which means the model is free from autocorrelation. The F-statistic is 4.788675 which imply that all the explanatory variables in the study have significant effect in return on asset (ROA) within the period under study.

The result of the study indicates that: Debt to equity, total debt to total asset and long term debt to total asset has positive and significant effect on return on asset (ROA) while short term debt to total asset has negative and insignificant effect on return on asset (ROA).

The study therefore concludes that debt financing have positive effect on corporate performance in Nigeria within the period under study.

Following our findings, the study recommends that,

1. The management of corporate firms in Nigeria should strive towards optimizing the debt to equity of their firm in order to increase the returns on asset and investment. They can do that through ensuring that their capital structure is optimal.
2. Corporate organizations should increase their commitments into capital structure in order to improve the total debt to total asset from their business and transaction.

3. The Management of corporate organizations in Nigerian must caution against the apparent benefits of greater long term debt to total asset simply as a device for controlling managerial opportunistic behavior. This is because as the level of debt increases, the capital structure can change from one of internal control to one of external control.
3. Investors and stakeholders of quoted firms in Nigeria should also consider the short term debt to total asset of any firm before committing their hard earned money as the strength of a firm financing mix determine the quantum of their returns.

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**APPENDIX
DATA FOR THE ANALYSIS**

Companies	Years	ROA (Ratio)	STD (M)	MTD (M)	LTO (M) (191)
Pz Cussons Nig Plc	2007	0.02	49241	72901	35577
Pz Cussons Nig Plc	2008	0.03	52614	34219	33327
Pz Cussons Nig Plc	2009	0.03	67612	41209	34905
Pz Cussons Nig Plc	2010	0.05	51742	54351	32770
Pz Cussons Nig Plc	2011	0.04	17530	57229	22642
Pz Cussons Nig Plc	2012	0.06	10498	52295	35577
Pz Cussons Nig Plc	2013	0.05	25040	11249	33324
Pz Cussons Nig Plc	2014	0.17	21399	1099	34908
Pz Cussons Nig Plc	2015	0.06	43284	783	32465
Pz Cussons Nig Plc	2016	0.01	43284	457	27706
UAC Nig Plc	2007	0.12	35493	75199	58325
UAC Nig Plc	2008	0.25	53128	61248	40858
UAC Nig Plc	2009	0.23	24080	46244	45513
UAC Nig Plc	2010	0.24	13191	91620	30648
UAC Nig Plc	2011	0.28	32959	60150	52639
UAC Nig Plc	2012	0.11	24131	2395	39607
UAC Nig Plc	2013	0.16	35582	8797	49522
UAC Nig Plc	2014	0.16	36532	1172	59488
UAC Nig Plc	2015	0.19	13128	7395	53476
UAC Nig Plc	2016	0.12	60329	3028	48525
Nestle foods Nig plc	2007	0.43	51899	7525	20668
Nestle foods Nig plc	2008	0.05	31599	10261	42669
Nestle foods Nig plc	2009	0.08	83578	49886	34378
Nestle foods Nig plc	2010	0.15	10219	34564	24533
Nestle foods Nig plc	2011	0.14	18764	2 6950	35575
Nestle foods Nig plc	2012	0.02	37275	24372	35712
Nestle foods Nig plc	2013	0.03	58279	72901	35577
Nestle foods Nig plc	2014	0.03	35640	34219	33327
Nestle foods Nig plc	2015	0.05	36777	41209	34905
Nestle foods Nig plc	2016	0.04	34968	54351	32770
Dangote Nig Plc	2007	0.06	34080	57229	22642
Dangote Nig Plc	2008	0.05	34114	52295	35577
Dangote Nig Plc	2009	0.17	35493	11249	33324
Dangote Nig Plc	2010	0.06	33128	1099	34908
Dangote Nig Plc	2011	0.01	31080	783	32465

Dangote Nig Plc	2012	0.12	16416	457	27706
Dangote Nig Plc	2013	0.25	45932	75199	58325
Dangote Nig Plc	2014	0.23	35779	61248	40858
Dangote Nig Plc	2015	0.24	42372	46244	45513
Dangote Nig Plc	2016	0.28	43938	91620	30648
Guinness Nig Plc	2007	0.11	11060	60150	52639
Guinness Nig Plc	2008	0.16	10310	2395	39607
Guinness Nig Plc	2009	0.16	54189	8797	49522
Guinness Nig Plc	2010	0.19	14119	1172	59488
Guinness Nig Plc	2011	0.12	27933	7395	53476
Guinness Nig Plc	2012	0.43	14620	3028	48525
Guinness Nig Plc	2013	0.05	16326	7525	20668
Guinness Nig Plc	2014	0.08	32238	10261	42669
Guinness Nig Plc	2015	0.15	37949	49886	34378
Guinness Nig Plc	2016	0.14	25826	34564	24533

Social Media Marketing and Political Participation of Electorate in Rivers State, Nigeria

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Abstract: *This study investigated the relationship between social media marketing and political participation in Rivers State, Nigeria. The study adopted a cross survey method in a non-contrived setting. The cross sectional approach was adopted and data were not manipulated. There are 3,215,273 registered voters in Rivers State. The Taro Yamen sample size determination formula was used to choose a sample of 400 electorates and politicians. 400 copies of questionnaires were distributed and out of which only 340 copies were returned and used in the study. The mean and standard deviation were used to describe the characteristics of the research instrument while Pearson Product Moment Correlation was used to test the stated hypotheses. The study found among other things that social media marketing have significant influence on political participation. Except for voting in elections, campaign involvement and protest have significant relationship with political participation in Rivers State, Nigeria. The study therefore recommend that social media marketing should be encouraged in Nigeria not only for conventional marketing practices, but also in the area of political marketing especially for political participation.*

Keywords: *Social Media Marketing, Political Participation of Electorate, Voting, Campaign Involvement, Protest, Facebook, Twitter, Instagram*

INTRODUCTION

One major pillar of a democratic state is political participation. Unfortunately, in Nigeria there is low level of political participation of electorates (Agu, 2015). Political participation refers to the involvement of the citizens of a country in the formulation and implementation of policies for their governance, and the participation in the choice of their leaders (Ikenwa, 2019). Political participation is actual participation in voluntary activities by which members of a society share in the selection of rulers, and directly and indirectly, in the formulation of public policy' (Falade, 2014). Voting during elections, involvement in campaign, attending rallies, holding political offices, government action, protest/criticism and petitions, contesting elections, supporting candidates during elections etc. are all forms of political participation.

Political participation of the citizenry in a democracy among other things act as check on elite power, prevents the rise of civil oligarchies and helps the electorates in having a stake in the collective endeavour of the people. Democratic capacity is built and political equality is achieved when citizens participate in the political process (Ikenwa, 2019). Citizens' participation has a positive effect on the quality of democracy. The people get a sense of belonging in liberal democracies when they actively participate in the political process, thus giving credence to the utilitarian philosophy of 'greatest happiness of the greatest number (Parvin, 2018). All these

would reduce agitation of marginalisation and other violent agitations which create instability politically, socially and economically.

Citizen's democratic involvement is a crucial component of modern democracies and democracy cannot function without it (Verba, 2003). According to Lijphart (1997), if some groups of citizens have a greater say in the selection of leaders than others, the gap between citizens and political elites might become even greater. Unequal representation creates a vicious circle of inequalities, thus widening the gap of inequality further'. Crises in most part of the world including Nigeria could be attributed to such inequality gap.

The consequences of low participation in a democracy are enormous. Ejue and Ekanem (2011), Adetoro and Omiyefa (2017), identified vote buying, political gangsterism, lack of patriotism, youth restiveness as some of the aftermath of non- participation in democratic process. Verba and Nie (1972) opined that democracy is absent, 'when few participate in decision making'.

Some of the reasons adduced for poor political participation in Nigeria democratic system include dissatisfaction of the electorates due to failed promises by politicians, lack of political trust, socio-economic factors, gender inequality, income level, disillusionment with the political system and failure of government to take advantage of the internet in online political participation. In order to stem the steady decline in electoral participation in Nigeria, Agu (2015) and Osondu (2014) suggested political education, respect of politics, adequate constitutional provision, citizen mobilisation etc.

It is against this present background that social media marketing can be used to assuage the situation of low political participation in Nigeria. Reliability, consistency, social interaction, interactivity, instantaneous features, reaching customers easily, reduced cost, visibility etc are some of the inherent benefits of social media marketing which are not found in the traditional marketing media.

From products and services marketing to "idea distribution", social media have permeated marketing landscape in such a fashion that it is now indispensable to the survival of marketing operation (Nick, Robert and Catherine 2011). The old practice of one way communication is no longer feasible. Interaction is now a two-way communication giving rise to real time and user communication.

Social media application have cut across diverse disciplines and endeavours like advertising, public relations, strategic communication and political communication. Today, the influence of social media usage in politics cannot be over-stressed and in the words of Stieglitz Dang-Xuan (2013), it has the potential of positively influencing political participation.

Although, the traditional media outlets are still prevalent in business and political marketing, the social media have become a veritable tool for political participation, sought after by politicians all over the world. Cases in point are the 2011/2015 national elections in Nigeria, Barak Obama 2008, 2012, presidential elections in the United States; 2013 Narendra Modi election in India and 2010 national election in the Netherlands to mention just a few.

In this era of social media usage, marketing could not afford to be left behind! Marketing has got its latest platform to connect with consumers, engage them in interactions and ultimately utilize these platforms for achieving organisational objectives. In the same way politicians have cashed into this opportunity by using different media sites to connect with their followers and other common people in order to propagate their views, disseminate information and engage with political discussion, among other topics.

Political parties and politicians can use social media to bypass media and communicate directly with voters through websites and social media platforms such as Facebook and Twitter. 'But despite the potential for closer connections with voters, political parties and politicians are only reluctantly taking advantage of the interactive and social aspects of social media. Loss of control, limited time and resources are supposedly some of the reasons why parties are hesitantly using new digital communication tools (Klinger, 2013; Luders, Folstad & Waldul, 2014).

Marketing tools have always been used to solve political problems. Kotler (2010) defined marketing as the "social and managerial process by which individual and organizations obtained what they need and want through creating and exchanging value with others". He explained that the basic tools firms use to observe organizational success should include the four (4) Ps, of which each has the ability to give customers the satisfaction at different times. The product in politics includes promises and favour conveyed by the aspirant/political parties. The price is electoral support, and voter is the customer. Promotion includes advertising, electronic Word-Of-Mouth (eWOM) (celebrity endorsement, public relations and other campaign activities (Schafferer, 2006).

Therefore, the application of marketing communication tools in the political arena, gives political parties, politicians and individuals the required edge over others in a political contest. In the case of Nigeria, the applications of marketing principles (political marketing) in the political arena have become useful in solving problem of political participation by the electorates.

Social media sites allow users partake in their political believes, support a specific candidate and interact with other political issues. Facebook, Twitter, Instagram, Blogs, YouTube etc. are some of the Social Network Sites (SNSs) that have been used for political participation, creating awareness and mobilization of the citizenry to achieve political goals. Effing, Hulbers and Hillegersberg (2011) contend that social media is the most influential factor in the political realms in different countries and it is "positively associated with citizens' political participation". Social media use in politics refers to the use of online social media platforms in political process and activities, (www.wikipedia.com). Oseni (2015) agree with Effing et al.. (2011) that social media have emerged as an important means of electioneering and the policing (defending) of election results.

Social media is a platform that let individuals and organisations participate in social networking. Posts are shared on various social media platforms to improve business visibility. In this era, social media is the best source for news updates, marketing, education and entertainment.

In Nigeria, the process of having an active citizens' participation in politics is still at a low-ebb partly because of our political culture that is parochial instead of participatory.

Political participation in Nigeria dates back to the 1922 Hugh Clifford's constitution which introduced elective principle into Nigerian politics which led to the formation of political parties. It is worthy of note that the principle of election was only limited to four Nigerians out of the 10 elected members in the legislative council of 46 members. One member represented Calabar and three represented Lagos. Universal adult suffrage was absent as women were disenfranchised. Only male adults that have resided in Nigeria for 12 months on a gross income of E100 were eligible. Today democracy is a far departure from the erstwhile colonial government. There is universal adult suffrage and expectedly full citizens' participation. But unfortunately, the level of citizen participation is still relatively low. The traditional marketing communication practices have not yielded the required dividends in terms of the number of

participants; hence social media marketing tools/platforms are beginning to be seen as veritable solution to fill this gap. Here again is the issue of low internet penetration in Nigeria, thus reducing the potentiality of youths' engagement in political activities (Effing, Hulbers & Hillegersberg, 2011).

Statement of the Problem

The Nigerian political system is bedevilled by low level of participation by the citizenry. Citizens are becoming averse in performing their civic obligations which are encapsulated in the 1948 Universal declaration of human rights by the United Nations. Voting in elections, involvement in political campaigns and carrying out protest and demonstrations have been abandoned by the citizenry, thus creating a situation where the future and progress of democracy is left in the hands of few individuals who manipulate the political system for their selfish purposes.

The dangers of not participating in political activities have led to the enthronement of poor and inept leadership that can hardly steer the ship of the nation to enviable height. Worst still, the electorates are left without a voice in the political process, thus making them mere canon folders in a democracy. The economy bears the brunt of poor leadership which might snowball into political crises like thuggery, riots, arson, loss of lives and properties, general insecurity and military take-over of government. Such crises have the tendency to overwhelm government of the day as experienced in Nigeria and other African countries.

Interestingly, electronic revolution has led social media being the end of all communications, thus prompting some questions as to the efficacy and influence of social media marketing on political participation of electorates across the globe.

Today, social media marketing is at the core of marketing activities because of its overriding advantages over old media in terms of speed, economy, interactivity, accessibility, connectivity etc. Facebook, Twitter, Instagram, Youtube, My space and so on have been used as platforms for political participation in most parts of the world.

In spite of the far-reaching benefits of social media, social media marketing have not been pervasive in its usage for political participation by the electorates in Rivers State, Nigeria. From available statistics, out of over 84 million registered voters in Nigeria, only 34.75% voted in the 2019 general election. In Rivers State, save for the violence witnessed, 21.0% of voters voted out of above 3 million registered voters (INEC, 2016). Comparatively in the United States of America, in 2018, 153.07 million voters registered and 50.3% voted. In Germany also, out of above 61 million registered voters in 2018, more than 46 million voted. In the case of South Africa, 65.99% of 26 million voters voted. This poor scenario may not be unconnected with limited internet penetration and social media access, poverty and computer literacy among others in Nigeria.

Again, aside from the obvious importance of social media as a technological platform, it have been perceived as spreading fake information (news), propagating hate speeches, lacking control and regulation etc. The above foregoing has deepened the divergence among scholars as to the relationship between social media and electorates' participation in politics.

While Groshek and Dimitrova (2011); Zhang, Johnson, Seltzer and Richard (2010), found no significant relationship between social media and political participation, Boulinne (2009), Dalrymple and Scheufele (2007), Tolber and Mc Neal (2003) contend that social media have significant relationship with political participation at least during election. In the same vein,

Bimber and Copeland (2013) admit that digital media use is positively related to political participation.

Expectedly, social network sites (SNSs) could be used to transform social relations since they have the potential to be used as important political tools. SNSs connect large number of people irrespective of “space and time”. The internet, therefore increases political engagement and strengthen democracy, (Anabel, Alexandra & Tower 2011; Antoci, Sebastine & Sodin 2011; Jarreth, 2008; Evan-Cowley & Hollander, 2010).

A lot of academics literatures have been written on social media marketing and political participation of electorates in recent past. For instance, Ayankoya, Cullen and Cautz (2014) in their study on social media marketing and politics observed that the use of social media in political campaign in South Africa indicate that the respondents utilises the internet, mobile technologies to evoke voting and participation. Ahmad, Alvi, Ittefaq (2019) in their study on the use of social media on political participation among university students in rural Pakistan, looked at the relationship between social media marketing and political efficacy, real media life participation and online activities. The work of Nnanyelugo and Nwafor (2013) on social media and political participation in Nigeria during the 2011 general elections espoused the short comings of social media but also accepted that it made vital input in political discourse.

Although, some literatures on social media marketing and political participation contend that there exist a relationship between social media and political marketing while others disagree. It is these mixed and inconclusive postulations by different authors that this study attempts to verify in Rivers State, Nigeria.

Again and most importantly is enormous literatures on social media and political participation have centred on communication and political science perspectives; none that is known to the author is on social media marketing and political participation in Rivers State, Nigeria, thus the gap of this study.

Conceptual Framework

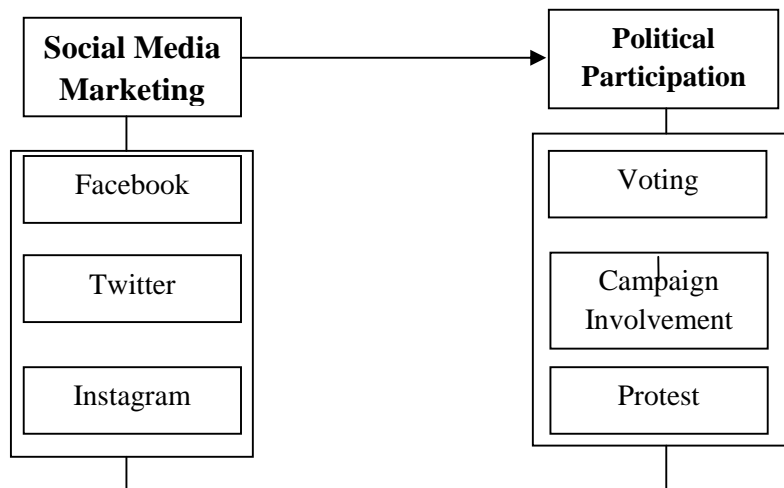


Figure 1: Conceptual Framework on Social Media Marketing and Political Participation

Source: Verba, S. & Nie, N. H. (1972) participation in America: Political Democracy and Social Equality and encyclopedia.com (2019).

Objectives of the Study

The objective of this study is to empirically investigate the relationship between social media marketing and political participation in Rivers State, Nigeria. In line with this general objective, the following specific objectives are proposed namely to

1. To determine the effect of social media usage on voting in elections in Rivers State.
2. Examine the relationship between social media usage and campaign involvement in Rivers State.
3. To ascertain the influence of social media usage on protest in Rivers State.

Research Questions

In view of the objectives of the study, the following research questions are stated below:

1. How does social media usage affect voting in elections in Rivers State?
2. To what extent does social media usage relates with campaign involvement in Rivers State?
3. How does social media usage influence protest in Rivers State?

Research Hypotheses

Using the conceptual framework and the research questions as the backbone to the study, the following relevant research hypotheses are stated below:

1. H_{01} : There is no relationship between social media usage and voting in elections in Rivers State.
2. H_{02} : Social media usage has no relationship with campaign involvement during elections in Rivers State.
3. H_{03} : There is no significant influence between social media usage and protest in Rivers State.

REVIEW OF RELATED LITERATURE

This section critically reviewed extant literature on the concept of social media marketing and political participation.

Theoretical Review

We looked at the relevance of three theories on this study: technology determinism, Source credibility theory and Uses and gratification theory.

Technological determinism theory is a reductionist theory that aims to provide a causative link between technology and a society's nature. The theory questions the degree to which human thought or action is influenced by technological factors. Thorstein Veblen popularised the theory of technological determinism. Langdon Winner provided two hypotheses for the theory: (1) technology of a given society is a fundamental influencer of the various ways in which a society exists and (2) changes in technology are the primary and most important source that leads to change in the society.

Source Credibility Theory (SCT) on the other hand, is a "term commonly used to imply a communicator's positive characteristics that affect the receiver's acceptance of a message." SCT

became relevant during the Second World War II, when the United State government sought to use propaganda to influence public opinion in support of the war effort. It is part of the theories of persuasion and social judgement. Carl Hovland, Jenis and Kelly in 1963 are associated with the theory of source credibility theory. The SCT is an established theory that explains how communication's persuasiveness is affected by the perceived credibility of the source of the communication. Source credibility arises from how the public view or perceive a speaker.

Source credibility theory has been used by candidates in political campaign to influence the attitudes and opinions of voters. A candidate's credibility is important in determining the effectiveness of political advertising. It is also used in endorsements by celebrities attempting to use their status to influence voters.

This research work is anchored on Uses and Gratification (UGT) theory, which is an approach to understanding why people actively seek out specific media to satisfy needs. The UGT is an offshoot of Abraham Maslow theory of hierarchy of needs. Uses and gratification theory focuses on "what do people do with media?" It postulates that media is a highly available product and the audiences are the consumers of the same product. The overriding question on UGT is: why do people use media and what do they use them for? The theory discusses how users deliberately choose media that will satisfy given needs and allow one to enhance knowledge, relaxation, social interaction/companionship etc. Audience are not passive consumers of a media, rather they have power over their media consumption and assumes an active role in interpreting and integrating media in their own life. It therefore implies that the media compete against other information sources for viewers' gratification. The UGT is based on the following assumptions:

- a) The audience is active and its media use is goal directed
- b) The media compete with other resources for need satisfaction.
- c) Value judgements of media content can only be assessed by the audience

UGT has been applied in mobile phone usage, internet usage, social media usage, friends-networking sites (Facebook, Twitter, Snapchart etc) and other applications, wikipedia.com.

The concept of Social Media Marketing

Social media marketing is the activity of driving website traffic through social media sites. Social Media Marketing (SMM) is a form of internet marketing that utilizes social networking websites as a marketing tool, Nwokah & Gladson-Nwokah (2015). Social media marketing makes use of social media sites to promote products and services. Social media sites are useful for building social (and business) networks and for exchanging ideas and knowledge, (www.innovationpie.com). Marketing definition has been broadened to include "idea distribution" which makes it imperative to use marketing tools, techniques and strategies in the marketing of political candidates. American Marketing Association (AMA) in its redefinition of marketing in 1985 says that marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objective.

Social media has been defined by Marrian Webster as forms of electronic communication (such as websites for social networking and micro blogging) through which people create online communities to share information, ideas, personal messages, and other contents.

Social media rely heavily on web 2.0 which is a term used in 2004 to describe a new way in which software developers and end users started to utilize the World Wide Web; that is as a platform where content and applications are no longer created and published by individuals, but are continuously modified by all users in a participatory and collaborative fashion (Kaplan & Haiehlein, 2010). Web 2.0 allows the creation and exchange of user-generated content. It enhances creativity and knowledge exchange. Social media is a platform that allows people to participate in social networking. Post are shared on various social media platforms to improve business visibility. According to Nick et al. (2011) social media is described as the democratization of information, transforming people from content readers to content publishers.

Social media marketing uses podcasts, wikis, blogs, online video, photo sharing, news sharing and social network sites to reach a large or targeted audience. Facebook, Twitter, Instagram, YouTube, Pinterest, Myspace etc are some of the social media platforms used in political processes and activities.

Facebook and Political Participation

Facebook since it was founded in 2004 is one of the most utilized social networking sites. It has grown from being a high school and college network to one of the most globally popular Social Networking Site (SNSS). In terms of politics, Facebook has become a platform for a wide range of political activities (Earl & Kimport, 2011; Ward, 2012). Some researchers have found a positive relationship between social media use and civic and political participation (Gil de Zuniga, Jung & Valenzuela, 2012; Piugl-Abril & Rojas, 2009; Valenzuela, Park & Kee 2009). As at April, 2011, Facebook has approximately 600million registered users and according to market researcher Ray (2009), social media usage among millennial is popular almost in all parts of the globe. Michausen (2011) admit that political parties and politicians in Pakistan have very active social media accounts to disseminate information for social media users and voters. Facebook is the most used network among youth for political information than other social networks like Twitter. Compared with e-mail, Facebook played prominent role in online and offline political participation in Pakistan. Schmiemann (2015) examined social media networks and political participation and concluded that Facebook content shows a positive relationship regarding political participation. Verba (2012) found that 39% of adults in the United States used social media, and one out of every eight adults used social media for civic and political purposes.

Facebook is one of the most significant platforms for online users to discuss politics and participate in politics offline. In 2015 general election in Nigeria, there was massive use of social network sites Facebook, Twitter, YouTube, Blogs. This was made possible because of the participatory nature of these platforms for political campaign organization, electioneering crusades, ideological trumpeting exercise and voters' manipulation. Facebook was massively used in the Arab spring of 2011.

In 2018, Nigeria had 22.4 million internet users and in 2019, 24million. Social network users were approximately 29.3 million users and it was projected to grow to 36.8 million in 2023. According to Statcounter Global Statistics in 2018 by pulse, 78% of the entire population of over 200million use Facebook, 19.64% use Twitter, Pinterest 9.84%, Instagram 8.9%, YouTube 1.87% while LinkedIn was 0.27%. Whatsapp is the most active social media platform in Nigeria with 85% users. Facebook has about 20, 530,000 million users in Nigeria in 2019. Most users of Facebook are within the youthful age bracket of 25-34 and there are more men than women users.

Social media sites such as Facebook allow users to partake in their political belief, and support a specific candidate's interest with other political issues. Social media is different to traditional media because of its capacity to send messages from many to many, in real time or chosen time, and the possibility of using point- to-point communication. Ekweme and Folarin (2017) agree that social media site like Facebook played a major role in mobilizing people, creating awareness as well as participation and circulation of information about candidates.

Former United States President Barack Obama used 15 social media sites to run his campaign and systematically linked the online community to offline activities such as fund raising. Obama's election, Segolene Royal French election, Indian Prime Minister Election in 2012, Kenya election in 2013 and 2010 national elections in the Netherlands were all linked to social media usage.

According to available information, the 2012 election in the US was heavily discussed on Facebook. Facebook invite users to express political opinion or share political news. It also aligns itself to broader repertoires of self-expression and lifestyle values.

Twitter and Political Participation

Jack Dorsey, introduced the idea of an individual using a message service to communicate with a small group in March 21, 2006. Twitter was launched as an SMS based communication platform, <https://store.tutorialspoint.com>.

After 2006, twitter increasingly gained global popularity, with over 319 million users from 2016 upwards, generating millions of tweets daily and accommodating 1.6 million search queries per day (Daniel, 2016). Twitter since its launch has become one of the most visited sites on the internet. It enables it users to make short posts about anything, but users are limited to only 140 characters in length and are single SMS message. Twitter enables firms to advertise their products on individual level, politicians to project and have followers, celebrities to be endorsed etc.

Obama's election in the USA and Donald trump victory at the polls can be linked to the use of Twitter. Trump had almost 10million Twitter followers compared to Hilary Clinton's seven million in 2016.

Twitter has acquired significance in political campaigns and it sustains more than 328 million monthly active users across the world. Twitter is a user-friendly tool for politics and political campaign (Ahmed, Lodhi & Shahzad, 2011). Twitter has been useful in aiding exchange of information between candidates and electorates. It helps citizens to be informed and influence their political choices, attitudes, beliefs and behaviour towards certain candidates.

Twitter is a free micro blogging service that allows registered members to broadcast short posts called tweets. Twitter members can broadcast tweets and follow other users' tweets by multiple platforms and devices (Wikipedia, 2016).

Twitter offers us an update of things we know happen to be doing at a particular point in time. Bartlett, Alex, Daniel, Fisher and Jasperson (2015) claimed that in 2015 general election in Nigeria, "twitter was ten times more active over the election period than at normal time". Political twitter users are more interested in and engaged in politics in general and less trusting to main stream media.

Bode and Dalrrymple (2014) assert that "Twitter increasingly performs the agenda setting function in politics once dominated by television". Television or, at least televised news now follows the lead of Twitter (Ott, 2017). Twitter, as microblogging platform and by its interactive

structure, not only facilitate communication among its users but has contributed to political participation.

Twitter has been around since 2006 but between 2008 and 2012 elections, Twitter became a driving force for political mobilization participation in the United State. In the 2011 Arab spring, twitter was handy in the amplification of messages during the protest.

Instagram and Political Participation

Instagram is an American photo and video-sharing social networking service owned by Facebook, Inc. It was created by Kelvin Systrom and Mike Krieger in October 2010, wikipedia.com. Instagram is a free, online photo-sharing application and social network platform and was acquired by Facebook in 2012. It allows users to edit and upload photos and short videos through a mobile app. Users can add a caption to each posts and use hashtags and location-based geotags to index the post and make them searchable by other users within the app.

As with other social networking platform, Instagram users can like, comment on and bookmark other posts, as well as send private messages to their friends via the Instagram Direct feature (www.lifewire.com, 2019). Instagram has around 200 million users in 2010. According to Statcounter Globalstats, Nigeria has about 8.9% Instagram users. Instagram Questions introduced in 2018 allows users to answer questions posted by their followers while Instagram Direct allows you to share photos, videos, hashtag pages, profiles and locations with a single person or small group of people (up to 15 people) right from a user's news feed. Parmelee and Nataliya (2019) found out that information/guidance motives are the most important for following political leaders on Instagram, with social utility being the next highest motive. Instagram is growing in political importance (Parmelee & Nataliya, 2019). At 400 million active users, Instagram is the second largest social media sites ahead of Twitter and behind Facebook, Alhabash & Ma (2017). During the 2016 US presidential election, all major party candidates during the primaries and general election actively used Instagram to further their message, Duffy (2016); Sander (2015). Internationally, leaders in more than 70% countries in the United Nations have an Instagram presence (Burston-Marsteller, 2017). Politicians could use demographic factors, ideology, interest in politics, and trust in government to tailor their uses of Instagram based on the political attitude and demographic makeup of the groups they wish to influence. According to Otoms (2018), Instagram account was used in 2017 Indonesia election as a political campaign tool. In addition Instagram usage also had positive impact that reduced the cost of political campaign. There are indications that USA politicians are turning to Instagram ahead of the 2020 election targeting the millennial (www.ft.com). In Germany Instagram is the second largest social media platform after Facebook. It has been argued that though Instagram did not contribute to the victory in German election, it was widely used by politicians between 2017 and 2019.

Concept of Political Participation

Political participation is a concept in political science and political marketing. Political participation is loosely defined as citizens' activities affecting politics. Xie and Jaeger (2008) see political participation as "behaviours aimed at shaping governmental policy either by influencing the selection of government personnel or by affecting their choices." Other authors define political participation as "voluntary activities by which members of a society share in the selection of rulers and directly or indirectly in the formation of public policy," (Verba, Nie &

Kim 1978). In sum, political participation simply means that a person is participating in the political process by making his or her opinion and beliefs known. It is often used to describe an action taken by a citizen to influence the outcome of a political issue.

There are various forms of political participation namely: voting in elections, involvement in political (election) campaign, protest over government policies, participating in consultations like town hall meeting, signing petitions, donating money to a cause, holding a public official position, taking part in public debate, engaging in political parties and association, and civil disobedience etc. Political participation is one of the cardinal pillars of a democracy from the Athenian era to the present time. As an essential part of democracy, political participation is an antidote against tyranny, oppression, bad government, poor leadership etc which are bane of African democracy. In the words of Joseph de Maistre a French publisher said in a democracy, “every country gets the kind of government it deserves.” This is a direct reference to political participation and voting in elections in particular. This explains why citizens’ participation in a democracy is a panacea to good government. Traditional and new media are used to evoke political participation in both developed and developing countries.

Voting as a measure of Political Participation

Voting is the most important form of political participation. To vote means to cast a vote or to assert a formalised choice in an election. Voting allows for more peoples view to be represented than any other activity. Voting right is a political and civic right of citizens at elections. The right is guaranteed by the universal declaration of human right of 1948. To vote in an election has some requirements – age, registration, voters’ card etc. In order to participate in an election, citizens must be registered by an electoral body.

In Nigeria, the conduct of elections is handled by an agency known as the Independent National Electoral Commission (INEC). Voting in Nigeria began since 1922 when the Clifford constitution came into being. New media and technology, such as social network sites, blogs and online campaign donations have provided new avenues for political participation. Voting in election may be manual or electronic. People vote for candidates based on party affiliation, manifesto, ideology and belief. According to Nkwede (2019), voting is the fulcrum of political participation in liberal democracies. Voters vote because of the inherent or expected benefits from a candidate.

Voting is the legal, political and social mechanism through which the citizens are able to express their participation in elections, exercise their interest and needs to their leaders (Bassey & Samuel, 2011). It is the only singular act through which people would participate in the political process. Voting is a kind of preference for a political candidate. Voting can also be done on issues like referendum and plebiscite. Voting is a fundamental right of citizens. In Nigerian constitution the right to vote and be voted for is enshrined. Voting is a key ingredient to ensure a credible election.

Election campaign as a measure of Political Participation

Collins English dictionary defines election campaign as “a time when a politician or partytry to persuade people to vote for them.” A political campaign is an organised effort which seeks to influence the decision making process within a specific group.

In democracies, political campaigns are often referred to as electoral campaign, where representatives are chosen or referendum decided (Abizadeh, 2005). Political campaign is one of

the forms of political participation. Election campaigns (political campaigns) are carried out for nomination (primary election) of candidates and general elections. In a general election, the chosen party candidate contest with candidates from other political parties. A political party is an organized group of persons, sharing the same ideology and working to control the machinery of government through periodic elections.

Electoral campaign is part of political participation and it is accompanied in most cases by candidates' debates. Debates are an important element of a general election, allowing candidates to answer questions on policy and prior decision.

Campaign message contains ideas that the candidate wants to share with the voters. It is to get those who agree with their ideas to support them when running for a political position.

The crafting of political campaign messages does not assure the candidates' victory, wikipedia.com. Political advertising and propaganda are part of political campaigns. There are rules and regulations governing election campaigns which are set by the electoral body.

Today, the internet is now a core element of modern political campaigns. Facebook, twitter, Instagram, blogs etc are some of the social network sites (SNS) used for election campaign. These social media platforms have helped to drive political campaign to reach a wide audience in split seconds. Barack Obama used internet medium in the 2008/2012 general elections in the USA. Same for Donald Trump in 2016, Jonathan Goodluck 2011, Mohamadu Buhari election in Nigeria and in other parts of the globe. Recent political campaigns have been both online and the use of traditional media. All these campaigns brought the use of internet on various social media to the spotlight.

Election campaigns are the means by which candidates and political parties prepare and present their ideas and positions on issues to the voters in the period preceding elections day, (www.datainitiative.com). Social media campaigning has grown into a very attractive means of reaching out to potential voters, www.whatargets.me/en/.

Protest as a measure of Political Participation

A protest or demonstration is an expression of bearing witness on behalf of an express cause by words or actions with regard to particular events, policies or situation (Eesuala, 2015). Protest can take many different forms, from individual statements to mass demonstrations. Protests or demonstrations are means of holding dissents or expressing discontent through public matches. It is a form of political participation. Civil disobedience, non-violent resistance, vigil march, rally or demonstration, strike, boycott, petitions, riots, etc are all forms of political participation in a democracy. Protest though never been a new phenomenon in human history has continually increased in the global scene today. Protest is a form of political participation. Protest refers to expression of dissent, ventilation of anger or resistance against a particular phenomenon. Resistance, revolt, uprising and strike are equally related to protest because they are all contentious activities on the part of some people making some claims. According to Eesuala (2015) election which is the most common form of political participation is ritualistic and periodized, and citizens often have no choice than to follow the rituals and periodization before they can achieve any political or social changes. This explains why protest is inevitable.

Protest demonstration is fast becoming an entrenched symbol of political participation amongst all nations of the world. It is perhaps the most used means of participation now, probably because it does not have age or gender restrictions and demand no known protocol (Eesuala, 2015).

Protest may be violent or non-violent. Protests are used to influence government decisions on a policy or support governmental causes. Protest demonstrations are means of participation in politics at the macro-level. Demonstrations are usually physical gatherings, but virtual or online demonstrations are certainly possible.

Social Media Marketing and Political Participation

Gunelius (2011) posited that social media marketing is “any form of direct or indirect marketing that is used to build awareness, recognition, recall, and action for a brand, business, product, person, or other entity and is carried out using the tools of the social web, such as blogging, micro-blogging, social networking, social bookmarking and content sharing”.

Kotler, Armstrong, Wong and Sanders (2008) describe social media marketing as a social and managerial process by which individuals and groups obtain what they need and want through social networking.” Social media usage has been facilitated by web 2.0. Web 2.0 brought an “unprecedented change in the online users’ behaviour (Chan & Guillet, 2011). Twenty first century web sites are collaborative, interactive, vibrant and dynamic construct on web 2.0 according to the needs and demands of users. Social media marketing is now integrated to organizations’ marketing communications plans. Integrated marketing communications is a practice organization follow to connect with their target markets.

New digital technology, including social media, creates a new paradigm in political campaign. Movements powered by the social media have toppled governments and helped others to win elections, giving it a role in the new generation of political marketing campaigns (Anyankoya, et al., 2014). Barak Obama, election in 2008/2012, Donald Trump’s, elections in the USA, Arab Spring, Kenya 2013 election, 2011 election in the Netherland, 2015 election in Nigeria, Indian Prime Minister elections are cases where social media marketing have been used. Election is a key ingredient in political participation. Researches have it that there exist significant relationship between social usage and political participation in developed and developing nations.

Social media marketing and political participation have again brought political marketing to the fore: an area that is less discussed in marketing. The focus of political marketing is to “market values, ideologies and candidates of a political party in contrast to the conventional marketing of products and services in commercial organization, Baines (2012). Social media have been used in political context in a variety of ways: building relationships, campaign organization and communication, political engagement and political crowd sourcing, (Ayankoya, et al., 2014). Social media have changed the way in which political communication take place globally. Politicians, political parties, institutions are all using social media platforms like Facebook, Twitter, Instagram etc to communicate with and engage voters. In this present century, social media have shown a positive relationship between offline and online political participation (Boulianne, 2015; Skoric, Zhu, Goh & Pang, 2016).

The potential of political parties to connect, communicate, mobilize, fundraise and affect the news agenda through social media are some of the strategic reasons why political parties are increasingly performing online politics (Johnson, 2011).

Voting, involvement in electioneering campaign, protest, town hall meeting, donating to a political party, holding public official position, boycott etc are all forms of political participation.

Empirical Review

Taufiq, Ahmad and Muhammad (2019) studied the use of social media on political participation among university students in rural Pakistan. The study adopted correlation method and found out that majority of the students use social media for political awareness and information. In addition, the authors found that political efficacy is significantly based on online political participation. The findings reveal that online political activities strongly correlate to political awareness and offline political participation.

Okolo, Ugomma and Obikeze (2017) studied the effects of social media in the marketing of political candidates in Nigeria. The study used simple percentages, Pearson Moment Correlation Coefficient and Regression analysis. It was found from the study that there is a significant positive relationship between usage of Facebook as an awareness media tool and projection of a political candidates' image in Nigeria. The study concluded that social media serve as credible tools and are capable of influencing the image of political candidates in Nigeria. The study therefore recommended that political candidates should carefully plan and execute communication strategies using various social media tools, so as to enjoy fully the benefits of the social media tools.

Ayankoya *et al.* (2014) investigated the use of social media in political campaigns with reference to South Africa. Correlation analysis was used in the study and it was found that the respondents utilize the internet, mobile technologies and social media in the social media strategy of the political party. The findings of the study show that there might be a mismatch between the perception of the people and the way the politicians and political parties in South Africa are using social media. This would imply that there are yet untapped opportunities for the use of social media for politics in South Africa. It was suggested that managers of political campaigns need to align the choice of media to the market segment. They need to integrate social media with traditional marketing methods.

Stieglitz and Dang-Xuam (2014) study on social media and political communication used qualitative method of analysis to propose a methodological framework for social media analytic in political context. It summarizes most important politically relevant issues from the perspective of political institutions and corresponding methodologies from different scientific disciplines.

Okoro and Nwafor (2013) studied social media and political participation in Nigeria during the 2011 general election. The study examined the experiment of social media use for political participation in the country during the 2011 general election. It was found that whereas many used the technology to make vital input in the political discourse, others used it to attack opponents, spread false rumours, hate and inciting messages which were believed to have contributed in the violence and tensions witnessed before, during and after the elections in many parts of the country.

The study used survey research design. The research work recommended urgent review of the various media law to addresses the peculiar technicalities involved in monitoring and moderating the use of different social media platforms.

Gap in Literature

Adegbola and Scherice (2019) examined the relationship between media use and political engagement: a comparative study among the United States, Kenya and Nigeria. Taufik *et al.* (2019) studied the use of social media on political participation among university students in rural Pakistan while Okolo, *et al.* (2017) study was on the effects of the social media in the

marketing of political candidates in Nigeria. Anyankoya et al. (2014) studied social media marketing in politics of South Africa. Okoro and Nwafor (2013) study examined the role of social media during the 2011 general election in Nigeria to discover the lapses and lessons to be learnt.

In all these published works, none is on “social media marketing and political participation in Rivers State, Nigeria”. This research work because of its specificity to Rivers State closes the existing literature gap in this area of study.

METHODOLOGY

This study adopted a causal investigation to establish the relationship between social media marketing and political orientation in Rivers State Nigeria. The cross sectional study involves a study at a single time. This study involved the collection of standardized information from a sample selected from a population.

Our target population is the number of registered voters in Rivers State. According to Independent National Electoral Commission (INEC), the total number of registered voters in Rivers State for the 2019 general election is 3,215,273. There are 23 local government areas in Rivers State. According to Krejcie and Morgan (1970) table, a population that is above one million has a sample size of 384. Using Taro Yamen sample determination formular

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

n = sample size

N = number of people in a population

e = allowable error (%)

The calculation yielded 399.9 as the sample size. Based on Krejcie and Morgan (1970) table, and Taro Yamen calculation, we chose 400 persons as our sample size for easy computation. The sample size includes politicians and electorates in Rivers State. The sample was selected using simple random sampling method.

The study adopted face, content and construct validity measures. Our measuring instruments were given face, content and construct validity by senior, Ignatius Ajuru University of Education where copies of our questionnaire were given for vetting. Based on their responses the final questionnaire items were prepared and administered. The reliability of the instrument underwent two stages. The first stage was done before the collection of data while the other was done after the collection of data. This is to ensure a proper data quality of our research instrument. Comments were received and corrections made. Later the new instrument was given to 5 staff of the INEC, Rivers State.

The questionnaires were distributed to all the 23 local government areas and senior staff of INEC. Five point Likert scale was used. The researcher made use of secondary data which include data from academic articles in referred journals, relevant textbooks and the internet. Questionnaire was the major instrument of data collection. It was not possible to get the number of social media users in Rivers state except for the entire country. However, the essence of our questionnaire is to provide answers to such information. Five senior staff of INEC, Rivers state

was given the questionnaire for the commissions' contribution to the research instrument. The essence of this process was to ensure test, re-test reliability.

All the items were found to be reliable having exceeded the threshold of 0.7. The composite Crumbach Alpha coefficient of 0.95 also indicates that the instrument is highly reliable. This implies that the instrument can be used for further analysis. Out of the 399 questionnaires administered, 340 were retrieved giving a response rate of 85%. The mean criteria were based on a 5 point-Likert scale.

The next section shows data analysis and the result from the study.

DATA ANALYSIS AND RESULT PRESENTATION

Testing of Hypotheses

The hypotheses were tested using the statistical tool of Pearson Product Moment Correlation Coefficient (PPMC) at the significance level of .05.

Research Hypothesis 1: There is no relationship between social media usage and voting in elections in Rivers State.

Table 5: Testing of Hypothesis 1

		Correlations				
		Item 12	Item 13	Item 14	Item 15	Item 16
Item 12	Pearson Correlation	1	.572**	.066	.763**	-.007
	Sig. (2-tailed)		.000	.225	.000	.903
	N	340	340	340	340	340
Item 13	Pearson Correlation	.572**	1	.466**	.470**	.567**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	340	340	340	340	340
Item 14	Pearson Correlation	.066	.466**	1	-.051	.788**
	Sig. (2-tailed)	.225	.000		.348	.000
	N	340	340	340	340	340
Item 15	Pearson Correlation	.763**	.470**	-.051	1	.020
	Sig. (2-tailed)	.000	.000	.348		.718
	N	340	340	340	340	340
Item 16	Pearson Correlation	-.007	.567**	.788**	.020	1
	Sig. (2-tailed)	.903	.000	.000	.718	
	N	340	340	340	340	340

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

Source: SPSS version 23 Output.

Research Hypothesis 2: Social media usage has no relationship with campaign involvement during elections in Rivers State.

Table 6: Testing of Research hypothesis 2

		Correlations				
		Item 17	Item 18	Item 19	Item 20	Item 21
Item17	Pearson Correlation	1	-.054	.666**	.358**	-.025
	Sig. (2-tailed)		.319	.000	.000	.641
	N	340	340	340	340	340
Item18	Pearson Correlation	-.054	1	.423**	.041	.701**
	Sig. (2-tailed)	.319		.000	.456	.000
	N	340	340	340	340	340
Item19	Pearson Correlation	.666**	.423**	1	.494**	.460**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	340	340	340	340	340
Item20	Pearson Correlation	.358**	.041	.494**	1	.015
	Sig. (2-tailed)	.000	.456	.000		.781
	N	340	340	340	340	340
Item1	Pearson Correlation	-.025	.701**	.460**	.015	1
	Sig. (2-tailed)	.641	.000	.000	.781	
	N	340	340	340	340	340

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

Source: SPSS version 23 Output.

Research Hypothesis 3: There is no significant influence between social media usage and protest in Rivers State.

Table 7: Testing of hypothesis 3

		Correlations				
		Item 22	Item 23	Item 24	Item 25	Item 26
Item 22	Pearson Correlation	1	.659**	.462**	.565**	.663**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	340	340	340	340	340
Item 23	Pearson Correlation	.659**	1	.368**	.656**	.469**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	340	340	340	340	340
Item 24	Pearson Correlation	.462**	.368**	1	.606**	.273**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	340	340	340	340	340
Item 25	Pearson Correlation	.565**	.656**	.606**	1	.508**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	340	340	340	340	340
Item 26	Pearson Correlation	.663**	.469**	.273**	.508**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	340	340	340	340	340

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

Source: SPSS version 23 Output.

Discussion of Findings

Table 5 above shows in hypothesis 1, p-value of $.324 > .05$ which implies that there is no significant relationship between social media usage and voting in elections in Rivers State. The null hypothesis is therefore accepted. The stance of the respondents proves that social media usage does not necessarily influence electorates in voting in elections in Rivers state. The position of respondents affirms the position of Groshek and Dimitrova (2011), and Zang *et al.* (2010) who found no significant impact between social media and political participation. This implies that other persuasions aside social media influence voting attitude of electorates in electioneering.

Table 6 shows in hypothesis 2, p-value of $.02 < .05$ implies that there is a significant relationship with campaign involvement during elections in Rivers State. The respondents opined that social media influences campaign or that social media is a campaign tool in elections in Rivers State. The null hypothesis is therefore rejected. The position of the respondents aligns with Stieglitz and Dang-Xuan (2013), stating that social media application has cut across diverse disciplines and endeavours like advertising, public relations, strategic communication and political communication. This implies that social media are used for political advertising and as political marketing tools.

Table 7 shows in hypothesis 3, p-value of $.000 < .05$ which implies that there is a significant influence between social media usage and protest in Rivers State. The null hypothesis is therefore rejected. The position of respondents indicates that protest is a form of political participation in Rivers State. It is a medium in which a people or group or persons register dissatisfaction over the conduct of a particular party or government policy and action. The position of the respondents is buttressed by Baine (2012) stating that protest is an essential part of democracy and political participation is an antidote against tyranny, oppression, bad government, poor leadership etc.

SUMMARY OF FINDINGS

The study on Social Media Marketing and Political Participation in Rivers State, Nigeria found the following:

1. That there is no significant relationship between social media usage and voting in elections in Rivers State. This implies that social media usage does not necessarily increase vote cast in elections in Rivers State.
2. There is a significant relationship between social media usage and campaign involvement during elections in Rivers State. The respondents affirmed that social media are campaign tools by politicians in Rivers State.
3. There is a significant influence between social media usage and protest in Rivers State. The respondents agree that social media usage is an avenue to express public dissatisfaction on government policies and actions.

CONCLUSION

Social media marketing plays an important role in political participation and engagement. Social media have contributed in replacing traditional media, facilitating political engagement,

strengthening strategic collaboration as well as influencing government decisions in relation to politics. It has been proven that social media usage is a veritable political marketing tool. It should therefore not be over-looked. These are tools used by majority of young persons under the age of 40 years for political participation. This explains the vigour with which it is used.

RECOMMENDATIONS

Based on the findings, the following have been recommended:

1. Since there is a significant relationship between social media marketing and political participation in Rivers State, social media marketing should be encouraged in Nigeria not only for conventional marketing practices but also in the area of political marketing especially as it relates to political participation.
2. The use of Social media should be encouraged by government and politicians to reduce campaign cost since there is a significant relationship between social media usage and campaign involvement during elections in Rivers State.
3. Since there is a significant influence between social media usage and protest in Rivers State, the use of social media should be moderated by government to check excesses that may lead to abuse and social unrest.
4. Government and marketing practitioners should design strategies aimed at increasing the usage level of social media in Nigeria by the citizenry for political participation.
5. It is important for the media industry, politicians, political consultants and citizens to adjust their behaviours to leverage this new competitive environment which social media marketing represents.
6. There should be a combination of new and old media by political office seekers, political consultants and marketing practitioners to increase the level of political participation in Nigeria.
7. One area this study recommends researchers to investigate further is the reason why there is an inverse relationship between social media marketing and voting in elections in Rivers State.

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An Empirical Investigation into E-Payment Mechanisms and Brand Extension in Retail Supply Chain

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Abstract: Brand extension ought to denote a crucial medium for growth, since it is presently acknowledged as one of the most functional marketing strategies; however, despite the fact that e-payment mechanisms have become predominant in marketing, there is a lack of research on the influence of the adoption of e-payment mechanisms on brand extension in retail supply chain. This study therefore, examines e-payment mechanisms and brand extension in retail supply chain in Rivers State of Nigeria, by means of a quantitative research approach, with a combination of exploratory, descriptive and explanatory research design Data for this study were collected by means of a survey through a structured pre-tested questionnaire, distributed to 375 retailers (CEO's, logistics/purchasing/marketing/store managers) in Port Harcourt metropolis, and its surrounding neighborhood area from January to March 2020. However, 299 responses were received and after ascertaining the validity of the responses, 294 (99.3%) respondents were fit for carrying out the analysis. In testing the stated hypotheses, the multiple regressions and one way analysis of variance (ANOVA) were used. Statistical analysis of the data was done through the Statistical Package for Social Sciences (SPSS) version 22.0 software in computer. The findings indicate that prepaid cards, credit cards and debit cards have a positive and significant influence on brand extension. The study therefore concludes that e-payment mechanisms (prepaid cards, credit cards and debit cards) positively and significantly affect brand extension in retail supply chain in the Rivers of Nigeria. The study recommends that the credit card, an attribute of electronic payment mechanism, should be adopted by retail supply chain to boost their brand extension programme in order to gain competitive advantage in the market place.

Keywords: Brand extension, E-payment mechanisms, Retail supply chain.

1. Introduction

The internet has incontrovertibly transfigured worldwide business ambiance. Akinbode *et al.*(2016) note that the internet and electronic commerce were the two most worth mentioning perfections in information and telecommunication technologies for the duration of the last decade of the last century. The coming on of computers and electronic communications ushered in a huge number of substitute electronic payment mechanisms that materialized in form of prepaid cards, debit cards, credit cards, electronic funds transfers, direct credits, direct debits, internet banking and e-commerce correspondingly (Okifo & Igbunu, 2015). Astonishingly, in recent times, there has been a perceptible swell in the number of consumers who buy using the e-payment mechanisms, including swell in companies sales accomplished by way of electronic payment mechanisms. In the meantime, a few payments may embrace credit mechanisms, however, that is fundamentally a poles apart facet of payment, which may be applied instead of presenting cash in domestic and international dealings.

The effects of the use of electronic payment mechanisms (EPM) have long been recognized in

commercial activities, and have been improving individuals' quality of life through providing ease of payment for business transactions. Accordingly, the growth of commercial activities has accelerated as a result of several benefits linked with buying and selling through the e-payment mechanisms. Due to its widely accepted benefits, many businesses including the retail supply chain are accepting electronic payment mechanisms for commercial transactions.

According to Ikegwuru and Ogonu (2017), a supply chain takes account of not only manufacturers and suppliers, but also transporters, warehouses, retailers as well as customers. Specifically, firms in the retail supply chain face competition from an increased number of domestic and international participants, and to deal with these challenges, they need to be advantageously prepared to respond to market requirements and be equipped to make stable upgrading to elicit good organization and successful extension of their brands. If they desire to realize competitive advantage and appreciably boost in their brand extension programmes and enduring sustainability, they need to embrace the electronic payment (e-payment) mechanism.

Clearly envisaged, in the academia electronic payment mechanism have been researched with mounting curiosity, as a plethora of studies on this theme have accumulated (Agwu, 2017; Emray, Gizem & Wajid, 2017; Sanghita & Indrajit, 2017; Akinbode *et al.*, 2016; Emeti & Onyeaghala, 2015). These studies have tried to investigate how e-payment has enhanced the adoption of online stores, however, no study has explored e-payment mechanisms (prepaid, credit and debit cards) and brand extension. To fill the identified gap, this study focuses on a retailer's perspective in the supply chain, and aims at exploring the Nigerians' retailing business, and their use of e-payment mechanisms to heighten brand extension.

In the next section, e-payment mechanisms and brand extension concepts have been reviewed and prior research on e-payment mechanisms is examined. Following this section, a conceptual framework is offered with the developed hypotheses. Afterward, the research methodology and results are discussed. Finally, conclusion and research implications are provided in the last section.

1.2. Research Problem

Brand extension ought to denote a crucial medium for growth, since it is presently acknowledged as one of the most functional marketing strategies, however, despite the fact that e-payment mechanisms have become predominant in marketing, there is a lack of research on the influence of the adoption of e-payment mechanisms on brand extension, as relatively no research consideration has been given to the investigation of the consequences of e-payment mechanisms on brand extension in retail supply chains.

Given such limitation, a need for new empirical studies to evaluate the linkage between e-payment mechanisms and brand extension exists. Therefore, this study investigates the impact of different types of e-payment mechanisms (prepaid, credit and debit cards) on brand extension.

2. Literature Review and Hypotheses

2.1 Electronic Payment Systems

Electronic payment mechanism has become one of the most crucial and practical monetary tools of transaction for consumers and businesses. Kim *et al.* (2010), define e-payment as the reassigning of an electronic worth from a payer to a payee by the use of an electronic mechanism. Amaefule, Njoku, Agbakwuru and Chilaka (2019) described e-payment systems as robotic processes espoused to exchange monetary value amid stakeholders engaged in business contacts. Ayo and Ukpere (2010) sees it as involving transmitting a definite amount of money over information technology set of connections.

Lim (2008) Opines that e-payment mechanisms supports and permits a person to deal with their financial transactions tenuously. It is paramount to note that e-payment mechanisms encloses economic benefits which encompasses, setting in motion savings and warrantee that cash is easy to get to in a country's money deposit banks. This makes it promising for the ease of use of fund for business and personal borrowings contained by the domicile economy. This is in view of the fact that the e-payment

mechanisms put up with the trailing of personal expenditures (Okifo & Igbunu, 2010).

The use of electronic payment (e-payment) mechanism in carrying out financial services and transactions has taken a centre stage in the global economy with developing countries such as Nigeria exploiting it for growing their economic financial extensiveness. According to Tsiakis and Sthephanides (2005), the electronic payment mechanism accomplishes two things specifically: (a) the emulation of existing payment frameworks from the real world and/or (b) the systematization of new ways to execute payment transactions.

Electronic payment mechanisms according to (Kim *et al.*, 2010), can be classified into five categories. These categories are; electronic cash, prepaid cards, credit cards, debit cards and electronic cheques. This study adopts pre-paid, credit and debit cards as e-payment mechanisms, this is because pre-paid, credit and debit cards are the most frequently used e-payment mechanisms; they have been employed for most types of transactions (Emray, Gizem & Wajid, 2017).

Pre-paid cards: Pre-paid cards are engendered for a specific value by a specific merchant and are applied in-store or online transactions (Kim *et al.*, 2010; Kniberg, 2002). The individual, interested in using pre-paid cards online, enters the distinctive card number on the seller's website to pay for the goods or services during check-out process. The amount to be paid to the seller is taken away from the worth of the card. A good number of the pre-paid cards are one-time use only and they expire after a prearranged time period if not used; a number of companies commenced consenting to customers' use of pre-paid cards exclusive of an expiration date and on additional transaction inside a definite time period. The reason why pre-paid cards are favoured by consumers is their ease of use and expediency (Kim *et al.*, 2010).

Credit cards: Credit cards are plastic payment cards given to the users to execute online or offline financial dealings. Credit cards are the most habitually utilized form of e-payment (Hsieh, 2001; Kim *et al.*, 2010). Credit cards absorb exceedingly multifaceted business deal formation and afford a safe standard for its clients (Wright, 2001). The customer keys in the card number, expiry date and billing address on the order form and the vendor can substantiate the information and be convinced of payment. The credit card payment on the online network can be categorized into three types:

- (a) Payment using plain credit card details
- (b) Payment using encrypted credit card details
- (c) Payment using third party verification.

Debit cards: Debit cards (also known as bank cards or check cards) are a plastic card which permits a person to extract cash from his/her bank accounts by the use of automated teller machines (ATMs) without confronting each other in a bank, including paying for goods and services equally on online and offline. Singh (2013) described it as a banking card improved with automated teller machine and point of sale attributes to enable it to be used at commercial settings. Debit card is one of the most recurrently used e-payment mechanisms (Kim *et al.*, 2010), and are issued by banks and financial institutions. Contrasting with credit cards, once a person pays with a debit card, the sum is automatically subtracted from the individual's bank account.

A Debit card is connected to a person's bank account, consenting to funds to be withdrawn at ATM and point of sale devoid of presentation of a cheque. A Debit card holder pay directly through bank for his purchases. It replaces physical cash and cheque. In debit card system customers deposit in advance into the bank and withdraw at the time of purchase. Two types of debit card employed in real world exist: (a) Online debit card (b) Offline debit card.

2.2. Brand Extension

Brand extension symbolizes an indispensable medium for expansion and is presently one of the most functional marketing strategies. Brand plays central role of generating identification and differentiation

contained by products and services for consumers (Hem & Iversen 2003). Brand extension provides prospects for sustainable development by grasping consumer worth through legendary brand names.

Harcourt and Ikegwuru (2018:28) note that “The essence of brand extension is to endeavor to hold on to advantage, business opportunities, approach a distinct market segment or even reduce capacity utilization. The occurrence of this sees that both the extended and parent brand gains”.

The main advantages of brand extension are: reduction in the cost of communication, reduction in the cost of brand name introduction and enhancement of the likelihood of success; whereas, the disadvantages are possible changes in beliefs and the parent brand and reduction in the sales of other products which eventually lead to the loss of equity (Buil *et al.*, 2009; Keller 2008).

2.3. Empirical Review

Several research regarding e-payment mechanisms have accumulated, this study reviewed a few to extract the gap in literature. Agwu (2017) explore the reasons for the usage and non-usage of internet banking services by utilizing the Technological Acceptance Model (TAM) on bank managers, bank customers and students. The qualitative methodology referred to Participatory Action Research was adopted for this study. The study illustrated that all the beliefs particularly security, privacy and infrastructures are significant factors affecting the adoption of internet banking services in Nigeria. The inference from the results was that for internet banking to presuppose a developmental breadth in Nigeria and for the country to be copiously incorporated and esteemed in the universal financial setting, the widespread level of frauds in Nigeria (and among Nigerians) must be attended to.

Emray, Gizem and Wajid (2017) built up a conceptual model to look at the determinants of perceived security and trust including the impact of perceived security and trust on the use of EPS. The study used a sample of 299 respondents, and data was analyzed through structural equation modeling (SEM). The findings specified that both perceived security and trust have a significant influence on EPS use. Technical protection and past experience have been established to be the widespread determinants of perceived security and trust. Managerial implications of the results are discussed and limitations and suggestions for further research designated.

Sanghita and Indrajit (2017) considered the factors which influence adoption of electronic payment and clearing system from Indian customers' perspective. The statistical techniques used for analyzing data in the study were factor analysis and multiple regression analysis, whose result reveal that Perceived Usefulness, Perceived Ease of Use and Perceived Security have significant influences on customers' perception towards Electronic Payment and Clearing System. Nevertheless, insignificant result attained for Perceived Risk which demands further improvement. The significant factors acknowledged from this study are priceless to the policy maker, banking institutions, online transaction facility providers as well as software developers as they develop strategies directed at increasing E-Payment acceptance and use.

Akinbode, Ekpudu, Ojo, and Are, (2016) explored consumer acceptability and patronage of internet retail markets in Nigeria by collecting information from 350 persons randomly selected crosswise the country. The study adopted the simple regression model to test the hypotheses, and the study demonstrated that the rationale for patronizing online retail shops integrated, convenience and timeliness, while the rationale for not patronizing integrated account security, fraud, overpayments, and quality differences between displayed and delivered products etc.

Tijani and Ilugbemi (2015) investigated e-payment channels in the Nigeria banking sector and its impacts on national growth. The authors affirm that considerable number of persons have contact to the services offered through ATM, POS, internet, mobile money and other channels of e-payment, and are secured, convenience and reliable. The study upholds that owing to the reliability of these electronic systems in sustaining customers in executing transactions, e-payment conduits have contributed to national development.

Emeti and Onyeaghala (2015) looked at E-business adoption and consumer attitude in Nigeria by

means of the cross-sectional design. The population of the study incorporated three commercial banks and three shopping centers in Port Harcourt; whereas the sample for the study embraced five staff each from the selected organizations. The stated hypotheses were tested with the person moment correlation coefficient (PMCC), and the study found that a significant relationship between e-business adoption and consumer attitude. The study also, suggested that finding from literature show that aside from psychological, social, technological and situational factors, literature review indicates that other externalities such as; early or late adopters, early or late majority, experiencers, fulfilled and laggard's influences consumer attitude and were found to play significant role in e-business adoption. Thus, the end result of this study connotes the state of affairs of e-business adoption in Nigeria in the present day.

Sanghita and Indrajit (2014) examined the factors influencing consumer's adoption on the light of Technology Acceptance Model using survey based questionnaire anchored on a 5 point Likert scale which allotted scores for the usage such as totally agree -1, agree-2, neutral-3, disagree-4 and totally disagree-5. The data for this study were collected by means of a survey conducted principally in metro city Kolkata, West Bengal and its surrounding suburb area from August to October 2013. Questionnaire were disseminated to randomly selected 650 participants from Education, Banking, Government services sectors, others from IT professionals, students, retired persons or even housewives. Data were analyzed through SPSS version16 software, and the study revealed that the proposed model illustrates the level of fulfillment of each acceptance factors and therefore predicts its adoption and indicates areas of improvement.

Nzaro and Magidi (2014) examine the role of e-payment systems in financial institutions in Zimbabwe, and reveal that the acceptance and use of e-payment systems had greatly impact on respondents' apprehensions such as convenience, product and service variety, cost reduction, speedy payment, security and acceptability.

2.4. Research Gap

Based on the review of extant literature on the subject, it was discovered that numerous investigations have been conducted in the area of e-commerce, e-banking, e-payment, e-shopping, e-governance and m-commerce primarily in the manufacturing or e-commerce locale, however no research is conducted on the influence of e-payment mechanisms on brand extension, as relatively no research consideration has been given to the investigation of the consequences of e-payment mechanisms on brand extension in retail supply chains specifically in Nigerian state namely River State. Therefore it is considered as a research gap and taken as a study theme to envelop the identified gap and to transport a comprehensive study in the aforementioned theme.

From the literature review the following conceptual model for the study was developed:

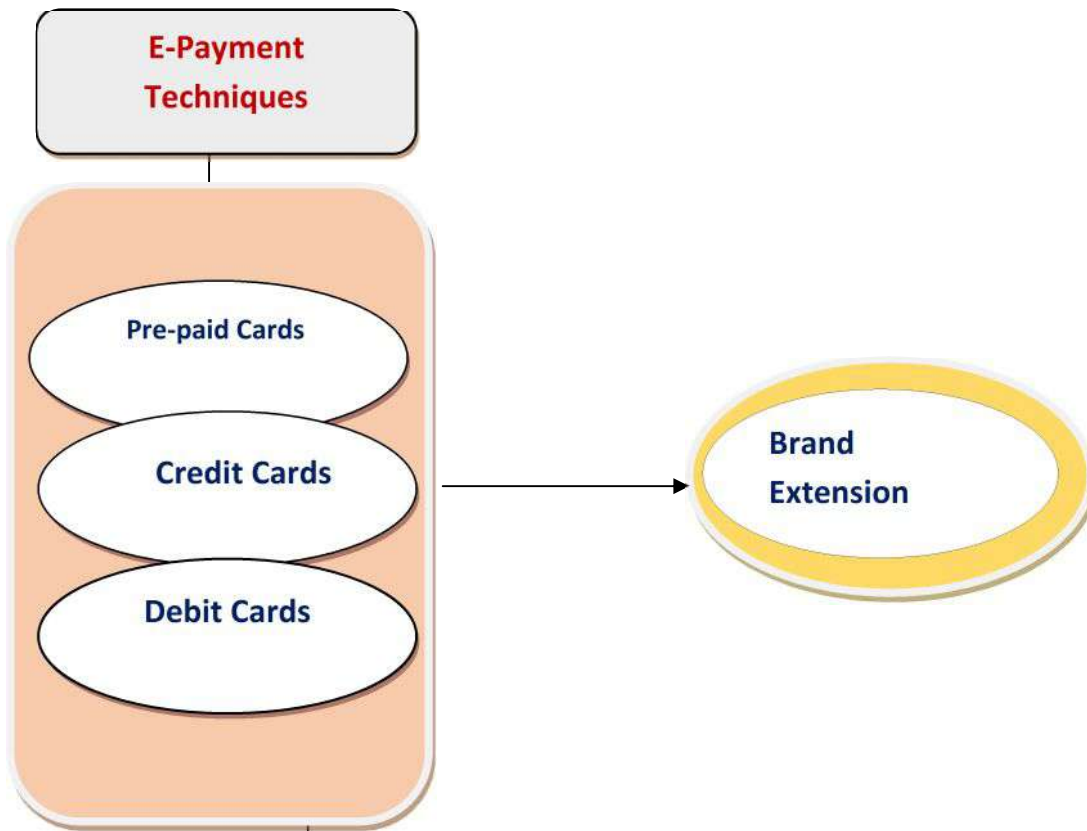


Figure 1. The conceptual model of e-payment techniques and brand sales.

Source: Created by the Authors.

From the conceptual framework, the following hypotheses were formulated.

H0₁: Prepaid card usage does not have a significant and positive effect on brand extension.

H0₂: Credit card usage does not have a significant and positive effect on brand extension

H0₃: Debit card usage does not have a significant and positive effect on brand extension

3. Methodology

Research Design This study is mainly a quantitative research approach, and is a combination of exploratory, descriptive and explanatory research design. Due to the purpose of this research a positivism approach was conducted, since the objective was to perform a quantitative research by far-reaching data gathering. The study adopted the simple random sampling method in order to receive data from selected retailers. In this method each individual (in this case: retailers) are selected exclusively by chance, as each of the retailers have the same likelihood of being selected (Bryman & Bell, 2003).

As the goal of this investigation was to study retailers, they do have analogous distinctiveness as they perform activities that are parallel when selling products to the end customer. The study's categorization of retailers considered the following:

1. Retail sale via stalls and markets
2. Retail sale of food, beverages and tobacco in specialized stores
3. Retail sale of information and communication equipment in specialized stores
4. Retail sale of other household equipment in specialized stores

This database enclosed all desirable information to get in contact with retailers. Persons of interest of each retailer were those who had a holistic knowledge of the organization. Consequently all answers were elicited from CEO's, logistics/purchasing/marketing/store managers. Data for this study were collected by means of a survey conducted mainly in Port Harcourt metropolis, and its surrounding neighborhood area from January to March 2020..Primary data was collected through a structured pre-tested questionnaire. The total number of retailers that were contacted through questionnaire was 375. However, 299 responses were received and after ascertaining the validity of the questions 294(99.3%) respondents were fit for carrying out descriptive and inferential analysis. In testing the stated hypotheses, the multiple regressions and one way Analysis of Variance (ANOVA) were used. Statistical analysis of the data was done through the Statistical Package for Social Sciences (SPSS) version 22.0 software in computer.

4. Results

4.1. Test of Hypotheses

To test the model and the hypotheses, multiple regression analysis was used. It is constructive statistical technique that can be used to analyze the associations between a set of independent variables and using a single dependent variable:

Table 1 **Model Summary**

Model	R	R ²	Adj R ²	Std Error of the Estimate 1	F Change	df1	df2	Sig. F Change	Durbin Watson
1	.810	.656	.653						
2	.902	.814	.752	.50668	221.139	1	293	.000	1.154
3	.874	.764	.762						
				148.5	131.055	1	292	.000	2.847
				.45343	374.879	1	291		2.023

Source: SPSS 22.0 window output (based on 2020 field survey data)

- a. Predictor (Constant), Prepaid Card
- b. Predictor (Constant), Credit Card
- c. Predictor (Constant), Debit Card
- d. Dependent Variable, Brand Extension.

Three models were tested and third model indicates it has three predictors besides constant to determine the dependent variable that met entry requirement in the final equation (PC, CC, DC, BEXT).

Multiple correlation coefficient $R=0.864$ measures the degree of relationship between the actual values and predicted values. Predicted values are obtained as a linear combination of X1 (Prepaid cards), X2(Credit Cards) and X3(Debit Cards). R² represents percentage of the variance in the dependent variables. Table1. shows that 65.6% of the variation (model 1) in brand extension is explained by Prepaid cards single-handedly, 81.4% of the variation (model 2) is explained by Credit cards and 76.4% of the variation (model 3) is explained by Debit cards.

Table 2. Coefficients^b

Model	Constant	Unstandardized Coefficient B	Standardized Coefficient Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
	Constant	-.763	.694	3.169	.002		
2	PP	.690	.740	4.871	.000	.914	1.002
3	CC	.736	.835	3.620	.000	.902	1.000
4	DC	1.43	.696	4.362	.000	.998	1.004

Source: SPSS 22.0 window output (based on 2020 field survey data)

- a. Predictors: (Constant), PC
- b. Predictors: (Constant), PC, CC
- c. Predictors: (Constant), PC, CC, CD
- d. Dependent Variable: Brand Extension

Table 2 shows a considerable correlation between three predictor variables and the dependent variable. Hence this is the best fit model. The Tolerance values varies from 0.902 to 0.998 and VIF values varies from 1.002 to 1.004 (Table 3) and for that reason no multi collinearity has been observed. The Durbin – Watson (1.145, 2.847 and 2.023) (Table 2) statistics tests for auto correlation value varies from 0 to 7. As recommended by Garson (2010), the value should be between 1.5 and 2.5 to point toward independence of observations. As revealed in Table 3, the value of the t test is 4.871, 3.620 and 4.362 which is independent of observations. The outcome of the results shows that the model is statistically significant at 5% significance level.

Table 3: One way ANOVA for the difference in mean between E-Marketing Mechanisms and Brand Extension (N=294).

Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	56.771	1	56.771	221.139	.0000
With in Groups	29.780	293	257		
Total	85.551	294			
Model 2	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	65.335	1	65.335	127.848	.0000
With in Groups	15.337	293	511		
Total	99.324	294			
Model 3	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	77.074	1	77.074	374.879	.0000
With in Groups	23.849	293	206		
Total	100.294	294			

Source: SPSS 22.0 window output (based on 2020 field survey data)

- a. Predictors: (Constant), PC
- b. Predictors: (Constant), PC, CC
- c. Predictors: (Constant), PC, CC, CD
- d. Dependent Variable: Brand Extension

Table 3 presents β values, t values and significance values of independent variables. All the independent variables viz. Prepaid cards ($t=4.871$, $p=0.000$), Credit cards ($t=3.620$, $p=0.000$) and Debit cards ($t=-4.362$, $p=0.000$) are statistically significant at 5% significance level and therefore the alternate hypothesis is accepted. It implies that independent variables have significant effect on brand extension. Prepaid cards, Credit cards and Debit cards have positive effect on brand extension. The coefficients give a measure of the contribution of each variable to the model. Higher the β value, greater is the effect of independent variable on dependent variable. Credit card has the highest coefficient ($\beta = 0.902$) and therefore it has greater effect on brand extension followed by Debit card (0.874) and Prepaid card (-0.810).

5. Discussion of Findings

Studies over the years have shown that for any business to achieve a sustainable competitive advantage, the right kind of product must be offered to the target market. A retail supply chain can have the best location and offer the best price yet not making a significant profit as a result of not engaging in brand line extension. Therefore, the optimal decision on the a retail supply chain's brand line extension can be a good strategy that can facilitate its accomplishment of competitiveness in the market. Previous studies specify a significant correlation between brand line extension decisions and firm's competitive advantage (Shrestha, 2016; Akpoyomare, Adeosun, & Ajao, 2012; Allman, 2013; Wan, Evers & Dresner, 2012). As a result, this study envisages that a relationship exists between E-payment mechanisms and brand line extension.. Specifically, this study conducted an exploratory study to analyze three e-payment mechanism dimensions (prepaid, credit and debit cards) and their effect on brand line extension in retail supply chain in Rivers State of Nigeria. In this study, an attempt has been made to identify e-payment mechanisms and their effect on brand extension, with a focus on the retail supply chain in Nigeria and their use of e-payment mechanisms for transactions in order to provide a deeper understanding of the effect e-payment mechanisms on brand extension. Fabulous responses came from the retailers under study. Approximately 78% of the retailer use of electronic payment mechanism for business transactions. The survey report illustrates that e-payment mechanisms are acceptable in retail supply chain for business transactions, in view of the fact that majority of them are frequent users of prepaid, credit and debit cards. Our findings have shown that prepaid cards, credit cards and debit cards have a positive and significant effect on brand extension in retail supply chain in Rivers State of Nigeria. In other words, when retailers perceived that the electronic payment mechanism (prepaid, credit and debit cards) are safe and dependable, they became more disposed to execute their business transactions by electronic means. The results are consistent with the findings of Tijani and Ilugbemi (2015) who upheld that the reliability of e-payment conduits has contributed in sustaining business transactions.

6. Conclusion and Recommendation

This study investigated the influence of e-payment mechanisms and brand extension. The results have demonstrated that prepaid cards, credit cards and debit cards have been found as significant dimensions of e-payment mechanisms. The study finds evidence of a statistically significant association between e-payment mechanisms (Prepaid cards, Credit cards and Debit cards) and brand extensions. The study therefore concludes that e-payment mechanisms positively and significantly affect brand extension in retail supply chain in the Rivers of Nigeria. The study recommends that the credit card, an attribute of electronic payment mechanism, should be adopted by retail supply chain to boost their brand extension programmes in order to gain competitive advantage in the market place.

Practical Implication

This study combined three dimensions of e-payment mechanisms (prepaid card, credit card and debit card) to determine optimal brand extension in the retail supply chain in Rivers State of Nigeria. It provides the decision makers in retail supply chain in Nigeria with a guide for determining the blend of e-payment mechanisms to adopt in order to gain competitive advantage in the market place. This also served as a guide to potential investors in the retail supply chain to make an informed decision that can strategically improve the efficiency and effectiveness through its advocacy on transformation of e-payment mechanisms.

Limitation and Direction of Further Studies

- (i) This study was conducted in Port Harcourt metropolis and its surroundings. Study from other parts of the country may disclose a dissimilar result owing to demographic and economic differentiation. Furthermore, the sample was restricted basically to a city where level of literacy is relatively higher
- (2) This study concentrated mainly on four retail supply chain outfits, further research should highlight on a larger number of retail supply chain outfits to substantiate the findings of this study.

Contribution to Knowledge

From the review of related literature, no study conceptualized e-payment mechanisms and brand extension in the retail supply chain in Rivers State of Nigeria; hence this present study offers a new structure that would serve as a conduit to business practitioners, the academia and students.

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Effect of Entrepreneurial Orientation on the Performance of Public Sector Organizations in South-East Nigeria

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Abstract: Entrepreneurial orientation is a significant determinant of organization performance. The multifaceted nature of EO prompted a need for more insightful study to bring to for the extent to which EO affect organization performance. However, past researcher has shown the effect on private and small medium enterprises but this study assessed the effect of entrepreneurial orientation on the performance of public sector organization in South-East, Nigeria. The study was to ascertain: how inflexibility adherent to laid down office rules impact on the performance of public institution in South-East Nigeria, the extent to which financial autonomy leads to profitability of public institution in south-east Nigeria and how innovation improves on the services rendered to and retention of customers of federal public institutions in south-east, Nigeria. The population of the study was 437 top management and middle level managers drawn from five selected federal institutions. The sample size of 205 was obtained from the total population of 437. Out of the 205 copies of the questionnaires that were distributed, 192 copies were returned while 13 copies were not returned. The findings indicate that: inflexible adherence to laid down office rules is a key traditional managerial factor impacting on the performance of public sector organizations, financial autonomy significantly leads to profitability of public sector organizations and innovation significantly assists improvement of services rendered and retention of customers of public sector organizations. The study concluded that the performance of public institutions depend on the application of entrepreneurial orientation.

Keywords: entrepreneurial orientation, organization performance, public institution, new public management

1.0 INTRODUCTION

In today's business environment, nothing remains still. The rate of change which business organizations face continues to increase more and more in the last five decades. This is as a result of advances in information and communication technology, increasing democratization of economies and liberalization of economies across the globe. "Change" thus now become inevitable and turns to be a regular feature of business life. This necessitate the fact that it cannot be wished away but to give it the necessary attention (inform of management) in order to guarantee continual increased business performance. John .f. Kennedy (2005) suggests that those that fail to accept and embrace change will have a limited future. In his words "change is the law of life and those who look only to the past or present are certain to miss the future.

Sequels to these happenings most organizations are now continually concerned about how to achieve better operational competence thereby adopting all manner of strategies to its effect such as Entrepreneurial orientation which represents strategy making processes that provide organizations with a basis for entrepreneurial decisions and actions (Rauch and Wiklund,

2009). It encompasses specific organizational-level behaviour to perform risk-taking, self-directed activities, engage in innovation and react proactively and aggressively to outperform the competitors in the marketplace and hence enhances firm performance (Lumpkin and Dess, 1996). Organization performance is positively impacted by the presence of entrepreneurial orientation, which tend to create a significant contribution on organization competencies, and this in turn becomes a great boost for further enhancing innovativeness.

Moreso, organizations today have increasingly become aware of the importance of entrepreneurial orientation practices. This awareness in a system is a critical dimension in the performance of organization (Blau, 2007). The real life experiences corroborate the assumption that no matter how sophisticated and modern the business activities of the organization may become, it will be really difficult to uphold its growth and effectiveness unless there are strategies that complement its operations.

The organizations that encourage the entrepreneurial orientation and nurture the talents of the people are very valuable for the society. Nowadays, the organizations are increasingly placed in situations in which it is necessary to tend toward the entrepreneurial activities (Shepherd, Covin, and Kuratko 2008). The organizations have to meet the conditions in which the spirit of entrepreneurship governs the whole organization, and the employees can approach the entrepreneurial activities whether individually or in group. This is why different organizations willingly promote the entrepreneurial activities among their employees. One of the most important factors that facilitate the entrepreneurial orientation in organizations is the suitable organizational structure that is appropriate to the goals of that organization. Any organization that intends to do entrepreneurial activities must adopt a flexible and entrepreneurial structure. The suitable conditions for the entrepreneurial activities cannot be created without the needed backings, but the organizational structure has to make the grounds for appearance of such backings (Johnson and Van de Ven, 2002). Thus the identification of such factors plays an important role in creating such an entrepreneurial space and reinforces the flows of innovation in organization.

The competing counterparts of Nigerian government public sector organizations are increasingly adopting these modern techniques, gaining fast and full impacts of clientele satisfaction and repeated patronage, most Nigerian government owned institutions wallow in poor services, excessive delays and avoidable inefficiencies, all as a result of the strict adherent to bureaucratic structure they are built on. Meanwhile, there have been a growing assertion that this traditional organizational structure in this contemporary period, are no longer appropriate, and most other companies also have been moving away from it to the modern boundary-less or virtual organizational structure – the one which requires organizations to network and collaborate more than ever before; and allow workers to apply initiatives, work in teams, manage their works with some form of autonomies and also make or take part in decision making (Lee, 2008). As a result of this, many organizations have subscribed to entrepreneurial orientation in most of their strategic decision-making processes (Bensau and Venkatraman, 2005). It has been further argued that firms that possess higher levels of entrepreneurial orientation will perform better than those with lower levels of entrepreneurial orientation (Davis, 2007). Higher levels of entrepreneurial orientation allow firms to have the ability to identify and seize opportunities in a way that differentiates them from non-entrepreneurial firms (Covin, Slevin, and Shepherd, 2006).

Apparently, in order for public organizations to be at par with their counterparts in the private sectors, Public sectors are required to change from being bureaucratic to being

entrepreneurial. Entrepreneurial orientation (EO) has been considered as major contributor to firms' performance. As mentioned earlier, EO has been found as a factor affecting the performance of firms. However, studies which examine the relationship between EO and firms' performance are primarily using private firms or small and medium enterprises as the benchmark and has rarely been conducted in public sector organization. Considering the mentioned gap, question such as "are dimensions in EO influence the performance of public sector organizations?" This remains unanswered. This study thus sought to address the gap by examining how the following: traditional managerial factors, financial autonomy and innovativeness affect the performance of public sector organizations in south-east Nigeria.

Objectives of the Study

The broad objective of this study is to assess the effect of entrepreneurial orientation on organizational performance. However, the specific objectives therefore are to:

- i. Determine the key traditional managerial factors that impact on the performance of public sector organizations
- ii. Assess the extent to which financial autonomy leads to profitability of public sector organizations
- iii. Examine how innovation improves on the services rendered to and retention of customers of public sector organizations

2.0 BRIEF REVIEW OF LITERATURE

The variables that are the central focus of this study are as follow; entrepreneurial orientation and organization performance-are topical and enjoy robust discussion in the literature. To contextualize this review and make it relevant to the study, we shall take the concepts one after the other.

2.1 Conceptualizing the Term 'Entrepreneurial Orientation'

Stevenson (1983) defined entrepreneurship as the process by which individuals either on their own or inside organizations pursue opportunities without regard to the resources that they currently possess. The essence of entrepreneurial behaviour therefore consists of identifying opportunities and putting useful ideas into practice. The task for this behaviour can be accomplished by either an individual or a group and typically requires creativity, drive, and willingness to take risk.

Morris, Kuratko, and Covin (2008) conceptualised the term entrepreneurial orientation to mean 'entrepreneurial intensity' in their study; they offer to describe the concept as a reflection of both– how entrepreneurial think they are doing or are being done, and how innovative, risky, and proactive those things tend to be. This could either be at individual-level entrepreneurship or at firm-level entrepreneurship. Also, from (Rauch, Wiklund, Lumpkin, and Frese 2009) view, the concept of entrepreneurial orientation has been defined to represent policies and practices that provide a basis for entrepreneurial decisions and actions be it at individual-level or at firm-level. Ireland, Covin and Kuratko (2009) also defined entrepreneurial orientation (EO) as an organizational state or quality that is defined in terms of several behavioural dimensions. Still in line with these sets of definitions, Covin and Slevin (1991) also offered that EO implies the

presence of organizational behaviour which reflects risk-taking, innovativeness, and proactiveness.

From these foregoing definitions, it can be deduced that the term 'entrepreneurial orientation' is practically a behavioural concept which involves some complex psychological processes that describe the attitudinal dispositions of individuals or firms toward being innovative, wanting to take-risk, entering into new line of businesses, etc. It is these behavioural dimensions that were advocated to describe the state and quality of an organization as being entrepreneurially orientated in Ireland et al.'s (2009) definition. Meanwhile, this same Ireland et al.'s (2009) definition is not also different from the entrepreneurial organization behaviour which Covin and Slevin (1991) described as risk-taking, innovativeness, and proactiveness. Lumpkin and Dess's (1996) model of EO adds competitive aggressiveness and autonomy to this list of entrepreneurial orientation attributes.

In a more realistic sense therefore, the term entrepreneurial orientation (EO) may be viewed as an entrepreneurial strategy-making processes that the key decision makers use to enact their firm's organizational purpose, sustain its vision, and create competitive advantage(s) mostly in today's highly changing business environment (Pinchot, 2005). It refers practically to the processes, practices, and decision-making activities that lead to new business entry or strategic innovation development (Ireland, Covin and Kuratko 2009). The key dimensions that characterize an EO include a propensity to act autonomously, a willingness to innovate and take risks, and a tendency to be aggressive toward competitors and proactive relative to marketplace opportunities (Nasser, Du Preez and Herrmann 2003).

In this study, entrepreneurship in the public sector will be referred to as *public entrepreneurship*– the process of identifying and pursuing opportunities (by groups and/or individuals) characterized by innovativeness, proactiveness, and risk-taking. This definition is in line with Currie et al. (2008) and the use of EO in the private sector. Public entrepreneurship does not take the form of independent entrepreneurship, but of corporate entrepreneurship, i.e. always in association with existing organizations. When referring to a public department's or organization's extent of entrepreneurship, the term *entrepreneurial orientation* (EO) will be used. The strict focus on new entry Lumpkin and Dess (1996) associate with EO will be set aside in the public sector context, in which it appears less appropriate. When referring to an individual's behaviour, the term entrepreneurial behaviour will be used.

Inadequate current solutions and turbulence (Bernier & Hafsi, 2007; Morris et al., 2008) provide public entrepreneurs with opportunities to create (public) value. Moore (1995) argues that an analysis of public sector organizations will usually reveal a number of what he calls *gaps*. These gaps, which represent an organization's current inability to fulfil its goals, require innovation. The extent to which an organization's performance can be improved depends on how well an organization is currently adapted. Morris and Jones (1999) use the term *opportunity* from entrepreneurship research to make the same point. They show such opportunities for entrepreneurship in a public university; these include: changed demographics, emergence of new market segments, process needs, new technologies, and funding and regulatory change. Pursuing such opportunities by means of entrepreneurship can improve internal processes and yield better solutions to social and economic problems (Morris & Jones, 1999).

Politics must not and cannot predefine all public sector organizations' operations. While some legislation provides very explicit and detailed guidelines, others define objectives (Marx, 1965). The onus is therefore on public entrepreneurs to act upon the above-mentioned

gaps/opportunities and to initiate innovation (Moore, 1995; Morris et al., 2008). Bellone and Goerl (1992) note that such public entrepreneurship can only gain legitimacy in democracies through the involvement of the public.

2.2. Traditional Public Management

The traditional public management approach is usually associated with Max Weber's idea of an ideal bureaucracy type (Pollitt & Bouckaert, 2004; Stoker, 2006). Weber (1946) characterizes such a bureaucracy as the desirable way to organizing public administration and, to a large degree, private administration. He goes as far as to state: "The decisive reason for the advance of bureaucratic organization has always been its purely technical superiority over any other form of organization" (1946). The defining characteristics of an ideal bureaucracy are as follows:

- i. There is the principles of fixed and official jurisdictional areas, which are generally ordered by rules, that is, by laws or administrative regulations.*
- ii. The principles of office hierarchy and of levels of graded authority mean a firmly ordered system of super- and subordination in which there is a supervision of the lower offices by the higher ones.*
- iii. The management of the modern office is based upon written documents ('the files'), which are preserved in their original or draught form. In general, bureaucracy segregates official activity as something distinct from the sphere of private life.*
- iv. Office management, at least all specialized office management usually presupposes thorough and expert training.*
- v. When the office is fully developed, official activity demands the full working capacity of the official.*
- vi. The management of the office follows general rules, which are more or less stable, more or less exhaustive, and which can be learned. Knowledge of these rules represents a special technical learning which the officials possess. (Weber, 1946)*

However, beginning in the late 1970s, bureaucracy increasingly came to be viewed as unsuitable in an environment that was said to be changing faster than ever (Hood, 1991). Points of criticism included inflexible structures, indifferent and bureaucratic staff, and the dehumanization of the organization (Hood, 1991; Schedler & Proeller, 2006). Osborne and Gaebler have not one good word to say when describing previous public administrations: "They became bloated, wasteful, and ineffective. And when the world began to change, they failed to change with it" (1992). Accordingly, it was time to change public administration. This change was introduced under the heading of new public management.

2.3 New Public Management

New public management sought to improve management and processes by applying more private sector management techniques and market elements (Schedler & Proeller, 2006). While reforms were not applied uniformly across countries or organizations (Pollitt & Bouckaert, 2004; Schedler & Proeller, 2003), many reforms corresponded with NPM doctrines as identified by Hood (1991): (i) 'hands-on' professional management; (ii) explicit performance standards and measures; (iii) greater emphasis on output controls; (iv) disaggregation of units; (v) greater competition; (vi) an emphasis on private sector management practice styles; and (vii) an

emphasis on greater discipline and parsimony in resource use. This shift also changed to role of public sector managers. “A good new public management system gives managers the freedom to manage. Politicians exist to set goals but then get out of the way” (Stoker, 2006). The public manager’s job thus became more like that of the private manager; they were to decide how best to achieve an outcome with a given amount of resources. Several scholars consequently considered public sector managers as entrepreneurs (Bernier & Hafsi, 2007; Hafsi, Bernier, & Farashahi, 2007; Osborne & Gaebler, 1992). Any objective assessment of whether or not NPM’s often high expectations were fulfilled is challenging (Pollitt & Bouckaert, 2004). There are often multiple ways of assessing results as well as contradicting information. However, even critics praise benefits such as improved consumer orientation, the clarification of objectives and responsibilities, and the use of executive agendas and performance management systems (Kelly et al., 2002; for an extensive discussion of results, see Pollitt & Bouckaert, 2004). Despite these benefits, NPM reforms are also associated with negative developments in public management. Kelly et al. (2002) and Alford and Hughes (2008) summarize these negative developments by pointing to NPM’s narrow focus on measurable performance outcomes, which might lead to a neglect of what mattered to the public, as a primary problem. Further points of criticism include: viewing citizens as clients, the ‘hidden agenda’ of cutting costs, the neglect of the service needs of different client groups, the disposition towards small-scale versus large-scale improvement, and the non-involvement of citizens and stakeholder groups. For public value advocates, this situation set the stage for a paradigm shift.

2.4. Conceptualizing the Meaning and Components of Organizational Performance

The term Organizational Performance is one of the most popular variables studied in management research and academic literature. Its definition is somewhat difficult because of its myriad meanings. Although, there isn’t any universally accepted definition for this concept but as for the need to conceptualize it in this current study, the various existing definitions would first be reviewed.

In the '50s, organizations were viewed as a social system; hence, organizational performance was defined as the extent to which organizations fulfilled their objectives (Awang, Yusof, Kassim, Ismail, Zain and Madar.2009). Performance evaluation during this time was focused on work, people and organizational structure. Later in the '60s and '70s, organizations have begun to explore new ways to evaluate their performance. During this period, organizational performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Wiklund and Shepherd, 2005). The years '80s and '90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, many organizational theorists supported the idea that an organization’s performance refers mainly to organizational objectives achieved based on the constraints imposed by the limited resources (Coulthard, 2007). In this context therefore, profit became one of the many indicators of organizational performance.

Acar, Zehir, Ozgenel, and Ozsahin (2013) provide a set of definitions to illustrate the concept of organizational performance:

- i. Organizational Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of organization's objectives and results.
- ii. Organizational Performance is dynamic, requiring judgment and interpretation.
- iii. Organizational Performance may be illustrated by using a causal model that describes how current actions may affect future results.
- iv. Organizational Performance may be understood differently depending on the person involved in the assessment of the organizational performance (i.e. a person within the organization compared to one from outside).

From the above set of definitions, it can be deduced that the term organizational performance is a multidimensional construct, but it can be measured in four buckets;

- i. **Relevance:** Being the degree to which the organization's stakeholders think of the company is relevant to their needs. Clients judge the relevance of products or services by buying them, employees by working hard, shareholders by buying and holding shares, and so on.
- ii. **Effectiveness:** Being the degree to which the organization is successful in achieving its strategy, mission and vision.
- iii. **Efficiency:** Being how well the organization uses its resources (financial, human, physical, information)
- iv. **Financial Viability:** Being how viable the organization is not only in the short term but also in the long term (i.e. how long the company has remained profitable? and how the company has shown an ability to make good long-term investments?).

2.5 EO and Organization Performance

The relationship between EO and Organization performance has become the main subject of interest in past literatures. According to Rauch, Wiklund, Lumpkin and Frese (2009), it is likely for Organizations adopting EO to perform better than companies that adopt conservative orientation. Initially, one could question the importance of EO for the success of enterprises. Thus, previous studies showed that EO could significantly improve Organization performance (Covin and Slevin, 1991; Lumpkin and Dess, 1996; Wiklund and Shepherd, 2005; Covin and Slevin 1989; Lumpkin and Dess, 2001). Many studies on EO and business performance have been associated to have positive results (Jantunen, Puumalainen, Saarenketo, and Kylaheiko, 2005; Chow, 2006; Coulthard, 2007; Wiklund, 1999; Wiklund and Shepherd, 2003, 2005; Zahra, 1991; Zahra and Covin, 1995; Madsen, 2007; Keh, Nguyen and Ng, 2007; Lee, Lee and Penning, 2001; Lumpkin and Dess, 1996). However, there is no doubt there are also studies that revealed that EO does not give positive results to Organization performance (Hart, 1992; Matsuno, Mentzer and Ozsomer, 2002; Morgan and Strong, 2003; Smart and Conant 1994; Naldi, Nordqvist, Sjöberg, and Wiklund, 2007). Thus, the researcher coincide with few studies that on different situation, EO will have a direct and indirect impact towards a firm's performance depending on different environments (Zahra, 2008; Kellermanns, Eddleston, Barnett and Pearson, 2008; Lumpkin and Dess, 1996). Hence, the study of EO especially on Lumpkin and Dess's (1996) dimensions are needed as many studies have proven there is a relationship between EO and Organization performance.

2.6. Theoretical Framework

This study is anchored on several existing theories and models that can help to explain how entrepreneurial orientation at the firm-level entrepreneurship works to achieve organizational performance. Such theories include; the Resource Based View [RBV] and Theory of Entrepreneurial Orientation-Firm Performance Link.

The Resource Based View Model

Some aspects of most extant theories are thought of long before they are formally adopted and brought together into a framework of knowledge in an academic theory. The same could be said with regard to the Resource-Based View theory. While this important body of research within the field of Strategic Management was named by Birger Wernerfelt as Resource-Based View of the Firm (1984), the origins of the resource-based view theory can be traced back to earlier research. The resource based view has been a common interest for management researchers and numerous studies have been done for the same. A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 2012; Sirmon, Hitt and Ireland 2007). RBV explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as being 'firm-specific' (Barney 2001; Amit and Schoemaker, 1993). These authors write about the fact that a firm may reach a sustainable competitive advantage through unique resources which it holds, and these resources cannot be easily bought, transferred, or copied, and simultaneously, they add value to a firm while being rare. It also highlights the fact that not all resources of a firm may contribute to a firm's sustainable competitive advantage. Varying performance between firms is a result of heterogeneity of assets (Makadok, 2011) and RBV is focused on the factors that cause these differences to prevail (Grant 2001; Mahoney and Pandian 2002).

The relevance of the RBV theory to the current study is that in the Resource-Based View theory, much emphasis was placed on the importance of resources and its implications for firm performance (Conner, 2011; Rumelt, 2004; Mahoney and Pandian, 2012; Rugman and Verbeke, 2002). The term 'resources' as it applies to this current study therefore, refers to the Entrepreneurial Skills, Capabilities, Posture and Orientation which the organization possesses particularly among its middle and low level managers. The RBV theory is explained in its ability to deliver sustainable competitive advantage only when such organizational resources are managed in a way that – their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier (Mahoney and Pandian 2012; Sirmon, Hitt and Ireland, 2007). The theory explains that a firm's sustainable competitive advantage is reached by virtue of the quality of resources [ES, EC, EP and EO] possessed – being rare, valuable, inimitable, non-tradable, and non-substitutable, as well as being firm-specific (Barney 2001; Amit and Schoemaker, 1993). From this theoretical perspective therefore, the RBV theory has been adopted here in this study primarily for describing how inimitable, valuable and rare entrepreneurial orientation as an internal resources helps in achieving organizations performance

Theory of Entrepreneurial Orientation-Firm Performance Link

Covin and Slevin (1991) offered an important contribution to the entrepreneurship literature by developing a theoretical model of the relationship between an aggregated conceptualization of entrepreneurial orientation (innovativeness, proactiveness, and risk-taking) and firm

performance. Covin and Slevin aggregated three sub-dimensions of entrepreneurial orientation (innovativeness, proactiveness, and risk-taking) when developing their theoretical model. Although, previous researches have suggested that these three sub-dimensions of entrepreneurial orientation may have differential relationships with other important organizational variables (Kreiser, Marino, and Weaver., 2002; Lumpkin and Dess, 1996). From the Covin and Slevin's model, the three sub-dimensions of entrepreneurial orientation have also been shown to possess differential relationships with organizational performance. On one hand, (Begley and Boyd 2007) proposed that risk-taking would have a curvilinear relationship with performance in entrepreneurial firms. Their findings suggested that entrepreneurial firms exhibiting moderate level of risk-taking would outperform those exhibiting either very high or very low levels of risk-taking. The authors concluded that risk-taking has a positive effect on return on asset (ROA) up to a point; beyond that point, increases in risk-taking began to exert a negative effect on ROA (Begley and Boyd, 2007).

3.0. METHODOLOGY

Data for this study was sourced from both primary and secondary sources. Personnel (especially the top, middle and lower level directors or unit heads from the sampled public sectors were the major source of primary data while reports of previous studies and literature were the source of secondary data.

A sample size of 205 personnel was derived from the total population of 437 of selected 5 public sector in South-east Nigeria. Survey method of design was used and data were collected using questionnaire. A 5-point Likert scale was used for rating the opinions of the respondents toward the questions asked. This includes (5 – Strongly Agree, 4 – Agree, 3 – Undecided, 2 – Disagree, and lastly 1 – Strongly Disagree). The analysis of data, interpretation and test of hypotheses was done with SPSS.

4.0. METHODS OF DATA ANALYSES

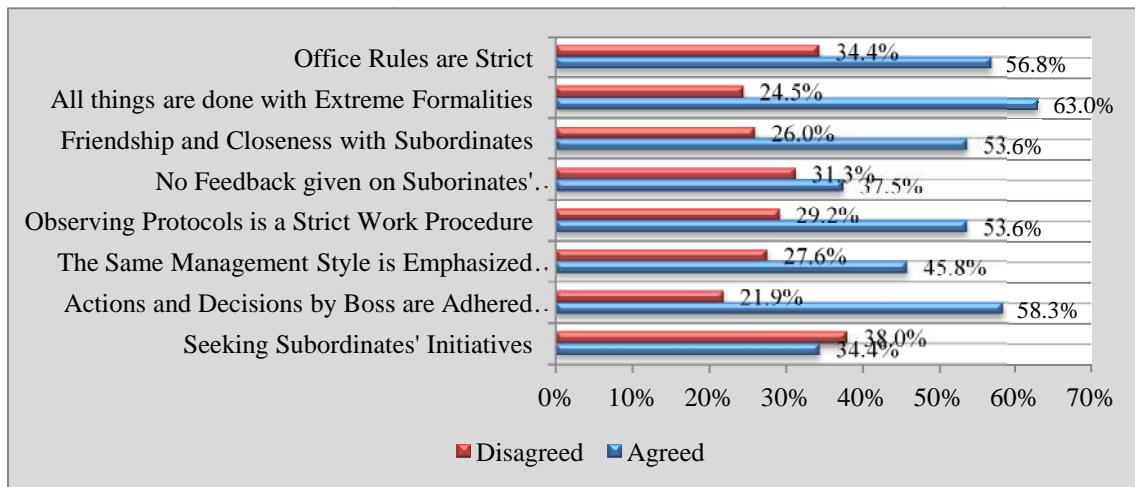
Both descriptive and inferential statistical analytical methods will be employed for analyzing the data to be collected for this study. The descriptive methods include the use tables, frequencies, charts (Bar and Pie Charts), and percentages while the inferential statistical methods involved the use of appropriate Test of Significance methods in the following test order.

Hypothesis One

Principal Component Analysis [PCA] method of Factor Analysis was used to test this hypothesis. The method assists in reducing a large group of factors to the most significant ones. By using Varimax Rotation Component of factors with Eigen value greater than 1, (Eigen values are a special set of scalars associated with a linear system of equations (i.e., a matrix equation) that are sometimes also known as characteristic roots, characteristic values, proper values, or latent roots).

Hypothesis Two and Three

To test these hypotheses, Simple Linear Regression analysis was used. A regression model was developed for each hypothesis for describing the interaction between the variables.



Summary of the Respondents' Opinions on Traditional Managerial Factors Impacting on Public Sector Organizations' Performance

From the top-down view of the chart, it can be deduced that majority of the respondents were in support of the questions asked on traditional managerial factors except the last item which reads that "...seeking subordinates' initiatives while they are at work?". Although, the margin of difference isn't much yet, majority of them disagreed that they don't seek their subordinates' initiatives. Meanwhile, quite a number of the respondents remained muted on some questions. They neither agreed nor disagreed. In the light of these, there are inconclusive points to hold on as regard the key traditional managerial factors impacting on the performance of public sector organizations.

4.1.2 The Extent to which Financial Autonomy leads to Public Sector Profitability

Research Question 2: *To what extent does financial autonomy lead to profitability of public sector?*

To proffer solution to this research question, some data sets have been gathered mainly on the financial autonomy of the government officials as well as the data on the profitability status of their institution. These data sets would be presented and analyzed here.

Autonomy to Generate Fund

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	3	0	15	6	13	37	19.3
Agreed	9	4	18	10	28	69	35.9
Undecided	2	8	11	0	33	54	28.1
Disagreed	4	2	0	0	12	18	9.4
Strongly Disagreed	1	3	0	0	10	14	7.3
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

The table above presents the responses of the respondents regarding whether they have the right to generate funds in their department. 37(19.3%) of them strongly agreed, 69(35.9%) also

agreed, 54 (28.1%) remained undecided, 18 (9.4%) of them disagreed while 14 (7.3%) others strongly disagreed. From this, it can be deduced that majority of the respondents are in support of the notion that they do have the right to generate funds in their department.

Permission to use Personal Discretion to raise Money

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	0	0	13	7	8	28	14.6
Agreed	0	1	19	6	26	52	27.1
Undecided	2	8	10	3	35	58	30.2
Disagreed	12	6	2	0	17	37	19.3
Strongly Disagreed	5	2	0	0	10	17	8.9
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

Still on financial autonomy, the table above presents the responses provided by the respondents as to whether they are allowed to use their discretion to raise money in their departments. 28 (14.6%) of the respondents strongly agreed, 52 (27.1%) of them also agreed, 58(30.2%) remained undecided, 37 (19.3%) disagreed while 17 (8.9%) others strongly disagreed. Based on this report, it can be deduced that majority of the respondents are indecisive about whether they are allowed to use their discretion to raise money in their departments or not.

Approval is strictly mandated to be sought before making any Spending

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	7	2	0	4	11	24	12.5
Agreed	5	9	3	6	19	42	21.9
Undecided	6	6	11	2	9	34	17.7
Disagreed	1	0	18	1	21	41	21.4
Strongly Disagreed	0	0	12	3	36	51	26.6
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

From the table above, the reactions of the respondents as regard spending are presented. 24(12.5%) of them strongly agreed that spending of funds is not easy, that approval must first be sought from the top management. In the same vein, 42 (21.9%) of them also agreed, 34 (17.7%) remained undecided, 41 (21.4%) disagreed while 51 (26.6%) others strongly disagreed. In all, it can be deduced that majority of the respondents are not in support of the motion that they must first seek approval from the top management before they spend.

Except on Budgeted Items, Spending on New Things are not Allowed

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	9	7	6	3	16	41	21.4
Agreed	8	4	9	1	24	46	24.0
Undecided	2	0	7	6	5	20	10.4
Disagreed	0	2	14	6	19	41	21.4
Strongly Disagreed	0	4	8	0	32	44	22.9
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

The data presented through the table above shows that, 41 (21.4%) of the respondents strongly agreed to the notion that says “except on budgeted items, spending on new things are not permitted”. In the same vein, 46 (24.0%) of them also agreed, 20 (10.4%) of them could not decide, 41 (21.4%) disagreed while 44 (22.9%) others strongly disagreed. From this analysis, it can be deduced that majority of respondents are almost distributed equally between those in support and those that are not in support.

The Plans on How and What to Spend on are centrally determined

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	5	11	8	3	16	43	22.4
Agreed	8	6	12	8	22	56	29.2
Undecided	4	0	6	5	18	33	17.2
Disagreed	0	0	9	0	24	33	17.2
Strongly Disagreed	2	0	9	0	16	27	14.1
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

As for the plans on how and what to spend on in each of the department of the public institutions, 43 (22.4%) of the respondents strongly agreed that the plans are independently determined. 56 (29.2%) of them also agree, 33 (17.2%) of them remained undecided, 33 (17.2%) also disagreed while 27 (14.1%) others strongly disagreed. From this analysis, it can be deduced that majority of the respondents are independently that the plans on how and what to spend on are independently or centrally determined.

The data presented in the foregoing section represents the data on financial autonomy of the respondents. The data on the profitability of the public sector organizations is therefore presented here below.

The Profitability Status of Public Sector Organizations

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	7	2	9	0	11	29	15.1
Agreed	11	2	13	2	21	49	25.5
Undecided	1	8	5	12	37	63	32.8
Disagreed	0	2	8	0	18	28	14.6
Strongly Disagreed	0	3	9	2	9	23	12.0
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

The table above, 29 (15.1%) of the respondents strongly agreed that their organization has never recorded surplus in their finances. In the same vein, 49 (25.5%) of them also agreed, 63 (32.8%) of them remained undecided, 28 (14.6%) of them disagreed, while 23 (12.0%) others strongly disagreed. In all, it can be deduced that majority of the respondents are indecisive about whether their organization has never recorded surplus in their finances but amongst others, majority agreed.

The data on the financial autonomy of the department heads of government institutions as well as the data on the profitability status of the institutions have been presented and analyzed in

the foregoing section. However, the connection between these two data sets as spelt in the beginning part of this section is yet to be determined [i.e. assessing the extent to which financial autonomy of the department heads leads to the profitability of public institutions]. And to do this, these two data sets would be subjected to test of significance [hypothesis or inferential testing] using appropriate statistical technique. From this, the inference regarding the extent of effect between financial autonomy and the profitability status of the institutions as opinionated here would be affirmed statistically.

4.1.3 How Creativity improves the Services Rendered and Retention of the Customers of Public Sector Organizations

Research Question 3: *How does innovation assist in improving the services rendered and retention of customers of public sector organizations?*

To proffer solution to this research question, two data sets would be required, these include; the data on creativity and the data on clientele services which are rendered by the government institutions. These data sets were presented and analyzed here.

Table 4.18: Concentration on the marketing of tried and true services

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	7	0	9	5	12	33	17.2
Agreed	4	0	7	11	29	51	26.6
Undecided	2	2	4	0	18	26	13.5
Disagreed	1	11	10	0	24	46	24.0
Strongly Disagreed	5	4	14	0	13	36	18.8
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

On table 4.18 above, the response of the respondents as regard whether their departments are allow to concentration on the marketing of tried and true product or services. 33 (17.2%) of them strongly agreed, 51 (26.6%) of them also agreed, 26 (13.5%) of them remained undecided, 46 (24.0%) disagreed while 36 (18.8%) others strongly disagreed. In all, it can be deduced that majority of the respondents are in support of the notion that their departments sometimes, are allowed to concentration on the marketing of tried and true product or services.

Table 4.19: Numerous new lines of products or services

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	4	0	2	2	25	33	17.2
Agreed	2	2	6	1	17	28	14.6
Undecided	7	2	11	0	6	26	13.5
Disagreed	3	8	9	5	27	52	27.1
Strongly Disagreed	3	5	16	8	21	53	27.6
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

Based on their responses analyzed on table 4.18, table 4.19 hereby showed that there are numerous new lines of products or services. 33 (17.2%) of them strongly agreed, 28 (14.6%) of

them also agreed, 26 (13.5%) remained undecided, 52 (27.1%) disagreed while 53 (27.6%) others strongly disagreed. From this analysis, it shows that majority of the respondents did not agree to it.

Table 4.20: For Knowledge Improvement, anyone can offer to supply Initiatives

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	3	0	8	2	23	36	18.8
Agreed	7	2	4	0	12	25	13.0
Undecided	3	0	7	3	13	26	13.5
Disagreed	6	2	12	2	29	51	26.6
Strongly Disagreed	0	13	13	9	19	54	28.1
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

For knowledge improvement, 36 (18.8%) of the respondents on table 4.20 above strongly agreed that, anybody can offer to supply initiative in their office. In the same vein, 25 (13.0%) of the respondents also agreed, 26 (13.5%) of them remained undecided, 51 (26.6%) of them disagreed while 54 (28.1%) others strongly disagreed. From this report, it can be deduced that majority of the respondents are not in support of anybody offering to give initiative even if it is for knowledge improvement.

Table 4.21: A strong emphasis is on research and development

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	2	0	9	0	10	21	10.9
Agreed	7	8	16	2	16	49	25.5
Undecided	6	4	13	2	28	53	27.6
Disagreed	1	5	3	8	19	36	18.8
Strongly Disagreed	3	0	3	4	23	33	17.2
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

On table 4.21 above, 21 (10.9%) of the respondents strongly agreed that there is strong emphasis on research and development. Also, 49 (25.5%) of the respondents agreed, 53 (27.6%) remained undecided, 36 (18.8%) of them disagreed while 33 (17.2%) others strongly disagreed. Based on this report, it can be deduced that majority of the respondents were not decisive about whether seeking knowledge from subordinates is actually detested in their offices.

Table 4.22: Update in product or service lines have been principally of minor nature

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	6	6	15	7	17	51	26.6
Agreed	6	4	17	9	28	64	33.3
Undecided	4	2	12	0	29	47	24.5
Disagreed	3	4	0	0	18	25	13.0
Strongly Disagreed	0	1	0	0	4	5	2.6
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

On table 4.22 above, 51 (26.6%) of the respondents strongly agreed that the update in product or service lines have been principally of minor nature. In the same vein, 64 (33.3%) of the respondents also agreed, 47 (24.5%) of them remained undecided, 25 (13.0%) disagreed while 5 (2.6%) others strongly disagreed. From this analysis, it can be deduced majority of the respondents are in support that update in product or service lines have been principally of minor nature.

Table 4.23: The Status of Clientele Services

	Abia NBC	Anambra NIPOST	Ebonyi Fed. Poly. Uwana	Enugu Akanu Ibiam Airport	Imo FMC	Total	Percentage (%)
Strongly Agreed	7	4	9	11	41	72	37.5
Agreed	12	2	11	5	27	57	29.7
Undecided	0	4	24	0	18	46	24.0
Disagreed	0	2	0	0	7	9	4.7
Strongly Disagreed	0	5	0	0	3	8	4.2
Total	19	17	44	16	96	192	100.0

Source: Field Survey 2015

On table 4.23, 72 (37.5%) of the respondents strongly agreed that clientele services are rendered quicker enough and very efficiently. In the same vein, 57 (29.7%) of them also agreed, 46 (24.0%) of them remained undecided, 9 (4.7%) of them disagreed while 8 (4.2%) others strongly disagreed. Based on this report, it can be deduced that majority of the respondents are in support of the motion that clientele services are rendered quicker enough and very efficiently.

Test of Hypothesis One

- H_{01} : Inflexible adherence to laid down office rules is not the key traditional managerial factor impacting the performance of public sector organizations.
- H_1 : Inflexible adherence to laid down office rules is the key traditional managerial factor impacting the performance of public sector organizations.

To test this hypothesis, the data presented in section 4.3.1 would be used. The data would be subjected to a Factor Analysis test using Principal Component Analysis (PCA) method. Altogether, there are eight (8) traditional managerial factors (components) that hypothetically, could impact on the performance of public sector organizations. These factors are further sectioned into four (4) categories:

- i. Inflexible adherence to laid down office rules**(Factor 1)
 - Office rules are too strict
 - All things are done with extreme formalities
 - Observing protocols is a strict work procedure
 - All actions and decisions taken by overall boss must be compulsorily adhered to.
- ii. Interpersonal Relationship** (Factor 2)
 - Friendship with and Closeness to subordinates
 - Giving of feedback to subordinates on the official assignment performance
- iii. Work Procedure** (Factor 3)
 - The same management style is emphasized in all departments/units
- iv. Entrepreneurial Orientation** (Factor 4)
 - Boss seeking subordinates' initiative

Table 4.33: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.611	70.133	70.133	5.611	70.133	70.133
2	1.508	18.844	88.977	1.508	18.844	88.977
3	.319	3.993	92.970			
4	.210	2.626	95.597			
5	.187	2.336	97.933			
6	.071	.884	98.817			
7	.054	.675	99.492			
8	.041	.508	100.000			

Extraction Method: Principal Component Analysis.

The results presented on Table 4.33 above show the variance explained by the initial solution of the PCA and the extracted components from the variables studied. The first section of the table shows the Initial Eigen-values for each component while the second section of the table shows the extracted components. Out of the 8 variables/components included in the test, only 2 components/factors were found to explain nearly 88.97% of the variability in the original eight (8) components.

The Total column gives the Eigen-value, or amount of variance in the original variables accounted for by each component. The % of Variance column gives the ratio, expressed as a percentage, of the variance accounted for by each component to the total variance in all of the variables. The Cumulative % column gives the percentage of variance accounted for by the extracted components.

Table 4.34: Component Matrix

Components	Components	
	1	2
COMP1	.906	.032
COMP2	.936	-.066
COMP3	.757	-.581
COMP4	.885	-.360
COMP5	.616	.760
COMP6	.793	.562
COMP7	.885	-.325
COMP8	.876	.190

Extraction Method: Principal Component Analysis.

a. 2 Components Extracted

Table 4.34 presents the component matrix showing what each of the two components extracted represents. From the table, it can be deduced that the first component is most or highly correlated with COMP2 (= 0.936); while the second component is most or highly correlated with COMP5 (= 0.760). COMP2 represents item 2 on the questionnaire which is a component of Factor 1. COMP5 represents item 5 on the questionnaire which is also a component of Factor 1. COMP2 refers to – All things done with extreme formalities; and COMP5 refers to – Observing protocols as a strict work procedure.

Interpretation of Result

These two components were extracted under FACTOR 1 – which is *Inflexible laid down rules*. The factors (components) weren't extracted from other FACTORS.

Test of Hypothesis Two

H₀₂: Financial autonomy does not lead to profitability of public sector organizations.

H₂: Financial autonomy significantly leads to profitability of public sector organizations.

To test this hypothesis, the data presented in section 4.3.2 above would be used. The data would be subjected to regression analysis test. The variables contained in the hypothesis were mathematically demonstrated using the below model.

$$Y_i = \alpha + \beta_i X_i + U$$

Where

Y_i is the dependent variable – representing the profitability status of the public sector organization; and the independent variable - X_i which represents the data on financial autonomy of public sector department heads. α represents the y-intercept constant value. The marginal propensity [i.e. the determinant] for government officials' financial autonomy is represented by the coefficient β of the independent variable. It describes the percentage effect by which financial autonomy explains the profitability status of the public sector organizations.

The results of the test were presented here below.

Table 4.35: Model Summary

Model 1	R	R Square	Adj. R Square	S.E of the Estimate
	.842	.710	.708	.80102

a. Predictors: (Constant), Financial Autonomy of Government Officials

b. Dependent Variable: Profitability Status of Public Institutions

Table 4.36: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	298.006	1	298.006	464.449	.000 ^a
Residual	121.910	190	.642		
Total	419.917	191			

a. Predictors: (Constant), Financial Autonomy of Government Officials

b. Dependent Variable: Profitability Status of Public Institutions

Table 4.37: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	p-value
	Beta [β]	Std. Error	Beta [β]		
1 (Constant)	.554	.133		4.149	.000
Financial Autonomy	.895	.042	.842	21.551	.000

a. Predictors: (Constant), Financial Autonomy of Government Officials

b. Dependent Variable: Profitability Status of Public Institutions

Interpretation of Result

Tables 4.35, 4.36 and 4.37 above represent the results of the regression analysis on the interaction between public sector organizations' department heads' financial autonomy and the profitability status of the institutions. On table 4.35, the model can be said to be fit at $R^2 = .710$. This indicates the coefficient of determination which the result on table 4.37 further explains. Focusing on the *Un-standardized Coefficients*, it can be deduced that at any 1% permission for Financial Autonomy among the department heads of public sector institutions, this can bring about 89.5% increase in the Profitability Status of the government institutions. On table 4.36, the ANOVA test result affirms significance of the overall test results which shows that, Financial Autonomy has a significant ($F = 464.449$, $p < 0.05$) effect on the Profitability Status of the institutions.

Test of Hypothesis Three

- H_{03} : Innovation does not assist improvement of services rendered and retention of customers of public sector organizations.
- H_3 : Innovation significantly assists improvement of services rendered and retention of customers of public sector organizations.

This hypothesis is similar to the hypothesis tested in the just foregone section. And to test it, the data presented in section 4.3.3 above would be used. The data would be subjected to regression analysis test. The variables contained in the hypothesis were mathematically demonstrated using the below model.

$$Y_i = \alpha + \beta_i X_i + U$$

Where

Y_i is the dependent variable – representing Clientele Service Effectiveness of the public sector organization; and the independent variable - X_i which represents the data on creativity/innovation of public sector department heads. α represents the y-intercept constant value. The marginal propensity [i.e. the determinant] for government officials' creativity/innovation is represented by the coefficient β of the independent variable. It describes the percentage effect by which the creativity/innovation of the officials explains the clientele service effectiveness [in terms of delivery and efficiencies] of the public sector organizations.

The results of the test were presented here below.

Table 4.38: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.664	.662	.51538

a. Predictors: (Constant), Innovativeness

Table 4.39: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	99.513	1	99.513	374.651	.000 ^a
Residual	50.467	190	.266		
Total	149.979	191			

a. Predictors: (Constant), Innovativeness

b. Dependent Variable: Clientele Service Efficiency

Table 4.40: Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2.102	.105			19.939	.000
Innovation	.538	.028	.815		19.356	.000

a. Dependent Variable: Clientele Service Efficiency

Interpretation of Result

The results presented through tables 4.38, 4.39 and 4.40 above represent the result of the regression analysis which describes the interaction between the innovativeness of government top officials and clientele service efficiency. On table 4.38, the result shows that the regression model is fit at $R^2 = .664$. Focusing on the *Un-standardized Coefficients* on table 4.40, it can be deduced that at any 1% permission for Creativity and Innovativeness among the department heads of public sector institutions, this can bring about 53.8% positive increase in the Clientele Service Efficiency and Prompt delivery by government institutions. On table 4.39, the ANOVA test result affirms the significance of the overall test results which shows that, Innovativeness has a significant ($F = 374.651, p < 0.05$) effect on Clientele Service Efficiency of the institutions.

4.2. Discussions

The findings deduced from the foregoing test results can be likened with the findings of some related extant studies.

The traditional managerial factors that impact on the performance of public sector organizations

The first finding which shows that "inflexible adherence to laid down office rules is the key traditional managerial factor impacting the performance of public sector organizations" is indirectly consistent with Arief *et al.*'s (2013) findings. In their study, the concept of Strategic Flexibility clearly explains the nature of the environment in which entrepreneurial orientation (EO) exists. Arief *et al.*'s (2013) findings strongly affirmed that strategic flexibility plays a mediating role in the relationship between entrepreneurial orientation and organizational performance. However, inflexible adherence to laid down office rules remains a key traditional managerial factor impacting on the performance of public sector organizations. This 'inflexibility' in the adherence to office laid down rules obviously cannot encourage entrepreneurial orientation among the government officials hence; it would jeopardize or mediate the performance of the organization. Similarly, the findings of this study is also consistent with Awang *et al.*'s (2009) study which revealed that perceived environmental factors moderate the relationship between EO and performance where the top government officials perceive inflexibility in the adherence to laid down office rules, organizational performance would be affected because there would be no room for entrepreneurial orientation.

The extent to which financial autonomy leads to profitability of public sector

The second finding in the foregoing test results which shows that "Financial autonomy significantly leads to profitability of public sector organizations" is not consistent with Lwamba *et al.*'s (2014) findings. In the study, the authors found that – all entrepreneurial orientation

dimensions including financial autonomy have positive effect on financial performance; but proactiveness and financial autonomy constructs have insignificant relationship with financial performance. This might be because the study was carried out in manufacturing firms whereas, this current study affirms that government parastatals or institutions' profitability statuses have the better change of improving by 89.5% if the top and department heads of the institutions are permitted with some financial autonomy at their respective units or departments. Meanwhile, the findings of Al-Swidi and Al-Hosan (2012) which confirm that the impact of entrepreneurial orientation on the performance of Islamic banks is in line with the premises of the resource based view of the firm theory that looks at the organizational capabilities as a source of the competitive advantage cannot be jettisoned. Juxtaposing this with the findings of this current study, the financial autonomy of top government officials at their respective departments and units could serve as a strategic source for organizational capability which in turn could enhance the competitiveness of the institutions against their private counterparts.

Innovation effects on the services rendered to and retention of customers of public sector organizations

The third finding in this study in respect to objective three which affirms that "innovation significantly assists improvement of services rendered and retention of customers of public sector organizations" can also be likened with findings of Acar *et al.*, (2013). Acar *et al.*, (2013) observes that many banks today need to be more flexible with faster organizational structures in order to respond effectively to customers' growing various types needs in the dynamic markets. Their findings revealed that each component of the entrepreneurship orientation (including innovativeness) has positive effect on individual service performance. Also, in Lotz and van der Merwe's (2013) study, the findings of positive influence of managers' perception of selected organizational-based factors of strategic intent, autonomy, customer orientation and rewards on business development and improvement can be likened with the third finding of this study. Strategic intent, autonomy and customer orientation are synonymous with innovativeness dimension of entrepreneurial orientation which could as well amount to clientele service delivery and efficiency especially the customer orientation construct.

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of Findings

This study is premised majorly on the effect of entrepreneurial orientation on organizational performance specifically in government owned institutions.

The findings of the study show that:

- i. inflexible adherence to laid down office rules is a key traditional managerial factor impacting on the performance of public sector organizations
- ii. financial autonomy significantly leads to profitability of public sector organizations
- iii. innovation significantly assists improvement of services rendered and retention of customers of public sector organizations

Conclusion and Recommendations

The study examined the effect of entrepreneurial orientation on organizational performance of selected public institutions in South-eastern, Nigeria. From the foregoing discussion, thus, if

entrepreneurial orientation is properly implemented, EO can yield substantial benefits in terms of enhanced efficiency, growth and better service delivery. Fondly, entrepreneurial activity thrives only in an organization that adopts strategic flexibility such as the boundaryless/organic organization, structured horizontally – where subordinates and their boss have no power or authority boundary. In government owned institutions, therefore, inflexibilities as well as strict adherence to laid down office rules are major managerial factors that can pose serious challenge to the application of entrepreneurial orientation. Outside these, entrepreneurial orientation dimensions – such as financial autonomy, creativity and innovativeness can help improve the efficiency and competitiveness of the institutions just as their private counterparts. Based on the findings of this study, the following recommendations have been developed.

- i. Government should consider boundary less organizational structure in some of its parastatals so as to encourage application of entrepreneurial orientation.
- ii. Department heads or middle and low level directors should be granted some financial autonomy if profitability status of the institutions must be desired
- iii. Innovativeness of the department heads (if permitted) would guarantee clientele service efficiency at government owned institutions

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Guerrilla Marketing for the Dummies

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Abstract: *Guerrilla marketing for the dummies is a marketing tactics and trade secrets worth adopting during gloomy economic days to inspire customers to increase the size of each purchase. Unlike the traditional marketing effort, guerrilla marketing suggests you invest time, energy, imagination, and knowledge. It puts profit, not sales as the main yardstick. It urges that you grow geometrically by enlarging the size of each transaction, having more transactions per year with each customer, and tapping the enormous referral power of current customers. This paper gives a brief discussion on guerrilla marketing for dummies, its tools and how it should be adopted in to achieve intended business objectives.*

Keywords: *Entrepreneurial orientation, organization performance, public institution, new public management*

INTRODUCTION

Guerrilla marketing for dummies is packed with guerilla tactics and trade secrets for marketing your product like a guerrilla, brainstorm, collaborate, and refine ideas for an exciting nontraditional marketing program. It is quite different from traditional marketing efforts. Guerilla marketing means going after the conventional goals of profits, sales, and growth but doing it by using unconventional means, such as expanding offerings during gloomy economic days to inspire customers to increase the size of each purchase. Instead of asking that you invest money, guerrilla marketing suggests you invest time, energy, imagination, and knowledge. It puts profit, not sales as the main yardstick. It urges that you grow geometrically by enlarging the size of each transaction, having more transactions per year with each customer, and tapping the enormous referral power of current customers. It does it through one of the most powerful marketing weapons around the telephone.

Telephone: It could be a mobile or traditional type that is kept in a particular place. It is a powerful remarkably effective follow-up weapon. Don't use the phone to follow up all your mailings to customers but research has proved that it will always boost your sales and profit. But it works anyhow; no one ever said that guerrilla marketing is a piece of cake.

E-mail: It ranks up there with the telephone, possibly outranking it, it's inexpensive. It's fast, it allows you to prove that you care; it helps strengthen your relationship.

Lean up your website as well: Instead of telling your whole story with other marketing, use that other marketing to direct people to your site. Then use the site to give a lot of information and advance the sale of consummation.

A key to online success is creating a brief and enticing e-mail that directs readers to a website that gives enough information for a person to make an intelligent purchase decision.

Guerrilla marketing preaches fervent follow-up: They use cooperation instead of competition, “you” marketing rather than “me” marketing, dialogues instead of monologues, counting scales, and aiming at individuals instead of groups. A guerilla realizes that the process of marketing is very much akin to the process of agriculture. Their marketing plans are the seeds they plant; their marketing activities are the nourishment they give to each plant. Their profits are the harvest they reap, they know those profits don’t come in a short time but come when you start with a plan and have a commitment to it. Guerrilla marketers must seek profits from their customers to expand the size of their purchases because the cost of selling to a brand new customer is six times higher than selling to an existing customer, guerilla marketers turn their gaze from strangers to friends. This reduces the cost of marketing while reinforcing the customer relationship.

Definition: Guerilla marketing is an unconventional way of performing marketing activities on a very low budget. Guerrillas think of additional products and services that can establish new sources of profits to them. They’re constantly on the alert for a strategic alliance to market aggressively while reducing marketing investment.

How do you Identify Smart Guerilla Marketing?

The internet and your bookstore are teeming with a treasure trove of marketing tactics. Guerrilla marketing is also an advertising strategy that yields maximum results. The original term was coined by Jay Conrad Levinson in his 1984 book “Guerilla Advertising” the term guerrilla marketing was inspired by guerilla warfare which is a form of irregular warfare and relates to the small tactic strategies used by armed civilians. Many of these tactics include ambushes to hijack electoral materials, sabotage, raids, and elements of surprise; guerilla marketing uses the same sort of tactics in the marketing industry.

This alternative advertising style relies heavily on unconventional marketing strategy. Guerrilla marketing is about taking the consumer by surprise make an indelible impression and creates copious amounts of social business. Most guerilla marketing campaigns aim to strike the consumer at a more personal and memorable level. Guerilla marketing is ideal for small businesses that need to reach a large audience without breaking the bank. It also used big companies in grassroots campaigns. Individuals adopted this style as a way to find a job or more work.

History of guerilla marketing

Advertising can be dated back to 4000 BC where the early Egyptians used papyrus to make sales, messages, and wall posters. What we consider traditional advertising and marketing slowly developed over the centuries but never really boomed until the early 1900s. it was at this time that the main goal of advertisement was to educate the consumer on the product or service rather than to entertain and engage them; 1960, campaigns focus on heavy advertising spending in different mass media channels such as radio and print. It was till the late 1980s and early 1990s that cable television started seeing advertising message the most memorable pioneer during this time was MTV where the focused on getting the consumer to tune in for the advertising message rather than it being a by-product of a featured show.

In 1984, marketer Jar Convad Levinson introduced the formal term in his book called “Guerrilla marketing” Levinson comes from a background as the Senior Vice President at J. Walter Thompson and Creative Director and Board member at Leo Burnett Advertising in Levinson book. He proposes unique ways of approaching and combating traditional forms of advertising. The goal of guerilla marketing was to use unconventional tactics to advertise on a small budget. During this time Radio, television, and print were on the rise, but consumers were growing tired. Levinson suggests that campaigns need to be shocking, unique, outrageous, and clever. It needs to create a business. Small businesses started changing their ways of thinking and approached marketing in a brand new way. The concept of guerilla marketing continues to develop and grow organically.

How does Big Business use guerilla marketing?

Originally guerilla marketing was a concept aimed towards small businesses with a small budget, but this didn’t stop big businesses from adopting the same ideology. Larger companies have been using unconventional marketing to complement their advertising campaigns. Some marketers argue that when big businesses utilize guerilla marketing tactics, it isn’t true guerilla. Bigger companies have a much larger budget and their brands are usually already well established. It can also be riskier for big business to do guerilla marketing tactics. In some instances, their guerilla stunts can flop and ultimately become off a nightmare. Smaller businesses don’t run as much risk as most people will just write it off as another failed stunt.

How Small Business Use Guerilla Marketing

It may be the right solution for small businesses because when executed well, it will often be low cost yet reach a highly targeted audience. It can also be a great way to get noticed, distinguish from the competition, and earn a reputation for being fun and different.

Marketing for Dummies

Smart marketing techniques to get your business noticed. Plan a successful marketing campaign and move your business forward with this fully updated of an established seller create an approach to your marketing communication and strategies, combine creativity, cost controls, learning from other peoples marketing errors, and a strategic marketing approach to target the best customer. Successful marketing produces profitable sales.

Marketing To Produce More Sales

1. **Sale to super customers:** These are people who influence many other buyers, win them, the rest of the market tends to follow.
2. **Make a limited time, free trial offer:** This formula moves products better because people love a chance to try something before they have to commit.
3. **Hire more salespeople on commission:** Old fashioned face-face selling is still effective in business to business and wholesale in industries that make up the majority of businesses. Sign up sales representatives who are willing to work for a commission. Double the number of sales calls and you will score more business.

4. Create a parallel distribution channel: if you don't sell on the web, start your own now, it is a modern method of attracting the audience to your product. Consider where you will have so much traffic to tap into your product or service.

5. Bundle your product with several complementary products and offer a special package deal: The right bundle may boost sales dramatically if you make it a limited-time offer.

6. Send monthly postcards or e-mails with discount codes, special offers, or announcements: A postcard is an expensive form of direct mail. If you have a good customer list, use it at least once a month, the more you reach out to your customer base, the more it'll buy what you are selling.

7. Cut your market budget without losing customers: sometimes, you are forced to slash your marketing budget but advertising less doesn't have to mean pulling in fewer customers.

The following are some ideas for cutting your marketing expenses with minimal damage to your customer base:

1. Eliminate advertising in media that don't produce by analyzing where your sales come from, then shift your budget to a handful of top-performing media buys.

2. Follow the media bargains: if network TV ads are expensive but local cable ads are cheap, go for the cheap option which will still get you in front of your customer while saving you some buck, look for relative new magazines and ask for a special introductory price on full-page ads.

3. Bid on narrowly defined key terms on Google's search engine: pay per click ads are economical if you choose key terms carefully to avoid the most popular ones and favor narrow, highly specific terms which usually cost less.

4. Reduce or eliminate expensive full-color catalogs and brochures: Use your website as a substitute for costly printed reference materials, if it is a 20-page full-color brochure to communicate, make it a virtual brochure that can read page by page on your website, or a portable device reader.

5. Explore viral marketing on the web: Start an expert blog to inform customers with how-to tips. Hold a contest for the funniest video featuring your product and post the winning video on YouTube. Send an e-mail press release to a hundred top bloggers every month. Ask friends and employees to help you build a popular page for your brand on Facebook.

6. Vow never to look a good customer: Never you have a customer who is upset or a risk. Customer retention keeps costs low.

Five Ways to Boost Result with Creativity

1. **Brainstorming:** Think of 100 new ideas for marketing your business then use the best work to do something new and exciting now and then to keep business fresh.
2. **Analogue:** Think of a product that your product is similar to and tell the customers e.g. instead of saying “our cleaning services are 100% reliable, you could say, “Having us clean your office is like moving into a brand new building every week”.
3. **Pass along:** Write a simple sales or marketing idea on a piece of paper or in an email then pass that idea along to someone else with the instruction.
4. **Question assumptions:** make a list of a stupid question and take the time to ask people what they think “why do you have to have branches to be in the banking business?” Is a good example of a “stupid” question that may lead to breakthrough marketing concept?
5. **Rewriting:** Good editing and rewriting can lead you to better marketing communication. Rewriting open more creative doors than any other technique.

Social Media Marketing For the Dummies

Social media is one of its influencer’s social media platforms, such as Facebook and Twitter, present unique marketing opportunities to make the most social media marketing. Explore social media online sites.

Six Social Media Marketing Guidelines

1. Make sure you give your customers something valuable: An endless number of sites to provide you a customer with the content you haven’t supplied, think of your delivering value, or your competitors.
2. Recognize that different types of influences impact your customer’s decision at a different point in the marketing funnel: Research to know who is influencing your customers and where influential bloggers are a great place to start.
3. Use multiple social media channels to make sure you have the potential to reach your customers from anywhere they congregate.
4. Make your customer's brand advocates and partners in your business.
5. Develop an authentic brand voice across all the social media platforms: your customers want to know what you stand for, if you say contradictory things, they will be confused and will leave to elsewhere to buy.

6. Find out what words your customers use to describe your products: look at the jargon they use as well as the superlatives. Use the same word to influence their discussions and demonstrate that you understand their views.

Definition of Dummies

Dummies are a series of instruction/reference books which present non-intimidating guides, for readers, it transforms the “hard” to “easy” understanding. Therefore dummies simply mean knowing your customers and giving them what they want, when they want it.

Guerilla Marketing For Dummies

It is how to reach the consumers in innovative ways, it is packed with guerilla tactics and trade secrets for marketing your products or services like never before. It is inexpensive strategies for making a big profit or from re-imagining existing marketing platforms to mastering more of it to have optimal performance.

CONCLUSION

Guerrilla marketing for dummies is about sales and advertising, you must consider lifestyle, culture, language, and educational background before you program your sales. You consider what can entice the customers and the best promotional tool that will not cost much. You have to consider the limit of your budget by directing your message to the areas that your purse can serve.

Guerrilla marketing for dummies mainly uses the new content marketing strategy to project sales through online sales. They adopt a lot of trade, secrets, and tactics to win the market, it is less expensive and measures much in promoting sales for profit-making not necessarily the colorful of marketing that can attract the audience. They are not into production or the mechanisms rather go after increasing sales and profit-making. It can go anywhere for any brand.

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