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Double Blind Peer Reviewed International Research Journal

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Workplace Flexibility and Employee Productivity: A Theoretical Perspective

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Abstract: *As the recent Covid-19 outbreak shown, businesses in today's highly competitive and dynamic marketplace benefit greatly from flexible work arrangements. Employees have lost their jobs, production has stalled, and businesses have lost money as a result of the Covid-19 lockdown and stay-at-home period. Organizations' stiff and inflexible work arrangements may be to blame for their high staff turnover, poor productivity, and low profitability. According to the findings, workplace flexibility such as telecommuting, flexi-time, and other kinds of remote work have a beneficial impact on productivity. Consequently, management was advised by the research to support teleworking in order to improve productivity and staff retention via the use of technology. Management should encourage telecommuting, which allows workers to work from home, in order to improve work-life balance and increase productivity. Flexi-time, which enables full-time workers to choose their own start and end times, should also be emphasized by management in order to promote a healthy work-life balance and increase productivity.*

Keywords: *Workplace flexibility; teleworking, telecommuting; flexi-time; productivity; crisis situation*

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Introduction

Competitive marketplaces, like as the current Covid-19 stay at home epidemic, need flexibility in the workplace. Human Resources Management (HRM) methods that encourage more flexible work schedules are used by firms in order to better adapt to the unpredictable environment (Stavrou, 2005).

practices that might increase productivity by using flexible work schedules are referred to as flexible working practices (de Menezes and Kelliher, 2011). Human resources may be more effectively used if the workplace is flexible enough to allow workers and their time to be allocated in accordance with the nature of the task (Berkery, et al., 2017).

Increasingly common in European Union (EU) and OECD member nations, workplace flexibility has lately acquired some traction (Battisti and Vallanti, 2013). Many large-scale surveys, including the European Working Conditions Surveys, the Workplace Employment Relations Series and the Work-Life Balance Study, as well as a recent comparative analysis by Gialis & Taylor (2016), confirm the enormous popularity of flexible working arrangements in both highly developed countries like the United Kingdom, Italy, and the Netherlands as well as less developed EU countries such as Greece. According to other surveys, flexible working arrangements are becoming more common in several nations throughout the globe, including Japan, the United States and Canada (Spreitzer, Cameron, and Garret, 2017).

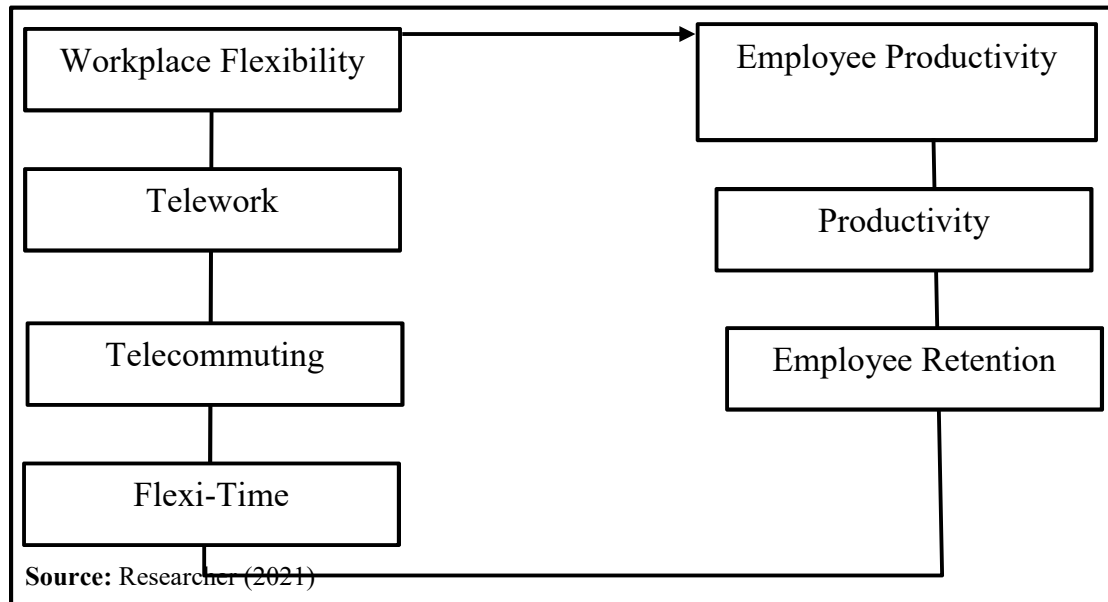
Workplace flexibility was first studied in earnest in the 1970s, with an emphasis on the influence on individual productivity (de Menezes and Kelliher, 2011). In recent years, research on workplace flexibility's influence on productivity has broadened to include work-life difficulties, health outcomes, and job engagement (Rudolph and Baltes, 2017). The influence of specialized workplace flexibility on company productivity, profitability, turnover, absenteeism, and other factors has lately been studied (Berkery et al., 2017). Employer-driven flexible working arrangements aimed at reducing costs are an important aspect of workplace flexibility. Also, flexible working arrangements aimed at lessening the friction between work and personal life are welcome (employee-driven). As the corporate world becomes more global and technological advances become more prevalent, the demand for new working techniques has become more urgent. Since the 1970s, people-oriented techniques have been a part of corporate life as a result of these developments, known as the "flexibility concept". Businesses have devised new ways of working to keep up with the rapid pace of change, while also increasing the output of their employees. Increasingly, companies are required to treat their workers in such a way that they are content with their job and their employer. Businesses want to maintain their best employees while adapting to new business trends. Competitive advantage: Businesses that focus on employee happiness have loyal staff. As a result, workers are more motivated and productive, and firms are able to compete with one another for the best staff (Altindag and Sillor, 2014). Job creation and unemployment management, on the other hand, are critical issues nowadays. It is the primary goal of developing new work models and employment options to create jobs and reduce unemployment. Employees' personal well-being is also becoming more and more of a consideration. Employees who previously had to deal with traffic in their daily commute, particularly in large cities, might benefit from flexible working arrangements. With greater control over their personal lives outside of the workplace, workers are able to increase their level of job satisfaction. Employees who arrive on time, who are not weary, who are focused on their task, and who are devoted to their work all contribute to a company's ability to function efficiently (Altindag & Sillor, 2014). The goal of this research is to fill a need in the existing body of knowledge on the relationship between workplace flexibility and productivity.

Statement of the Problem

In the past, researchers looked at how workplace flexibility affects productivity in the workplace. During a time of crisis and uncertainty, there is little focus placed on production. Employees have lost their jobs, production has stalled, and businesses have lost money as a result of the Covid-19 lockdown and stay-at-home period. Many businesses would be forced to shut down, and the government would suffer financial losses while trying to keep the peace, all of which would exacerbate the already-existing instability in the nation. Organizations' stiff and inflexible

work arrangements may be to blame for their high staff turnover, poor productivity, and low profitability. People can't do their jobs from faraway regions because of a dearth of cutting-edge technologies. Employees are unable to work from home. Employees, on the other hand, aren't entitled to choose their own working hours. In other words, the goal of this research is to see whether flexible work arrangements have an impact on productivity at work.

Conceptual Framework



Conceptual framework showing the relationship between workplace flexibility with its dimensions as telework, telecommuting, and flexi-time, and organization productivity

Aim/Objectives of the Study

The aim of the study is to examine the relationship between workplace flexibility and organizational productivity.

The specific objectives of the study are:

1. Ascertain the relationship between telework and organizational productivity
2. Ascertain the relationship between telecommuting and organizational productivity
3. Ascertain the relationship between flexi-time and organizational productivity

Theoretical Background

In the past, researchers looked at how workplace flexibility affects productivity in the workplace. During a time of crisis and uncertainty, there is little focus placed on production. Employees have lost their jobs, production has stalled, and businesses have lost money as a result of the Covid-19 lockdown and stay-at-home period. Many businesses would be forced to shut down, and the government would suffer financial losses while trying to keep the peace, all of which would exacerbate the already-existing instability in the nation. Organizations' stiff and inflexible work arrangements may be to blame for their high staff turnover, poor productivity, and low profitability. People can't do their jobs from faraway regions because of a dearth of cutting-edge

technologies. Employees are unable to work from home. Employees, on the other hand, aren't entitled to choose their own working hours. In other words, the goal of this research is to see whether flexible work arrangements have an impact on productivity at work.

Workplace Flexibility in Theoretical Context

While the idea of workplace flexibility is rooted in larger theoretical frameworks, it is also situated within substantive micro-level theories in this portion of the paper. There are few theories that explicitly address workplace flexibility, despite appeals in the work and family literature for more theoretical frameworks to be explored (Greenhaus & Powell, 2006). This might be due to a lack of consistency in the development of theories, the complexity of the notion, or a lack of theoretical perspectives used to drive work-life research (Madsen, 2003). Despite these difficulties, a range of theoretical views have been useful in situating workplace flexibility.

Ecological systems theory is perhaps the most often utilized theoretical framework for workplace flexibility. According to ecological systems theory, it is important to understand an individual's features and surroundings in relation to each other (see Bronfenbrenner, 1989; Voydanoff, 2007). Microsystem, mesosystem, exosystem, and macrosystem make up the hierarchy of systems that make up the environment. The microsystems of the home, the workplace, and the community are the most critical in work-life studies. Mesosystems are the result of an individual's active participation in each of these three realms. Assuming that the employee is a member of a system, this theory describes inputs, processes, outputs and feedback loops between that system and the employee's surroundings (Voydanoff, 2007).

Flexible workplaces are considered to be an environmental quality that facilitates "proximal processes" (Bronfenbrenner & Ceci, 1994) that lead to favorable results for employees and their families as well as their employers. For example, workplace flexibility in ecological systems theory is a property of workplaces generated from structural and interactional elements, such as the availability of policies and a company's primary job type (manufacturing or service) (supportive culture and leader-subordinate trust). As a result of this, there is probable diversity in workplace flexibility within the restrictions imposed by structural variables. Thus, ecological systems theory is a helpful theoretical tool because it not only predicts the processes and ideas that are likely to create workplace flexibility, but also defines the mechanisms through which flexibility might influence the outcomes of interest.

Workplace flexibility may be discussed in the context of family life cycle theory, a wide theoretical framework that emphasizes how employment evolves over the course of one's life. There is no longer a split between work and life that has been frozen in time, but rather a more complicated perspective of jobs and lives as they evolve across time (Moen & Sweet, 2004). As a result of this knowledge, it may help explain variances in the association between occupational flexibility and different outcomes by age and life stage (Pitt Catsouphe and Matz-Costa, 2008). (Hill et al., 2008). In addition to age and gender-specific subgroups, it is suggested that the work-family interface is affected by changes in family requirements, resources and vulnerabilities, as well as modifications in family roles, connections, obligations, and situations (Ayree, 1992; Moen & Sweet, 2004).

There are several micro-level theories and models of the work-family interaction that also have consequences for comprehending the theoretical framework of workplace flexibility. These theories tend to concentrate on conflicts in role, fit, and control, although more recent theoretical

advancements have started to focus on ways in which work and family support one other rather than conflict.

Theories about Conflicts in Role

Role conflict theory asserts that role ambiguity or conflict leads to an undesirable condition (Madsen, 2003, p. 41). Work-family conflict refers to the perceived contradiction of role constraints between work and family, making participation in one role more difficult (p. 305). Flexible workplaces may lessen role conflict.

The scarcity paradigm (Ayree, 1992) believes that humans have a limited quantity of energy and that numerous roles deplete them, causing stress or inter-role conflict. The utilization of scarce resources in one area leaves less time for another domain, creating a negative connection or zero-sum game between work and family (Frone, 2003). Using this paradigm, workplace flexibility might help save time and energy (e.g., avoid wasting time in a long commute by telecommuting). Fit-person-environment conflict theories (P-E) Fit theory stresses people's talents and resources to satisfy demands (Edwards, 1996). This shows scheduling flexibility may help employees manage work and family commitments (Voydanoff, 2007). Grzywacz, Carlson, and Shulkin (2008) employ this paradigm to explain workplace flexibility and health.

Work characteristics theory proposes that 'fundamental job features include psychological states that contribute to job productivity and job happiness' (Hackman & Oldman, 1976, p. 498). This theory explains how flexible work arrangements promote attitudes, behaviors, job satisfaction, work productivity, and organizational productivity (Stavrou, 2005).

Facilitation Theories

After two decades of work-family literature dominated by a conflicting viewpoint, pleasant work-family interactions are gaining attention (Frone, 2003; Grzywacz, Carlson, Kacmar, & Wayne, 2007; Hill, 2005). Work-family enrichment (Greenhaus & Powell, 2006), positive work-family spillover (Crouter, 1984), work-family facilitation (Frone, 2003; Grzywacz & Butler, 2005; Grzywacz et al., 2007), work-family enhancement (Voydanoff, 2002), and work-family fit capture the shift from conflict to compatibility (Grzywacz & Bass, 2003; Voydanoff, 2002).

Conceptual Review

The literature on workplace adaptability and efficiency is analyzed for this investigation.

Allows work to be done outside of the traditional parameters of a regular work organization in terms of volume, working time, and location. Flexible, non-standard, or alternative work arrangements (Spreitzer et al., 2017). In addition to flexible hours, part-time work, job-sharing, shift-and-weekend work; overtime; annual hours; flexi-time; subcontracting; teleworking; paid parental leave; flexible shifts and rosters; variable year employment; annual hours contracts; compressed working weeks; working from home; flexible leave arrangements; paid parental leave; (Berkery et al, 2017).

Employee-driven FWAs (e.g., paid parental leave, flexible leave arrangements, employee roster, shift choice, variable year employment) allow workers to better manage their work-life balance, while employer-driven FWAs allow businesses to better align employment costs with production volume or secure a more competitive and motivated workforce. According to Kotey and Sharma (2016), there are two types of FWAs: employee-driven and employer-driven. Employer-driven FWA practices are the focus of this study. overtime is additional working hours above standard workweek hours; shift work allows for continuous production as workers are assigned to work in different periods (shifts) during a single day; an annual hours contract is an agreement between employer and employee regarding working hours; weekend work allows employees to extend

their work hours during the weekend while taking time off during the week (De Cuyper, De Wiite, & Van Emmerik, 2011).

There are three types of employee-driven FWA practices examined in this research: part-time employment where employees agree to work fewer hours per week than the standard workweek; job-sharing where work is split between two employees so that their combined weekly work hours equal the standard week working hours of one employee; and flexi-time, which allows full-time employees to choose when they begin and end their shifts. (Zeynnoglu, Cooke, & Mann, 2009); (Kotey & Sharrna, 2016) Workers in a truncated work week put in more hours each day than those in a standard one (Baltes et al., 1999).

Being adaptable is nothing new. The concept of "flexible working" encompasses both past and contemporary work habits. Flexibility may help a wide range of people and organizations. Flexible working hours are required because of the increasing competition for talent, the growth of technology, and changes in industries, as well as a lack of job opportunities (Celenk and Atmaca, 2011; Lee, 1996)

To be competitive in today's market, businesses must continually reinvent themselves, according to MESS's Flexibility and Flexible Working. It's time for businesses to shift their focus away from standard structures and toward diversity and complexity, simplicity and openness, and the ability to adapt quickly to change instead of being stagnant. This is what is meant by "adaptability" (Trey, 1992; Mess, 1999). Adaptability is the ability of people and businesses to change with the times. An efficient strategy to respond to changes is by working flexible hours. Flexible working is now possible across the world thanks to new company concepts and rules (Sezgin, 2005).

Nature of Workplace Flexibility

(A) Personality. These are personal demographics unrelated to employment (e.g., age, gender, ethnicity, education, and income). They're control variables. They may also be independent variables in primary research questions. Pitt-Catsoupes and Matz-Costa (2008) examined the association between organizational flexibility and employee engagement. Hill et al. (2003) discovered that both men and women are interested in job flexibility, but different ways. Gender and age are crucial to investigating concerns concerning flexibility at various life phases (Hill et al., 2008).

(B) Family and home. Marital/partner status, household composition (e.g., dual-earner vs. single-earner), presence, age, responsibility for children, and caregiving arrangements are employed in workplace flexibility research. Hill et al.'s stage studies focus on children's presence and age (2008).

Workplace traits. Workplace variables affect when, where, and how long activities are accomplished. Formal flexible work rules (e.g., flextime, flex place, leaves, and reduced-hours work alternatives) improve workplace flexibility but aren't enough. Because of assumptions that workplace flexibility is connected with negative punishments, the company culture must openly embrace flexible alternatives to achieve workplace flexibility (Voydanoff, 2007). Fostering organizational support requires a culture that values the full individual, not just "the bottom line."

Community traits. Community factors affecting workplace flexibility include infrastructure and social interactions (Klein & Hill, 2007; Voydanoff, 2007). Community infrastructure is its physical environment. Transportation, utilities, buildings, and child care are examples of community infrastructure. This infrastructure's limits or possibilities affect workplace flexibility. A vast body of research has linked commute distance, unpredictability (e.g., traffic delays), and lack of choice (i.e., just one route to work) to greater personal stress and poorer job motivation

(Evens & Wener, 2006). Long commutes are linked to children's internalizing behaviour among welfare-leaving single moms (Dunifon, Kalil, & Bajracharya, 2005). To minimize delays and save time, traffic patterns may impact the choice to adopt flexible work hours. Research shows that flextime reduces driver stress and time urgency (Lucas & Heady, 2002). This lower stress is likely linked to a stronger work-life balance, which affects other outcomes.

Community infrastructure affects work-life balance in numerous ways. Broadband internet connection in a town affects employees' capacity to embrace flextime through using virtual offices (Hill, Hawkins, & Miller, 1996). The number of dwellings in a neighborhood may also affect work-at-home performance (Hill et al., 1998).

Social norms impact flexible employment arrangements. If many people in the community work from home, a person may crave such flexibility. Social assistance may also help people balance jobs and family (Voydanoff, 2007). There is little academic work (and none in this special issue) that acknowledges or investigates the link between community infrastructure and employment flexibility (Voydanoff, 2007). In their conceptual and empirical work on workplace flexibility, experts should include community features.

Work-life balance. Individuals analyze work-family fit by weighing and integrating several components of their work-family approach (Voydanoff, 2002, p. 155). Several studies show a link between job flexibility and work-family balance (Clarke, Koch, & Hill, 2004; Voydanoff, 2007).

Vitality. Our conceptual paradigm links professional flexibility to personal vitality. Health, depression, burnout, life happiness, personal success, and tranquility may be assessed. Flexibility at work was linked to better mental health in a 2002 study (Jacob et al., 2008). Grzywacz et al. (2008) study occupational flexibility and health. Another study links job flexibility to greater physical and mental health (Thomas & Ganster, 1995) and lifestyle choices that boost wellbeing and vitality (Grzywacz, Casey, & Jones, 2007).

(H) Family health. This paper's conceptual model claims that workplace flexibility affects workers' homes and families. Marriage happiness and stability, parenting and child behavior, fertility, and child care and housekeeping time affect home and family vitality. Stevens, Kiger, and Riley (2006) discovered that flexible workers had stronger families. This model element includes non-traditional household characteristics. Workplace flexibility may affect workers' capacity to care for seniors, sustain intergenerational and extended family ties, and respond to marital status changes.

Office liveliness. Growing evidence links job flexibility to workplace vibrancy. Stavrou (2005) investigated 2811 firms in 14 of the 15 EU member states and concluded that home-based employment and teleworking increased productivity and decreased turnover. Annual hour contracts, part-time employment, job sharing, flextime, and fixed-term contracts reduce turnover. Glass and Finley (2002) found that flexible work hours improve employee productivity, organizational commitment, retention, morale, and satisfaction. Flexible work schedules reduce absenteeism and turnover. An examination of data across multiple large firms supports the premise that workplace flexibility boosts employee retention, engagement, and satisfaction (Corporate Voices for Working Families and WFD Consulting, 2005). 2002 National Study of the Changing Workforce analyses shows the link between workplace flexibility and employee engagement, job satisfaction, and retention (Jacob et al., in press). Several articles in this issue address the link between job flexibility and vitality. Richman, Civian, Shannon, and Brennan (2008) measure employee engagement.

(J) Vitality. There is minimal research on employment flexibility and community vitality (and none on this issue). Small but considerable literature has established this relationship. Research shows that occupational flexibility affects volunteerism. Participation in community groups is favorably connected with part-time employment for women (Estes, 2005), schedule flexibility (Wickrama, Lorenz, Conger, Matthews, & Elder, 1997), and self-directedness in work (Wickrama et al., 1997). This voluntary engagement is vital because many groups give services to community members and because social interactions may foster a healthier neighborhood environment. Several international and national studies have indicated that community involvement improves overall health (Putnam, 2001). To truly capture workplace flexibility's entire effects, studies should include community consequences.

Empirical Review

Workplace Flexibility and Organizational Productivity

FWAs may affect organizational and individual (behavioral and work-related) benefits (Kattenbach et al., 2010; de Menezes & Kelliher, 2011). FWAs affect employee and organizational productivity. Absenteeism, turnover, and retention are the most researched flexible work variables. Without workplace flexibility, people may reduce their workload or fake illness to enhance their work-life balance (Battisti & Valianti, 2013). Due to its negative consequences, companies are trying to decrease absenteeism (Dalton & Merely, 1990).

FWAs are said to reduce employee absenteeism by reducing stress (Baltes et al, 1999). De Menezes & Kelliher (2011) found that 60% of research link FWAs to decreased absenteeism.

Flexible work-time design reduces absenteeism, say Baltes et al. (1999) and Kauffeld, Jonas, and Frey (2004). Like absenteeism, employer turnover is bad.

Stavrou (2005) and Berkery et al. (2017) say FWAs reduce absenteeism and turnover. Employees consider companies that give FWAs as sensitive to their well-being, which motivates them to be more loyal, which might minimize turnover, absenteeism, and retention (Berkerv et al., 2017).

According to Stavrou (2005) and McNall, Masuda, and Nicklin (2010), FWAs reduce employee turnover. Financial indicators of organizational productivity such as profitability, productivity, profit, return on assets, return on equity, and return on investment are also analyzed in FWAs (Baltes et al. 1999; Stavrou, 2005; de Menezes & Kelliher, 2011). HRM practices that enable staff flexibility may improve productivity and innovativeness, leading to greater production and profitability. Most financial research found no link to FWAs. 44% supported a favourable relationship (de Menezes & Kelliher, 2011).

Shepard III, Clifton, and Kruse (1996) suggest that FWAs might boost production owing to higher effort, better collaboration, and the capacity to recruit skilled individuals who prefer flexible work hours. However, more schedule adjustments could raise supervisors' toe expenses. Previous studies show that FWAs are positively related to productivity (Baltes et al, 1999, Shepard III et al, 1996), but remote work from home is positively associated with profit and perceptions of organizational productivity (Meyer, Jukerjee & Sestero, 2001; Stavrou, 2005), while flexi-time is positively associated with profitability, employee retention, and negatively to

turnover and absenteeism (Stavrou & Kilanios (Stavrou, 2005). Berkery et al. (2017) found no significant connection between flexible work bundles and organizational profitability.

Employer-driven agreements should boost organizational productivity to justify their existence (increased productivity). Previous research reveals that their impacts on organizational productivity are negative. Weekend, shift, and overtime labor increase turnover, but not organizational productivity (Stavrou, 2005; Stavrou & Kilarsiotis, 2010). Abo, shift work increases absenteeism and turnover of long-term workers (Shers & Dicker, SMffi). Previous results show the necessity for investigation of employee-driven and employer-driven arrangements, as well as their impacts on organizational productivity, to prove that FWA effects differ by main beneficiary.

Summary

The research found that workplace flexibility boosts productivity. Management's capacity to tailor assignments for work-life balance and firm efficiency is workplace flexibility. According to the literature, flexible working arrangements include telework, telecommuting, flexible-time, part-time work, job sharing, shift and weekend employment, overtime, yearly hours, temporary work, and fixed-term contracts. Productivity is a company's ability to maintain and increase its performance. Employee efficiency and production are included.

Conclusion

Based on the literature, the study concluded that among other relevant flexible working arrangements: Teleworking is positively related to firm productivity. Telecommuting is positively related to firm productivity. Flexi-time is positively related to firm productivity.

Recommendations

The study recommended as follows:

1. Management should encourage teleworking as a type of working arrangement where employees perform tasks from remote locations using technology which could improve productivity.
2. Management should promote telecommuting as an arrangement that allows employees to work from home as this will enhance work-life balance and improve productivity.
3. Management should encourage flexi-time which allows employees who work full-time to choose when to start and finish work which could lead to efficiency and increased productivity.

Contribution to knowledge

The study has contributed to knowledge by discovering that flexible working arrangements such as teleworking, telecommuting and flexi-time have greater impact on organizational productivity such as productivity and employee retention.

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Impact of Financial Inclusion on the Sustainable Economic Development in Nigeria (1990 – 2017)

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Abstract: *The paper investigated impact of financial inclusion on sustainable economic development in Nigeria. The philosophy behind financial inclusion is the provision of equal opportunity to the public essentially in the areas of market access, resources and unbiased regulatory environment for businesses and individuals. But access to financial services has remained a serious challenge to a wider spectrum of the Nigerian society and one would wonder whether adults have easy access to the broad ranges of financial products and at affordable cost? The objective of the paper is to determine whether financial inclusion has any significant impact on economic development in Nigeria. To find out whether there exist any financial inclusion in Nigeria. The major source of data for this study is from the Central Bank of Nigeria's statistical bulletin. Time series data (1990 – 2017) for all the proxies of loan to deposit ratio broad money supply to GDP and moreover, index of development and per capita income. The study adopted vector auto regression analysis to assess the relationship between economic variables. The paper concludes that there is no significant relationship between financial inclusion and economic development. No financial inclusion exists in Nigerian economy. The greatest populations of the people are inaccessible to the financial services, essentially those who are rural dwellers. Majority of the people are unbanked. It suggests that financial institutions should embarked on expansion arrangement to reach the rural dwellers who are the larger segment of the financially excluded people, to improve their wellbeing and integrate them to main stream of banking system to enhance economic development.*

Keywords: *Workplace flexibility; teleworking, telecommuting; flexi-time; productivity; crisis situation*

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Introduction

For a nation to overcome some of its eminent challenges like illiteracy, incidence of poverty, low income, savings, lack of bank branches in some rural areas, under employment of resources, amongst others, it will strive toward a perfectly equal distribution of income.

This is tantamount to an index of 0 which represent perfect equality and opportunity in terms of market access, resources and also unbiased regulatory environment for business and individuals. This economic condition is not easy to achieve. Financial inclusion offers an opportunity for an innovative idea which help attain sustainable economic development. This process leads to making available financial services to the unbanked and under-banked with the help of perfect financial system.

The financial inclusion or otherwise known as inclusive financing is the delivery of financial services of affordable costs to sections of disadvantaged and low-income segments of the society in contrast to financial exclusion where those services are not available or affordable (Hogan, Fogge, &Ukeje, 2015). Financial inclusion provides an innovative concept which help to achieve sustainable development by making available financial services to the unreached people with the help of financial institutions (Trikiand Faye, 2013). Financial inclusion according to Sanusi, (2010) is achieved when adult have easy access to the broad range of financial products designed according to their needs and provided at affordable costs. These products may include payments, credit insurance, pensions, and savings. The CBN reaffirm this by aligning itself to the ideals of inclusive financing and acknowledging it as a key channel to crystallizing its mandate and recognizing that access to financial services has remained a daunting challenge to development in the country. CBN in a attempt to overcome this challenge launched Nigeria's Financial Inclusion Strategy (NIFIS)) as a means to increase access to financial products and services at affordable costs and thereby reduce the spate of financial exclusion in the country in line with international best practices.

In other words of Hogan, Fagge and Ukejele (2015) federal government in an attempt to actualize financial inclusion through the NIFIS adopted mechanisms which include: agent banking framework, financial literacy, consumer protection, mobile payments system and the cashless policy. The expectation is that the banking sector, being a critical stakeholder in the whole process would take all the necessary measures towards the attainment of set targets for financial inclusion Nigeria.

The centre for financial inclusion affirm that financial inclusion is a state in which all people who can use financial services have access to a complement of quantity financial services provided at affordable prices, in a convenient manner, and with a dignity for the clients. The World Savings Bank Institute (WSBI) state that financial inclusion is the provision of access to appropriate, convenient, usable, valuable and affordable financial services and products to the widest part of the population, especially through the delivery of basic banking services to the low income people and the still unbanked, as a way out of poverty. The UNDP (2006) consider financial inclusion as one that services all clients, particularly reaching out to the poor and the low-income people and providing with affordable financial services tailored t their needs and recognizes the market potentials or income-generating opportunities in lending to the poor. Services such as credit, savings insurance and payments and remittance facilities delivered to low income households and individuals which is an attempt to lift them from one level to another state driven intervention or through voluntary effort by the banking community to bring within the ambit of the banking sector and the large spectrum of the society.

In view of foregoing therefore one could ask,do the Nigerian Banking System attain the level of financial inclusion? Do the provision of access to appropriate, convenient, usable, valuable and affordable financial services and products reachable to the widest part of the

population in the country? Do financial services deliver uplift the citizens from one level to another and out of poverty? There exist a disagreement in the body of literature among researchers and scholars whether Nigerian banking system attain the stage of financial inclusion or not. As we can that the CBN accelerated the banking reform brought about the huge increase of the branches of the surviving 24 banks and their branches have increased. Besides the recorded increase in banks' branches, there were 816 microfinance banks operating in the country. Despite the increase, in the number of banks branches, the ratio of bank branch to total population stood at 24, 224 persons, indicating a high level of financial exclusion (Sanusi, 2012). In the same view Nkwedo, (2015), Nwanko and Nwanko (2014), Ong-A-Kwie-Jurgens (2016) and MbutorandUbah (2013) were of the opinion that the country is operating at the level of financial exclusion. While Ibor, OffiongandMende (2017), Okeje, Adetiloye, ErimandModebeaffirm that the country is operating at the level of financial inclusion.

As a result of the divergent views established above, it became expedient to conduct further investigation to fill the knowledge gap in literature. In view of foregoing the paper hypothesized as follows:

H₀₁ Number of commercial bank branches per 1000km² has no significant impact on sustainable economic development in Nigeria.

H₀₂ Gini index has no impact on the sustainable economic development in Nigeria.

H₀₃ Inflation rate has no significant impact on the sustainable economic development in Nigeria.

H₀₄ Loan to rural areas has no significant impact on the sustainable economic development in Nigeria.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Clarification

Financial inclusion is viewed as the ability of some individual to accessand use basic financial services like savings, loans and insurance designed in a manner that is reasonably convenient, reliable and flexible. According to Nwanko and Nwanko (2014), the traditional idea of financial inclusion is the provision of access to and usage of diverse, convenient, affordable financial services. Access to and use of financial services is one of the major drivers of economic growth (Sharma, 2016). Financial inclusion covers sustainable, relevant, cost effective and meaningful financial services for the financially underserved population especially rural dwellers. World Bank (2012) described financial inclusion as the range, quality and availability of financial services to the underserved and financially excluded.

According to FATF (2011), financial inclusion is about providing access to an adequate range of safe, convenient and affordable financial services to disadvantaged and other vulnerable groups, including low income, rural and undocumented persons, who have been underserved or excluded from the formal financial sector. It is also, on the other hand, about making a broader range of financial services available to individuals who currently only have access to basic financial products. Centre for Financial Inclusion (2013) also described financial inclusion as a state in which all people who can use financial services have access to a complement of quality financial services, provided at affordable prices, in a convenient manner and with dignity for the

clients. Clark (2013) asserted that financial inclusion helps people to diversify or increase income stream in the house, provides liquidity/cash flow; absorbs shock of adversity by building assets which enables client to cope with loss through consumption smoothing, thus avoiding the sale of productive assets. It increases income when the credit is used for an income-generating activity and that activity generates returns in excess of the loan installment repayments, while it builds asset when the credit-financed investment does not generate a significant net profit but create an asset since the investment remains with the clients (Nwanko and Nwanko, 2014). Access to safe, affordable credit and other financial services by the poor, vulnerable groups, disadvantaged areas and lagging sectors is recognized as an essential condition for accelerating economic growth, reducing income disparities and poverty. According to Agarwal (2014), easy access to a well-functioning financial system, by creating equal opportunities, enables economically and socially excluded people to integrate better into the mainstream and actively contribute to development and protects themselves against economic shocks crisis. So, financial inclusion means to bring disadvantaged and vulnerable sections of the society within the ambit of formalized and standardized financial system because “financial Inclusion is the process of ensuring access to financial services (basic banking, insurance, post office scheme, Micro finance, mortgage, etc., timely and adequate credit) where needed by vulnerable groups such as weaker sections and low income groups at an affordable cost” (Rangarajan, 2008; p.9). According to Kumar and Sheel (2015), the achievement of full financial inclusion is indicated by the five A’s of availability, awareness, affordability, adequacy and accessibility.

The traditional idea of financial inclusion is the provision of access to and usage of diverse, convenient, affordable financial services. Access to and use of financial services is one of the major drivers of economic growth. Financial inclusion covers sustainable, relevant, cost-effective and meaningful financial services for the financially underserved population especially rural dwellers.

Wikipedia (2013) define financial inclusion as the delivery of financial services at affordable price and terms to the generality of the populace especially the disadvantaged and low income segment of the society. Centre for Financial Inclusion (2013) sees financial inclusion as a state in which all people who can use financial services have access to a complement of quality financial services, provided at affordable prices, in a convenient manner and with dignity for the clients. Consultative Group for Assisting the Poor, financial inclusion means that households and businesses have access and can effectively use appropriate financial services. Such services must be provided responsibly and sustainably, in a well regulated environment.

The Reserve Bank of India defines financial inclusion as the process of ensuring access to appropriate financial products and services needed by vulnerable groups such as weaker sections and low income groups at an affordable cost in a fair and transparent manner by mainstream Institutional players. The importance of financial inclusion derives from its impact on livelihood. In Hariharan and Marktanner (2012), financial inclusion is a huge prerequisite for economic growth and development based on its ability to enhance capital creation, financial sector savings and intermediation and by implication investment. In the view of Khan (2011), financial inclusion improves the financial status and standard of living of the poor and vulnerable, as it enables them to increase their engagement in economic activities, increase wealth and support employment of household members.

World Bank (2012) sees financial inclusion as the range, quality and availability of financial services to the underserved and financially excluded. United Nations Development Programme (2013) defined financial inclusion as an inclusive financial system that services all clients reaching out to poor and low-income people and providing them with affordable financial services tailored to their needs. Nigerian FI Strategy (2013) stated that financial inclusion is achieved when adults have easy access to a broad range of formal financial services that meet their needs and are provided at affordable cost. Bank of India (2012) defined financial inclusion as the delivery of financial services at an affordable cost to the vast section of the disadvantaged and low income groups.

Okafor (2012) observed that financial inclusion accelerates the flow of credit to small-scale enterprises, which serves as a new engine of sustaining small-scale enterprises growth and balance development, because credit provides a significant source of employment and income to the rural dwellers. Goodland, Onumah and Amadi (2012) and Yaron, Benjamin and Piprek (2013) reported that financial inclusion enhances efficient allocation of resources through financial intermediation. Financial intermediation is the movement of money from those who have an excess to those who have shortage. The movement of money to those who make use of it improves resource allocation efficiency especially in rural areas. Dia (2006) (cited in Goodland et al. 2012) opined that such transfer results in a more equitable distribution of incomes; with transfer being used for health and education which increase the access of the poor to these services/investment. Afolabi and Osota (2009) and World Bank (2012) also argued that it improves ownership patterns which impact positively on the productivity and status of the poor.

Clark (2013) also asserted that financial inclusion helps people to diversify or increase income stream in the house, provides liquidity/cashflow; absorbs shock of adversity by building assets which enables client to cope with loss through consumption smoothing, thus avoiding the sale of productive assets. It increases income when the credit is used for an income-generating activity and that activity generates returns in excess of the loan installment repayments, while it builds asset when the credit-financed investment does not generate a significant net profit but creates an asset since the investment remains with the clients.

The World Bank (2013) asserted that financial inclusion in about 398 villages in rural area in Niger Republic accounted for 84 per cent of total loans in those villages and was equal to 17 per cent of income of these rural dwellers.

2.2. Theoretical Review

Based on the nature of this work, the study of financial inclusion at rural dwellers in Nigeria is anchored on two theories: modern development theory and sustainability theory.

Modern development theory was developed by Burr, HS in the year 1958 and it is a conglomeration or a collective vision of theories about how desirable change in society is best achieved. The theory was based on modernization theory which is used to analyze the way in which modernization processes in a society can take place. The theory looked at which aspect of the economy can foster development and which one that constitutes obstacles for economic growth. This is because the idea of financial inclusion in rural dwellers is the developmental assistance targeted at those particular aspects that can lead to modernization of traditional or backward societies. The earliest principles of development theory can be derived from the idea

of progress which stated that people can develop and change their society themselves. This is an indication that this country is meant to be developed by us not by foreigners.

Sustainability theory as developed by Felix Ekardt in 1986 described sustainability as a form of economy and society that is lasting and can be lived on a global scale. The society-changing potential of the claim: 'More justice between generations, more global justice – at the same time' faces the problem of getting out of sight.

Sustainability is just not the general claim to take social, economic, and environmental policy seriously and to strike a sound balance between these aspects. Sustainability theory tries to explain the potential for long-term maintenance of well-being, which has ecological, economic, political and cultural dimensions that will be in the long run. Sustainability requires the reconciliation of environmental, social equity and economic demands to achieve its aim especially in the rural areas.

As defined above, financial inclusion affects indicators such as economic growth and inequality. It also impacts financial development, financial stability and even monetary stability. According to the literature financial inclusion expands investments through the allocation of resources, reduces poverty by lowering inequality, can raise average income, mobilizes savings, and diversifies risks (World Bank, 2008; Levine, 2005). However, the extent, to which it affects different factors in the economy, varies across regions and countries depending on, among other factors, the level of development of the financial system, its depth, the regulatory framework, institutional arrangements, the income level and political environment.

2.3. Empirical Review

The importance of financial inclusion is highlighted by a growing body of literature and backed by extensive evidence (Han & Melecky, 2013; Mehrotra & Yetman, 2015; Sahay, Čihák, N'Diaye, & Barajas, 2015; Roa Jose, 2015; Norris, et al., 2015). It is multifaceted, due to its nature. It has different definitions measured by different indicators and has an impact on some macroeconomic indicators.

The global Partnership for Financial Inclusion (GPFI) and the consultative Group to Assist the Poor (CGAP) defined it as the situation where all workers have effective access to financial services such as finance, savings payment and insurance that is provided by formal institutions (CGAP & WB, 2010). According to the two institutions, access should be convenient and the services should be delivered at a responsible manner with the cost being affordable for the clients and sustainable for the one who provides it. García, Grifoni, López, and Mejía (2013) stated that the International Network on Financial Education (INFE) explains financial inclusion as the development in fostering reasonable, well-timed financial products and services. Also the public should have access to these products that are regulated. This should be available for all citizens everywhere in the country.

The Alliance for Financial Inclusion (AFI) stated that financial inclusion should concentrate on 4 indicators namely access, usage, quality and wellbeing (Roa-Jose, 2015). According to this institute, the indicator access represents the possibility to obtain financial services and products from formal institutions. Usage at the other hand proxies the performance, depth or extent of financial services and product being used. Quality should indicate whether the

delivered products and services are in accordance with the needs of clients and if when financial products are being developed these needs are taken into considerations. At last, wellbeing signals the effect that financial services have had on consumers' living. Other scholars such as Mehrotra & Yetman (2015) defined it as access to financial services. In conclusion, all the different definitions of financial inclusion end up with the access that the public, households and business, should have. Moreover, it should enable them to increase their standard of living and give business the opportunity to expand their activities. All of this should happen at an affordable price and within minimum time.

Empirical studies focusing on financial inclusion have been conducted mostly for advanced and emerging economies and are frequently conducted for a panel of countries. On the other hand, fewer studies have been conducted for developing countries due to data shortage.

To capture the process of economic development studies have focused on financial intermediation in models of occupational choice and financial frictions (Banerjee & Newman, 1993). Other researchers build on this framework by enlarging the model by adding the distributional characteristics according to the Kuznets hypothesis (Lloyd-Ellis & Bernhardt, 2000). The authors included the development of the extent of entrepreneurship, the rate of rural-urban migration, the scale and structure of production and the degree of income and wealth inequality. With the model they tried to illustrate income inequality and that the Kuznets hypothesis exists. Also Cagetti & Nardi (2006) used this framework in order to explain the advantages of bequests. This analysis showed that better financial intermediation can lead to larger entry into entrepreneurship, increased productivity and investment, and a general equilibrium effect that expands wages. Moreover, the models indicated the importance of the distribution of wealth or the joint distribution of wealth and productivity. Studies of (Gine & Townsend, 2004) (Jeong & Townsend, 2008) (Amaral & Quintin, 2010) (Buera, Kaboski, & Shin, Finance and Development: A Tale of Two Sectors, 2011) show that better financial intermediation has a great impact on aggregate productivity and income. These economists added forward-looking economic agents in a framework focusing on occupational choice. They demonstrated that cross-country differences in economic activity per worker and aggregate Total Factor Productivity (TFP) is caused mainly by frictions in financial services. In addition Buera & Kaboski (2012) employed the general equilibrium effects of micro finance. The results suggested that impact of micro finance on a larger scale is small, due to the redistribution of income from higher to lower savings. Moll (2014) at the other hand demonstrated with his general equilibrium model in which heterogeneous producers face collateral constraints, that financial frictions impact on GDP and TFP is determined by among other things the persistence of specific shocks. The results further show that the long-run impacts of financial frictions are less than the short-run impacts.

Though financial frictions such as moral hazard and adverse selection play an important role, studies like (Clementi & Hopenhayn, 2006) (Albuquerque & Hopenhayn, 2004) concentrated on their impact on other variables. According to these authors moral hazard and restricted commitment have various impacts on firms. Abraham & Pavoni (2005) and Doepke & Townsend (2006) at the other hand added that consumption allocations have a different effect under moral hazard with and without hidden savings versus full information. Adverse selection was analyzed by (Martin & Taddei, 2013) who stated that by fostering unproductive investment, adverse selection can lead to both an increase in the economy's equilibrium interest rate and

generates a negative impact between the marginal return to investment and the equilibrium interest rate. To account for these frictions different methods were applied in the literature.

Kinnan (2014) employed an first-order condition model which is characterized on optimal insurance under moral hazard, limited commitment and hidden income. He also distinguished between these regimes using Thai's data. Moll, Townsend, & Zhorin (2014) assessed the equilibrium interactions between different frictions by applying a general equilibrium framework that included various types of frictions. A great part of the literature also focused on real effects of credit. That financial deepening fosters economic growth is backed by empirical evidence (King & Levine, 1993; Levine, 2005). Also the strong link that exists between broad measures of financial depth (such as M2 or credit to GDP) and economic growth, poverty reduction and income inequality has been confirmed (Beck et al, 2005; Ayyagari et al., 2008). (Beck et al., 2007; Clarke et al., 2006).

Sarma (2012) evaluated the level of financial inclusion for 94 countries across the world between 2004 and 2010 using Index of Financial Inclusion (IFI) approach which he constructed in line with UNDD within the 94 countries of study. Very few African countries were in the list without even Nigeria and Ghana, though his choice of country was based on data availability in Financial Access Survey (FAS) data base of IMF. Findings in the study indicate that in the year 2009, out of 91 countries finally measured, Chad with IFI value as low as 0.016 was the lowest financially inclusive country while Cyprus with IFI value of 0.996 ranked highest as the most financially inclusive country. Then, in 2010, Afghanistan ranked lowest with IFI value of 0.052 while Luxembourg with IFI value of 0.996 ranked highest. The study concludes from their findings that different countries around the world are at different levels of financial inclusion and exclusion.

Onaolapo and Odetayo (2012) in their own study on financial inclusion and micro finance banks in Nigeria disclose that access to finance via micro finance strategy especially by poor and vulnerable groups is a prerequisite for poverty reduction, employment creation, social cohesion and overall economic development for Nigerian nation. While using survey approach in their study, their findings also shows that the commonest reasons for saving with micro finance bank in Nigeria were consumption, investment in education and to start a business; whereas those with better education save more money for investment than the less educated once. They concluded that microfinance institution is inevitable in a globally competitive environment like Nigeria. In line with prior studies, the conclusion of Onaolapo and Odelayo (2012) are in tandem with the result of Ellis, Lemma and Rad (2010) in Kenya who applied the same approach and discovered that reasonable number of people in Kenya save and borrow for household's investment, consumptions and day to day transaction. Interestingly, Decanay, Nito and Buensuceso (2011) conducted an empirical investigation with international perspective on financial inclusion, microfinance and financial development for eighty countries. Using the index of financial inclusion developed by Sarma (2008); results indicate that: 1) microfinance outreach has a significant positive relationship to financial inclusion, 2) there is a significant positive relationship between financial inclusion and financial development, 3) index of financial inclusion of micro financial industry has a moderate significant relationship with the financial development index and gross domestic products. Drawing their conclusion, they argue that there is a chain of relationship between microfinance, financial inclusion and financial development.

Hariharian and Marktanner (2012) asserted that financial inclusion is a huge prerequisite for economic growth and development based on its ability to enhance capital creation, finance sector savings and intermediation and by implication investment. Nwanko and Nwanko (2014) also examined the sustainability of financial inclusion to rural dwellers in Nigeria using descriptive study and content analysis. The study observed that the sustainability of financial inclusion to rural dwellers in Nigeria remains the mainstream for economic growth in any country. Waihenya (2012) investigated the relationship between agent banking and financial inclusion in Kenya. Their study utilized descriptive survey research method. The study investigated agent banking in Kenya with emphasis on the factors contributing to financial exclusion, both natural barriers such as rough terrains and man-made barriers such as high charges on financial services and limited access due to limited bank branches. The study found out that agent banking is continuously improving and growing and as it grows, the level of financial inclusion is also growing proportionately.

Ibeachu (2010) also did a comparative study of financial inclusion in Nigeria and the United Kingdom, using a deductive approach. He measured financial inclusion, accessibility and the quality of bank services in Nigeria by analyzing responses from survey questionnaires administered. From his findings, financial inclusion was more market driven in terms of consumer behavior and customer satisfaction from the offering of financial services.

In their study, Bertram, Nwankwo and Onwuka (2016) identified full financial inclusion as a prerequisite for inclusive economic development in Nigeria. Using the descriptive survey methodology, they employed questionnaires to generate data on financial inclusion from stakeholders such as Banks, Insurance, Regulators, and Telecom firms providing every household with access to a suite of modern financial services, including savings, credit, insurance, and payments, as well as sufficient education and support to help customers make good decisions for themselves.

EMPIRICAL STUDY	Countries covered	Time period	Technique	Findings
Wang'oo (2003)	1	2005-2011	Human Development index (HDI)	The finding ensures case of availability, accessibility and usage of the formal financial system to all members of the economy.
Anwar, Shabir, and Hussain (2011)	1	1973-2007	Auto Regressive Distributed Lag	This reveals that financial sector development was the basis for economic development.
Fasanya and Taiwo (2013)	1	1965-2010	ECM	The study reveals that financial inclusion tends to strengthen financial deepening and provide resources to the banks to

				expand credit delivery thereby leading to financial development.
Rashti, Araghiand Shayeste (2014)	OECD	1990-2010	Generalized Method of Moment (GMM)	It reveals that the financial crisis has had the most influence on developing countries with high average income and its effect has been less on developed countries and developing countries with low and middle average income.
Nkwede(2015)	1	1981-2013	MultipleRegression Model	The result shows that financial inclusion has significant negative impact on the growth of Nigerian economy over the year.
Dunicanand Pop (2015)	1		Panel Dataset	It reveals an econometric analysis that shows the credit impact on economic growth in Romania using panel Dataset.
Aro-Gordon (2016)	1	2011-2014	Key Performance Indicators (KPI)	The implications of these findings for sustainable financial sector reforms, human capital development, and future research are covered.
Izevbigie(2016)	1	2001-2004	ECM (Error correction Model)	It shows that financial development boost banks performance and as such policy recommendations to enhance financial development and bank performance was proffered.
Jurgens(2016)	Developing countries	2004-2013	General equilibrium Model (GEM)	The findings suggest that priority for financial inclusion remains low in some developing countries.

Olaniyi (2017)	1	1981-2014	ARDL	The results show that usage of financial services has significant impacts on agriculture, both in the short and long run.
Omojolaibi(2017)	1	1980-2014	Generalized method Of Moment (GMM)	The findings suggest that to reduce income inequality and increase per capita GDP, more measures must be taken to address financial exclusion of low-income groups from financial services.

3.0 METHODOLOGY AND MODEL SPECIFICATION

The study uses the single equation linear Generalized Method of Moment (GMM) in analyzing the models specified. GMM estimation was formalized by Hansen (1982), and since has become one of the most widely used methods of estimation for models in economics and finance. GMM does not require complete knowledge of the distribution of the data. Only specified moments derived from an underlying model are needed for GMM estimation. In models for which there are more moment conditions than model parameters, GMM estimation provides a straightforward way to test the specification of the proposed model. This is an important feature that is unique to GMM estimation. This study therefore, employs the superior and more policy-applicable GMM methodology developed by Clarida, Gali and Gertler, (2000) in estimating the equation, because the GMM in differences approach proposed by Hansen (1982) is plagued with the problem of weak instruments. Clarida-Gali-Gertler System estimator combines a levels equation, using lagged first differences as instruments. This permit exploiting several additional moment conditions that dramatically improve both consistence and efficiency for values of the coefficient of the lagged dependent variable (Omojolaibi, 2017).

Consider the linear GMM or unit root test (KPSS); Johansen Co integration test to assess the integration of all the data series (Johsen, 1981); moreover, KPSS test statistics to estimate the model; and Engle-Granger Causality co-integration test to determine the direction of causality between variables in Nigeria (Engle & Granger (Engler & Granger 1987), and the GMM estimation results. The financial inclusion is proxied by the following variables: Human development, commercial banks deposits, number of commercial bank branches, per 1000km², gini index, inflation, loan to rural areas.

The sources of data used were obtained from CBN statistical bulletin, annual reports, Journals, Published materials. Time series data covering (1990-2017) were utilized. The proxies were obtained from Central Bank of Nigeria, (CBN) statistical bulletin, National Bureau of Statistics, (NBS) Securities and Exchange Commission (SEC), world income inequality data base.

Researchers like: Omojolaibi (2017), Nkwede (2015), Anwar and Shabir (2011), Aro-Gordon, (2016) adopted GMM (both restricted and unrestricted) analysis to assess the causal relationship between variables. They used time series model and this study followed their steps. The models for the study is stated below:

$$HDI_t = \alpha_0 + \alpha_1 CBD_t + \alpha_2 NCBB_t + \alpha_3 Gini_t + \alpha_4 INF_t + \alpha_5 LRA_t + \mu_t \quad \text{---(1)}$$

$$INF_t = \beta_0 + \beta_1 CBD_t + \beta_2 NCBB_t + \beta_3 Gini_t + \beta_4 LRA_t + \beta_5 HDI_t + \mu_t \quad \text{---(2)}$$

Where;

HDI = Human Development Index

CBD= Commercial Banks Deposits

NCBB= Number of Commercial Bank Branches per 1000km²

Gini= GiniIndex to Proxy Income Inequality

INF= Inflation

LRA= Loan to Rural Areas

α_0 = is a constant

$\alpha_1 - \alpha_5$ = are coefficient of the model or parameters to be estimated.

β_0 = is a constant

$\beta_1 - \beta_5$ = are coefficients of the model or parameters to be estimated.

ut = Stochastic error term

4. THE EMPIRICAL RESULTS

4.1: Unit Root test: KPSS

The Kwiatkowski-Phillips-Schmidt-Shin(KPSS) test is performed to determine the order of integration of the variables used in the model. A series is said to be integrated of order d, denoted I(d), if the series becomes stationary after being differenced d times. The test statistics

allow one to test formally the null hypothesis that a series is $I(1)$ against the alternative that it is $I(0)$. The result is consistent and show that all the variables are stationary at first difference (that is, they are integrated of order one). The result of the stationary test is shown in Table 2. The implication of the unit root test result is that the null hypothesis is rejected and we conclude with a very low probability of making an error that the time series has no unit root.

Table 2: KPSS Test Statistics

Variables	LM-Statistics	1%	5%	Conclusion
INF	-4.9148*	0.549000	0.378000	$I(1)$
HDI	-3.6883**	0.5419000	0.378000	$I(1)$
GINI	-4.421101**	0.549000	0.378000	$I(1)$
CBD	-4.233406**	0.549000	0.378000	$I(1)$
NCBB	-3.7290**	0.549000	0.378000	$I(1)$
LRA	-4.56110**	0.549000	0.378000	$I(1)$

Notes: All the variables are stationary at first difference. The asymptotic critical values of KPSS unit root tests are in their respective levels of significance. * (**) denotes the rejection of the null hypothesis at 1% (5%) significance level.

Source: Author's computation

Based on the result of the variables our decision rule to accept the null hypothesis (H_0) means that there is no stationary if the t-calculated is more than t-tabulated, otherwise rejected H_0 and accept (H_1) alternative hypothesis.

4.2: Co-integration Test

The variables are said to be cointegrated and this implies that there is a long-run relationship among them. If the tests for stationary reveal that most of the variables are not stationary, there is need to conduct cointegration test. In this study, we explore the Engle-Granger Cointegration approach. The null hypothesis stated that there is not cointegrated. Examining the probability values of both tau-statistics and z-statistics, we can infer that there is no integrating relationship among the variables. This means that there exists a long-run equilibrium condition among the variables. The result of the cointegration tests statistics are presented in Table 3.

Table 3: Engle-Granger Cointegration Test

Variables	tau-statistic	Prob.*	z-statistic	Prob.*
-----------	---------------	--------	-------------	--------

CBD	-3.323031	0.7959	-28.57607	0.6433
HDI-4.277447	0.0502	-201.5354	0.0000	
GINI	-3.600784	0.0126	-23.10118	0.1314
INF	-5.063452	0.0160	113.4589	1.0000
LRA	-4.387578	0.1945	-17.57485	0.7443
NCBB	-2.804724	0.3714	-33.83228	0.0190

Note: Automatic lags specification based on Schwarz criterion (max lag=8)

Source: Author's computation

4.3: GMM Estimation Results

The estimation weighting matrix is used to compute Standard errors and covariancematrix. The result of the GMM is reported using Bartlett Kernel, Newey-West fixed bandwidth to determine the results in the following tables:

Table 4: Sensitivity of Investment to Financial Inclusion

Instrument specification: CBD (-1) HDI (-1) LRA (-1)

NCBB (-1) GINI (-1) INF (-1) C

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CBD	41.7597	21.0969	1.9794	0.0021
HDI 33.0961	5.9767	5.5375	0.0167	
LRA	23.0649	19.1337	1.2054	0.0400
NCBB	0.008845	0.036447	0.242683	0.0101
GINI-122.8150	85.6542	-1.4338	0.0170	
INF (-1)	-110.2864	33.8323	-3.2598	0.01017
C	-1547.969	- 2801.706	0.55251	0.0050

R-squared 0.842076 Mean dependent var 121.4615

Adjusted R-squared 0.784759 S.D. dependent var 178.4596

S.E. of regression 100.1985 Sum squared resid 271072.9

Durbin-Watson stat 2.288385 J-statistic 2.053339

Instrument rank 8 Prob(J-statistic) 0.151873

Note: Dependent Variable is INF

Source: *Author's computation*

From Table 4 which is the sensitivity of financial inclusion to sustainable economic development, it indicates that the R² value is 0.84 and the adjusted R² is 0.78. This mean that 84% and 78% variation in HDI is explained by the impact of financial inclusion has a lot to develop the economy.

The 'J' value is 2.05333 which is the test of the appropriateness of the model and with a 'P' value of measure economic development in the country. The coefficient of CDB is 41.7597 suggesting that an increase in the number of commercial bank branches per 1000km² has a significant impact on sustainable economic development by N41.7597 billion on the average. Testing for the statistical significance of this estimate, the 't' value is 1.9794 with a 'P' value of 0.0021 which is the exact probability of committing a type 1 error and it means that CBN has a statistically significant positive effect on the HDI in Nigeria. Almost the same situation apply to other predictors like IRA, NCBB, GINI etc. the intercept value is negative, which have no viable economic interpretation. This leads to the rejection of Ho hypothesis, on economic development in Nigeria.

The above table shows the impact of financial inclusion on Nigeria economy. It is evident from the results above that the financial inclusion is positively related to economic development. A percent increase in number of commercial bank branches, commercial bank deposits, control of inflation, loan to rural area, better human development index and absence of 100% gini index. The implication of this result is that an increase in each of these predictors enhances economic development through investment process in Nigeria.

Table 5: Sensitivity of Per HDI to Financial Inclusion In Nigeria

Instrument specification: CBD(-1) GINI(-1) LRA(-1)

NCBB(-1) INF(-1) HDI(-1)

Variable Coefficient Std. Error t-Statistic Prob.

CBD	39.7582	16.5205	2.4065	0.001
GINI	-21.6012	19.5388	-1.1056	0.0316
LRA	11.8074	7.5620	-1.5614	0.0241

NCBB	7.6755	18.8499	4.0719	0.5671
INF	3.3482	-4.9378	0.6780	0.0403
HDI(-1)	-5.8028	19.7120	0.2943	0.0172
C	-11.1458	10.1502	-1.0980	0.7923

R-squared 0.912782 Mean dependent var 96580.76

Adjusted R-squared 0.893400 S.D. dependent var 149135.2

S.E. of regression 48692.12 Sum squared resid 6.40E+10

Durbin-Watson stat 2.120636 J-statistic 0.047430

Instrument rank 8 Prob(J-statistic) 0.827597

Note: *Dependent Variable is HDI*

Source: *Author's computation*

Table 5 is the regression result of the sensitivity of the HDI to financial inclusion in Nigeria. It shows that R^2 is 0.91 and the adjusted R^2 is 0.89 meaning 91% and 89% variation in HDI is explained by the variation in CBD, GINI, LRA, NCBB and INF, this points to the fact that these variables significant to the economic development. The 'J' value is 0.047430 which is the test of significance of the independent variable in the model and with a P value of 0.827597. This leads to the rejection of H_0 hypothesis that GINI Index and Inflation have positive impact on economic development. The coefficient of all the variables suggests that there is a favourable condition to show that HDI is sensitive to the financial inclusion if all the variables are in place.

The impact of financial inclusion on economic development is represented in Table 5. It shows that percent increase in commercial bank deposits, loan to rural areas, number of bank branches, 0% gini index & absence of inflation rate are positively related to economic development.

Table 6: Sensitivity of Inflation to Financial Inclusion

Instrument specification: CBD(-1) GINI(-1) LRA(-1)

NCBB(-1) HDI(-1) INF(-1)

PSAV(-1) C

Variable	Coefficient	Std. Error	t-Statistic	Prob.
CBD	10.0096	8.02077	-12.4688	0.0342
GINI	-7.9953	14.20019	-0.5630	0.0611
LRA	10.0876	6.4496	1.5640	0.0566

NCBB	21.0002	8.0005	2.6249	0.0513
HDI	-6.6199	1.9450	-3.4035	0.0020
INF (-1)	-2.0974	1.2189	1.72073	0.0251
C	-133.4334	71.95134	1.85449	0.0645

R-squared 0.756247 Mean dependent var 40.19412

Adjusted R-squared 0.740969 S.D. dependent var 3.441013

S.E. of regression 3.280770 Sum squared resid 290.6131

Durbin-Watson stat 1.991722 J-statistic 0.122206

Instrument rank 8 Prob(J-statistic) 0.726654

Note: Dependent Variable is INF

Source: Author's computation

The Table 6 above explains the relationship among financial inclusion variables in relation to inflation. The result shows that the rate of inflation is sensitive to the distribution of income or consumption expenditure (gini index), loan to rural areas, these affect economic development as shown by negative coefficient of HDI.

5.0 CONCLUSION

The study investigated the impact of financial inclusion on sustainable economic development using time series properties of the data 1990 to 2017. The result reveals that all the variables were integrated at order one, and the long-run relationship exist among the variables investigated. Moreover, the Co-integration relationship exists among the variables. Meaning that null hypothesis of no co-integration was rejected. The result of GMM estimation technique unfolds that commercial bank branches, number of commercial bank branches, gini index, inflation, loan to rural areas are sensitive to sustainable economic development in Nigeria. This means that increase in these variables NCBB, LRA and CBD will result to increase in sustainable economic development. The Nigerian economy has not reach the stage of full financial inclusion. This conclusion is inconsistent with that of Omojolaibi (2017), Nkwede (2015), Anwar and Shabir (2011), Aro-Gordon, (2016).

6.0 RECOMMENDATIONS

In view of the foregoing conclusion the following recommendations are offered:

1. The federal government should enhance commercial banks to establish rural branches to meet the needs of rural dwellers majority of them are not opportune to banking services.

2. Federal government should encourage savings through small and medium scale enterprises to enhance investments opportunities
3. Reduce inflation rate to a single digit in order to promote equitable distribution of income.

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Measures to Mitigate the Impact of COVID -19 in Nigeria: An Innovative Advancement Approach

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Abstract: *The Nigerian government has taken numerous health, social, and economic measures to mitigate the impact of COVID-19. However, some of the policy responses have weaknesses and are not commensurate with the magnitude of the problem. The Business growth and strategies for sustainability in pandemic disruption aimed at finding solutions to solve the problem of the spread of the virus which has penetrated from the underlying interconnectedness and frailties of globalization, catapulting a global health crisis into a global economic shock that has hit the most vulnerable the hardest, emerging from the natural environment and paralyzing our societies and our economies. The study seeks to identify the measures to mitigate the impact of Covid -19 in Nigeria as an innovative advancement approach. The COVID-19 pandemic has gravely wounded the world economy with serious consequences impacting all communities and individuals. Moving rapidly across borders, along the principal arteries of the global economy. This research focus on finding out the innovative advancement and approaches in the measures to mitigate the impact of covid -19 in Imo State, Nigeria. This article recommends, among others that, The world must seize the opportunity of the COVID-19 pandemic crisis to reinforce its commitment to implementing the 2030 Agenda and the 17 sustainable development aims by making progress on the global roadmap for a more inclusive and sustainable future, enabling the world to respond better. The paper concluded, in light of the COVID-19 pandemic, it is necessary to help large companies and institutions to enhance the health system response, such as pharmaceutical companies work with governments.*

Keywords: *Measures, Mitigate, Impact, Covid -19, Innovative Advancement Approach*

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Introduction

The combined effects of COVID-19 and low oil prices have put Nigeria in a precarious financial situation. Given the low oil prices, the brakes put on economic activity due to the lockdown, and a weak global macroeconomic situation, the economic condition in the country could worsen and

Nigeria will almost certainly require more efficient, equitable, and accountable use of domestic resources. There is also a potential scope for more international support than currently envisioned. As a result of increasing awareness among individuals, governments, institutions and countries in general, a new concept for development emerged taking the name of sustainable development that was the beginning of the crystallization of its lines at the Stockholm Conference in 1972 in Sweden. As it was announced that protecting and improving the human environment represents a fundamental issue related to the welfare of peoples, where discussions took place on the use of natural resources available to any country in order to achieve economic and social development without depleting the natural resources but rather preserving them so that they remain available for use for the future.

Sustainable development in its contemporary concept is no longer confined to one side but rather extended to include the social, political, economic, cultural and environmental aspects and its various activities, it is an interrelated process of sustainable activities according to an integrated approach based on justice and participation, as the concept of sustainability emerged closely with development in an attempt to expand the dimensions of development. Therefore sustainable development is very important requirement to cope the negative effects of COVID-19 pandemic crisis (Al Eid & Arnout, 2020). Sustainable development seeks to achieve the optimal use of resources in a manner that serves the members of society and in a manner that guarantees the rights of future generations and work to address all areas within society (water, health, food, services, education, income, awareness, institutional building, good governance, etc).

Funding the Covid-19 Response

According to the federal government of Nigeria, it will require \$330 million to procure medical equipment, personal protective equipment, and medicines for COVID-19 control. The government has committed to investing some of this amount, and financial commitments were also made by private, bilateral, and multilateral institutions to raise the remaining funds. The Nigerian state oil company has pledged \$30 million for the government's COVID-19 efforts. The European Union has contributed 50 million euros to the basket fund to strengthen the Nigerian COVID-19 response. In addition, the private sector in Nigeria, after being called upon by the governor of the Central Bank of Nigeria, established The Coalition against COVID-19 (CACOVID). It was launched on March 26, 2020 to help the government to control COVID-19 in Nigeria. CACOVID has raised over \$72 million, which will be used for the purchase of food relief materials and to provide medical facilities and equipment in different regions of the country.

The IMF approved \$3.4 billion of emergency support to Nigeria to tackle the economic impact of the pandemic. In addition, in order to alleviate the macroeconomic situation triggered by the sudden fall in oil prices, the Nigerian government has borrowed \$4.34 billion from the domestic stock market to finance its budget. The Nigerian government also plans to borrow another \$2.5 billion from the World Bank and \$1 billion from the African Development Bank.

In addition to mobilizing additional funding, the government should also increase the efficiency of its response to the pandemic. Making sure that regular health programs remain well-funded is even more important. For example, immunization financing must be maintained; drops in

immunization will have profound long-term impacts. The crisis is also an opportunity for overall integration of health programs.

At the federal level and in most states, evidence-based policies such as social distancing and “test and trace” approaches have been implemented. However, implementation has happened on a base of weak health systems, sluggish emergency response, weak accountability systems, and fragmented data and information monitoring systems. These weaknesses have led to implementation gaps. The federal government and the Central Bank of Nigeria have initiated programs to mitigate economic shocks. But, the financial packages rolled out will mostly provide relief to workers only in the formal sector. Similarly, social welfare schemes—such as food assistance and cash transfers—have been inadequate and inefficient.

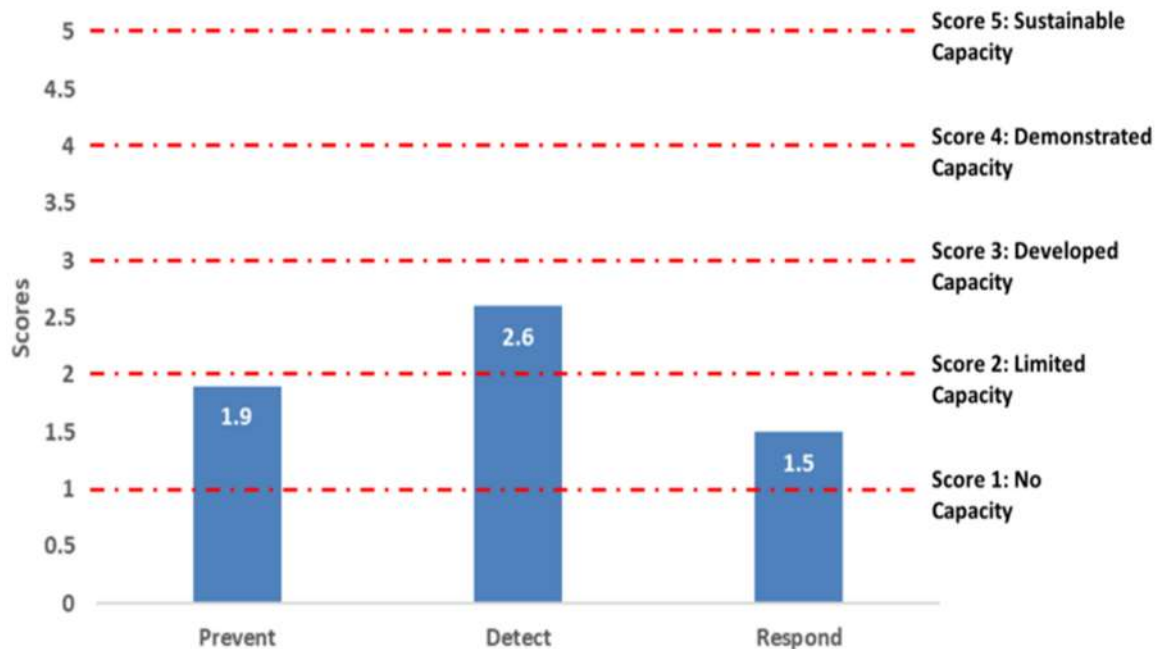
In light of the need to provide a detailed explanation of sustainable development, the report of the Global Committee on Environment and Development called the (Burnland) Committee was published in 1987 (Abdul Rahman, 2020). Where the committee issued its report entitled “Our Common Future” and the report included the definition of sustainable development and developed proposals on how to implement and define it as a development that ensures responding to the needs of the present generation while not infringing on the rights of future generations to live at a level equivalent to or agreeing to the present generation if possible. The committee's proposals were presented and approved by the United Nations General Assembly and the next step was to adopt the concept of sustainable development as a commitment by all countries (Osmani & El-Ghalia, 2020).

In 1990, the International Labor Conference approved the adoption of the idea of sustainable development as a basis for all the activities of the International Labor Organization and emphasizing the necessity of the proportionality of development policies with the coordinated use of resources. In 1992, a conference was held in Rio de Janeiro known as the “Earth Summit” in which reliance on sustainable development as a policy all countries are committed to it so as not to cause harm to the environment or human health and the economy as a result of non-rational works of natural resources. (Abu Al-Nasr, 2017). Sustainable development seeks to achieve awareness of human life and rational use of natural resources and try to keep them for a long period of time, and ensure the requirements of future generations (Osmani & El-Ghalia, 2018)

The country was better prepared in the **detect** category, with an average score of 2.6 across the 13 indicators in this category. This score shows that the country has developed some capabilities to detect new health risks through real-time surveillance, and laboratory capabilities to test the diseases. However, the sustainability of these capabilities is still in doubt. (Figure 1)

The country performed badly in the **respond** category, with an average score of just 1.5 across the 20 indicators in this category, suggesting that Nigeria has limited capacity to respond to a sudden health risk.

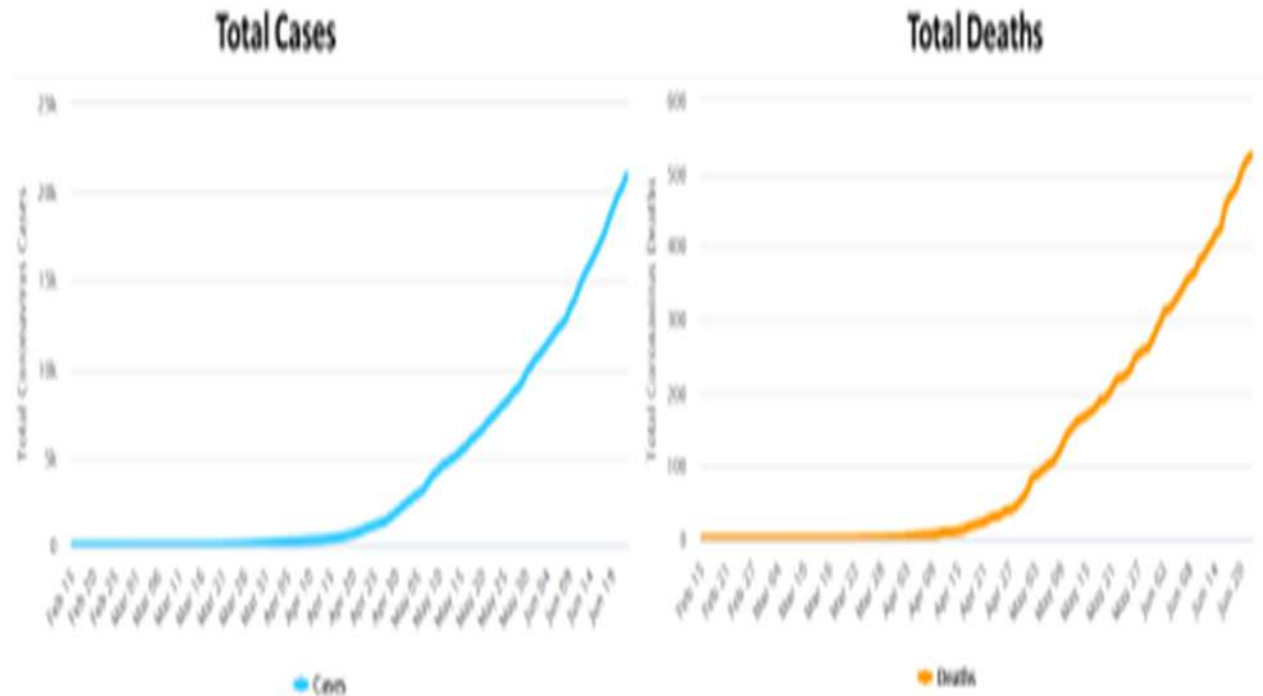
Figure 1. Nigeria's average score on preparedness to tackle public health risks



Source: Authors, using data from World Health Organization (2022).

These scores suggest that Nigeria is not prepared to respond to the current COVID-19 pandemic. This is most obviously evident from the low testing rates for COVID-19 in the country. Nigeria currently has the capacity to test only 2,500 samples a day, and just half of these are actually administered each day because of the shortage of human resources, testing kits, and laboratories, and case definition for testing that prioritizes symptomatic cases and their contacts. As of June 30, only 138,462 samples had been tested in Nigeria for a population of 200 million; in contrast, South Africa—a country of 58 million people—has already conducted 1,630,008 tests. Nigeria had just 350 ventilators and 350 ICU beds for its entire population before the outbreak. In April 2020, the country acquired 100 more ventilators, but given the growing caseload, this will not be enough. There has been a continuous rise in the number of cases and deaths in Nigeria, and no flattening of the curve has yet been observed. (Figure 2)

Figure 2. Total confirmed cases in Nigeria as of June 22, 2022

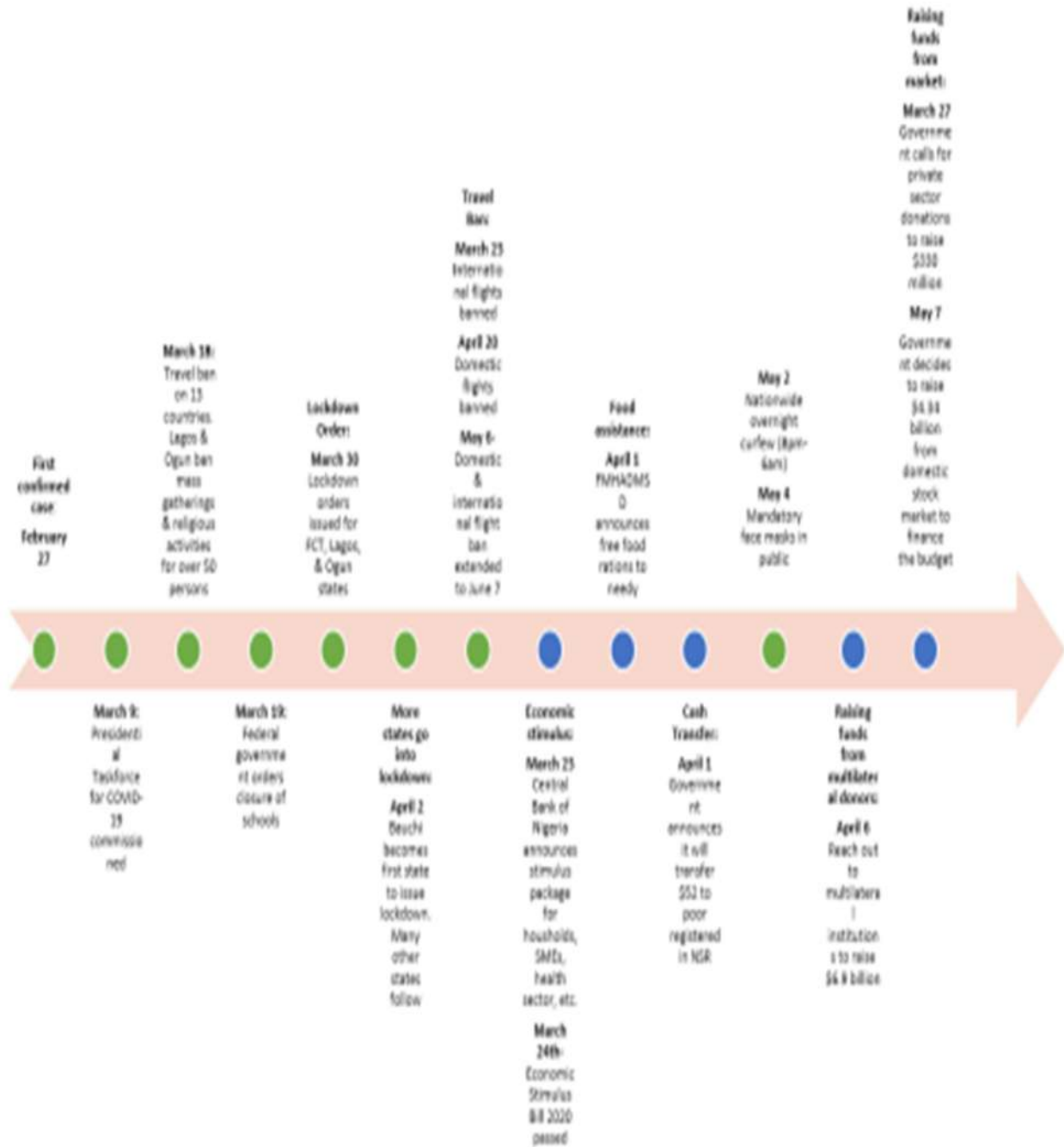


Source: World meter.

The three states with the highest number of confirmed COVID-19 cases are Lagos (10,510 cases, 128 deaths), the Federal Capital Territory (1,870 cases, 33 deaths), and Oyo (1,380 cases, 12 deaths). These states account for about 54 percent of total confirmed cases, and 29 percent of deaths. However, many of the northern, southwestern, and southeastern states are now seeing an increase in the number of cases, and as of June 30, 2020 there are more than 100 reported COVID-19 cases in each of the states of Ebonyi, Enugu, Imo, Oyo, Ogun, Kwara, Edo, Delta, Sokoto, Katsina, Kaduna Kano, Jigawa, Bauchi, Gombe, and Borno. The Nigerian government has taken numerous health, social, and economic measures to cushion the impact of COVID-19. However, some of the policy responses have weaknesses and, taken together, are not commensurate with the magnitude of the problem.

Important policy steps taken by the government of Nigeria

Green circles indicate public health policies; blue circle indicate social and economic policies



Note: FCT: Federal Capital Territory, FMHADMSD: Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, SMEs: Small and medium enterprises, NSR: National Social Register.

The major strategic responses by the federal government, their main shortcomings, and some ways to improve their effectiveness include:

The Economic Stimulus Bill 2020.

The House of Representatives passed the Emergency Economic Stimulus Bill 2020 on March 24 to provide support to businesses and individual citizens of Nigeria. The proposed law aims to provide 50 percent tax rebates to businesses that are registered under the Companies and Allied Matters Act so they can use this saving to continue employing their current workers. However, while the bill focuses on providing relief to formal sector businesses, 65 percent of Nigeria's total GDP comes from the informal sector, which also employs more than 90 percent of the workforce, and these workers need support to survive. Many businesses in the informal sector are unregistered so it will be difficult for them to get these benefits. These businesses are often supported by microfinance facilities. For the government to help, it will have to use small interest-free loans or small grants to these enterprises through microfinance facilities and other community-based channels. This will be even more important now that the country is considering a second wave of targeted lockdown.

Cash transfers.

On April 1, 2020, the government announced that it will make transfers of 20,000 Naira (\$52) to poor and vulnerable households registered in the National Social Register (NSR). Currently, the NSR has only 2.6 million households (about 11 million people) registered on its platform. The government hopes to increase this to 3.6 million households during the COVID-19 crisis. However, 87 million Nigerians live on less than \$1.90 a day. Therefore, the cash payments by the federal government will reach only a fraction of poor. Besides, Nigeria does not have a robust national information management system, making electronic payments difficult. This has resulted in many people in the NSR not receiving the money promised by the government. An immediate solution the government can explore is to provide prepaid debit cards to the poor. This can be done at the community/ward level to ensure that the cards reach the poorest. Of course, this is a stopgap solution, and more effective measures like direct bank transfers need be strengthened. But people need a Bank Verification Number (BVN) to open a bank account, and obtaining a BVN requires a valid national ID or international passport, which many Nigerians do not have. Currently, only about 40 percent of the Nigerian population have bank accounts.

Central Bank of Nigeria stimulus package.

The CBN's stimulus package offers a credit of 3 million Naira to poor families impacted by COVID-19. However, the loan requires collateral and is not interest-free. The loans could be made available free of collateral to poor households or just require signed guarantees by community leaders. The loans should be available at a low interest rate with long moratorium and repayment period. Moreover, not many poor households and businesses in the informal sector know about the available economic packages and policies implemented by the government.

Food assistance.

After President Buhari imposed the lockdown in Lagos, FCT, and Ogun states on April 1, 2020, the Federal Ministry of Humanitarian Affairs Disaster Management and Social Development announced that it will provide food rations to vulnerable households in these states. The extended lockdown has led to people facing hunger in many regions of the country. The government has not been able to provide food support to everyone who needs it, as the distribution system is marred by corruption and opaque accountability. The government has to improve transparency and accountability in the food ration distribution system. It should also make sure that middlemen do not have excessive control. The government could use the system of house marking used in the polio campaign (in which houses visited by vaccinators are

marked) during food distribution, i.e., putting a mark on those houses where food has been distributed. The Ward Development Committees can also be used for distributing the food rations. The government could also better use technology to plug leakages, track rations, and reduce corruption.

The Concept of Sustainable Growth

Sustainable growth referred to the development that not only leads to economic growth but also the necessity of a fair distribution of its fruits, which renews and does not destroy the environment. This type of development is of great importance to the poor, as it guarantees them a role in decision making and in the areas that affect their lives, it is for people and nature, the advancement of the position of women in society, and sustainability in its broadest sense is an issue of a fair distribution of development opportunities between the present and future generations, and if sustainable development is the process of expanding the group of people's choices, then sustainability is the development of a person and his capabilities, whether man or woman (Ashami & Nuri, 2019).

Sustainable growth as not harming the productive energy of future generations and delivering them to them in the same situation that the present generation inherited and pointed out that sustainable development is not limited to the resources consumed and inherited only for future generations; rather, through adequate guidance to the quality of the environment and the total production capacity of the economy, including technical equipment, factories, and the knowledge structure (Al-Jawarain, 2019). Sustainable development is also defined as “a pattern of progress whereby the needs of the present are met without being at the expense of future generations or weakening their ability to meet their basic needs” (Salem, 2017).

Sustainable growth in the general and comprehensive concept is a comprehensive activity for all sectors regardless of whether it is in the state or in organizations or in the public or private sectors, as it works to develop and improve the conditions of reality through a set of processes that depend on the study of past experiences and scientific developments in this regard from in order to change reality and understand it to make it better, and establish a set of plans and strategies for future planning, and work to exploit human and material resource.

The world received a strong shock due to the COVID-19 pandemic crisis, and a major question arose about its impact on sustainable development and its aims. Should the virus slow the sustainability process or could it give it a push forward? In this context, a UN report entitled “Joint responsibility and global solidarity.” This question is in addition to how to contain this crisis and what role can decision makers, companies and donors play to contain the crisis and maintain the march toward the sustainable development aims, and work to overcome the virus crisis that had multiple social and economic impacts, The report illustrated the impact of the COVID-19 pandemic on nearly 13 of the 17 sustainable development aims, and tragically risked this pandemic with decades of progress in fighting poverty, exacerbating high levels of inequality within and between countries, as well as societal fluctuations in some countries (Al-Ghobashi, 2020).

From a local health crisis in the Chinese city of Wuhan to a global economic, social and environmental crisis, which exceeded in record time all geographical boundaries, that is what quickly and widely produced COVID-19 pandemic has spread to all the inhabitants of the earth,

this pandemic that showed the value of the close relationship that connects the three pillars of sustainable development: economic, social and environmental, as well as the need to produce a new global development model that aims to change the lifestyles of individuals and society during the period after the time of COVID-19.

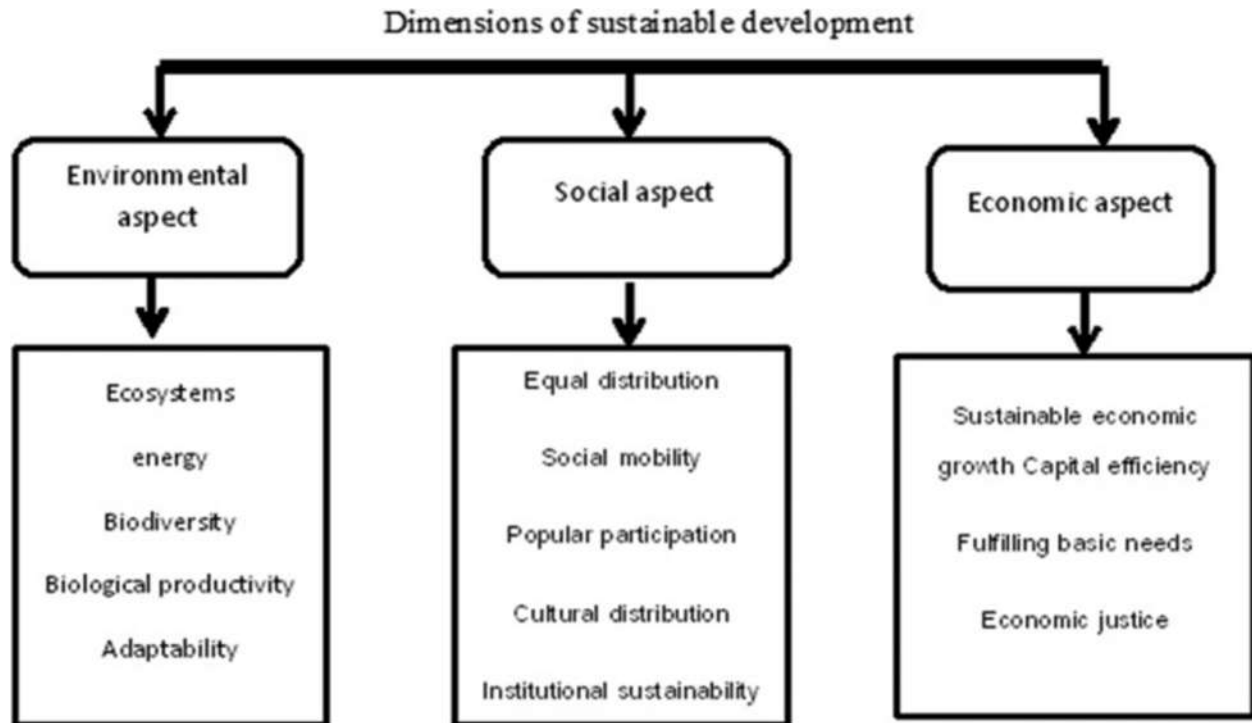
It is a multifaceted crisis that requires working for a more sustainable future, so there can be no sustainable economy without protection social and health for people and the environment, and this is the basic principle of sustainable development that was embodied in the 17 sustainable development aims adopted by the United Nations (Benabo, 2020). As a result, the necessity of reconciling developmental issues with environmental and social issues has become a concern that haunts all of humanity, for example, how to achieve economic development with minimal pollution and environmental damage and with minimal consumption of natural resources and achieving social justice has become one of the requirements that must be taken into account when designing the development policies of countries and has become thinking about the necessary solutions to environmental and social problems (Abdul Rahman, 2021).

Based on the foregoing, we find that there are several means and requirements for containing crises (Al-Ghobashi, 2020; Ashami & Nuri, 2019; Benabo, 2020; Hussain, 2018) including the global pandemic crisis of COVID-19, through activating sustainable development, among the most important of which are:

1. Every country must move toward cooperation with the public, private and civil sectors from the beginning.
2. Employ the world's most unprecedented health and collaborative response, especially in the light of the COVID-19 pandemic, where spending on the health system must be increased immediately to meet urgent needs and increase demand.
3. Stronger support must be provided to multilateral efforts to suppress transmission of COVID-19 virus and emerging diseases under the leadership and supervision of the World Health Organization (WHO) whose calls must be fully met, and scientific cooperation in the search for vaccine and effective treatments must be strengthened through initiatives.
4. Doing whatever is possible to mitigate the negative effects on the lives of millions of people, their livelihoods and the real economy, and this means providing resources directly to support workers and families, providing health and unemployment insurance, increasing social protection, and supporting companies to prevent bankruptcies and job losses.
5. There is now a need for a wide-ranging, coordinated, and comprehensive response by monitoring at least 10% of global gross domestic product or more than ever before. The COVID-19 pandemic crisis is global and it is in everyone's interest to ensure that developing countries have the best opportunity to manage this crisis.
6. It is necessary to learn and benefit from the COVID-19 pandemic crisis and to rebuild better. If the world were more advanced in achieving the sustainable development aims and the Paris agreement on climate change, it would have faced this challenge better with stronger health systems.

7. The United Nations must be committed to supporting all governments and working with its partners to ensure that lives are saved first and foremost, that livelihoods are restored, and the global economy and the people it serves out of crises they suffer from, such as the COVID-19 crisis, this is the logic of the employment contract to achieve aims.
8. In light of the COVID-19 pandemic, it is necessary to help large companies and institutions to enhance the health system response, such as pharmaceutical companies work with governments.
9. Charities around the world have a unique ability to quickly put research resources and capabilities beyond the most challenging aspects of crisis management, including the COVID-19 pandemic crisis, challenging.
10. The implementation of new development policies should not negatively affect the implementation of the policies that preceded it, or withdraw affiliation and support from them, or change attitudes toward them, and when any differences in policies or methods emerge, it must be stopped and dealt with before the problem and harm occurs.
11. Harnessing the enormous potentials provided by information technology in order to bring about sustainable development including comprehensive economic, social and environmental, through the promotion of research and development activities to enhance the technology of new materials and information and communications technology.
12. Educating and sensitizing society through seminars, conferences, and all media with a culture of fighting all kinds of corruption as one of the important reasons behind the waste waste of resources and financial allocations that can be used to finance development channels.
13. Promoting the education sector while conducting radical treatments for the institutional framework, which includes the necessity of renewing the educational system to reach the stage of widening the scope of educational education that will support and develop those institutions and focus on achieving economic and social aims for education, training teachers, and adapting school curricula in a manner compatible with reform. Achieve rational use of natural resources and reclaim agricultural lands by allocating the necessary resources for that, and involve the private sector in this task through specialized companies that are required in their work to comply with health environmental requirements, and provide continuous monitoring of air quality, in order to conduct a continuous assessment of the conditions of air pollution.
14. Drawing a socio-economic-environmental strategy for the community through which knowledge of the economic, social and environmental reality, and the extent of its impact on the process of community development supported by data in helping researchers to carry out their studies tasks and put forward their future perceptions of community development.
15. Combating crises in general, and the COVID-19 pandemic crisis in particular, requires effective partnerships between governments, the private sector and civil society at the global, regional, national and local levels, which is what the United Nations seeks to achieve by activating the seventeenth development aim of the sustainable development aims.

16. The world must seize the opportunity of the COVID-19 pandemic crisis to reinforce its commitment to implementing the 2030 Agenda and the 17 sustainable development aims by making progress on the global roadmap for a more inclusive and sustainable future, enabling the world to respond better.



Source: Dimensions of sustainable growth, Benabo, 2022

During the first sustainable development forum held in China in October 2019, in which more than 160 countries, international bodies and economic companies participated, the United Nations Secretary-General Antonio Guterres called in his message to the participants to the necessity of working together, uniting efforts and reorienting the global economy and the financial world for the benefit of all, as well as the achievements of China in the field of sustainable development and the progress made in improving the lives of the Chinese people (Benabo, 2021).

In fact, it can be said that one of the most important features of China's experiences and achieving sustainable development and reaching what they are now is the gradual implementation of reform, that is, defining the relationship between reform, development and stability on the basis of “development concepts” compatible with the requirements of the times, in a developing, transitional state typically, like China, the major changes that reform brings will affect its old social structure and its social stability. Here it must be emphasized that reform is based on stability and its aim is development. The Chinese approach to openness and reform adhered to the principle of establishing stability first, or as the leader said the late Deng Xiaoping: “Stability exceeds everything,” and this helps to reduce unrest and maintain social cohesion. On this basis, the Chinese government has endeavored to achieve development and

promote stability through reform and sustainable development, which has achieved balance and harmony between stability, development and reform. (Ping, 2017).

Another key to China's experiences is strong government seeking development, and leaders with deep in sight and sound policies. Here, the developing country that needs to transform its development mode should unite its people and focus national power to advance economic, social and political reform on a regular basis, so it needs a strong government in a certain period and in certain areas, it has strong political power and the ability to manage effectively (Ping, 2017).

To this effect, China will transform from a developing country that suffers from many problems and crises to a country that possesses the elements of real sustainable development and is able to solve its problems and crises and contain them, but rather the competition of developed countries in the areas of development and progress and provide support and assistance to the countries of the world that need help and expertise, and the Chinese experience in the field of facing and containing the pandemic of the COVID-19 crisis is a good example of that.

Impact of Coronavirus Disease on Economic Conditions

The interdependency of overall prosperity and integrity of health emphasizes human dependence on the state of the economy. Econometric analysis of the world's economic growth rate shows that the current pandemic has led to widespread health crises and economic damage. According to Haider et al. (2020), the economic situation depends on the GDP rate helping to affect economic recovery measures. Global economic crises due to COVID-19 reveal economic decline. Moreover, the report by Allcott et al. (2020) highlights the declining economy related to fluctuations in GDP rates. In the current scenario, the GDP rate has shrunk by approximately 4.2%, the first time for a pandemic (Fetzer et al., 2020). Another report estimated that a difference of 7% is projected in the coming period if the same conditions continue (IMF Blog, 2020). Additionally, there will be a considerable number of further crises if the IMF faces losses. The overall rates of advanced economies like those of Europe and America have declined the same as emerging economies (Kang et al., 2019).

COVID-19 impacts global trade and investment. In Fernandes' view (2020), changing global trading volumes can be observed, and all industries are eventually affected by the pandemic. The World Trade Organization (WTO) supports this view (WTO.org, 2020). Its graphs represent the changes in the average value of trade, which includes a contribution by the IMF to change the economic outlook, which, in turn, relates to growing global poverty and declining living standards (Bastola et al., 2020). GDP growth projections make it apparent that living standards are heading to extreme poverty at an increased rate. Subsequently, this negatively affects the economy, as it leads to economic crises.

Chandler (2020) reports that COVID-19 has impacted labor by 68% in just 2 weeks, which signifies the loss of many jobs and directly increases stress levels. The highest unemployment rates are in Asia, Europe, and America. In Asia and the Pacific regions, unemployment rates have headed toward a decrease of 4.5%. In America, Europe, and Central Asia, it is 10.5%. Apart from this, fluctuations in trading sectors have led to a decline in manufacturing, textile, cosmetics, and many more industries. According to Iacus et al. (2020), COVID-19 has enormously impacted the income ratios in developed and developing countries. A shift in fiscal policy packages has been assessed across 162 countries. It was distributed as Austria (~17.80%

of GDP), France (~15.30% of GDP), Qatar (~13.00% of GDP), United States (~10.50% of GDP), and Australia (~9.70% of GDP). Monetary stimulus packages across these 162 countries were distributed as Bahrain (26% of GDP), China (14.14% of GDP), Germany (12.49% of GDP), and the United Kingdom 9.09% of GDP; Sarkodie and Owusu, 2020).

Impact of Coronavirus Disease on Environmental Issues

Along with the impact of COVID-19 on economic conditions, there is an environmental impact, which Cartwright et al. (2020) discuss. The COVID-19 situation impacts global emissions, especially in relation to the release of emissions into the atmosphere. The lessening of CO₂ emissions relates to the effect of COVID-19 on human development, which in the view of Bastola et al. (2020), led to the 2020 financial crisis. The restrictions on human development and declining rates of change evolved along with the loss of environmental degradation. It was observed that in Asian and European countries, the extent of the ambient particulate matter has declined significantly (Gautam and Trivedi, 2020; Kasha, 2020). Urban and industrial areas have less carbon monoxide and aerosol in the present situation (Gautam and Trivedi, 2020; Holthaus, 2020). These environmental gains mirror the losses in the fields of health, education, income, and trade (Bai et al., 2020).

Impact of Coronavirus Disease on Political Issues

The coronavirus's impact can be observed politically when lockdown and self-isolation result in reduced export and import rates. In the current situation, it is difficult to carry out activities designed to run the economic wheel (Haider et al., 2020). Furthermore, there has been a considerable shift in the policies and strategies related to economic policies. On the industrial level, there has been a decline in line with industrial restriction. Even though support is being provided for business opportunities to deal with the COVID-19 pandemic, there are still restrictions on mobilizing current development. According to Bastola et al. (2020), political parties have provided funds and highlighted financial support to ensure people's survival during COVID-19. Moreover, the impact of lockdown, isolation, and rescheduling, as well as the spread and fear of the virus, have resulted in new political perceptions.

Impact of Coronavirus Disease on the Global Economy

According to Moti and Ter Goon (2020), global economic integration is required to deal with the implications of the coronavirus pandemic. A balanced partnership between the public-private sector, which takes into account the contextual economy and health system, and is specific to each country's situation, will help national as well as international health and economic recovery. The world's total GDP depends on the economies of separate countries; China's economy is the largest contributing economy, and the United States', the second largest. Due to COVID-19, most factories are moving toward closure and stopping the production of goods. This lack of production of goods and services has a great impact on the consumers, and no significant purchasing practices have been recorded since the spread of COVID-19. In the same context, declining sales are forcing the international market to face the situation. Brands like Apple, Toyota, Jaguar, Land Rover, and many more are facing the loss of investors and consumers (Ahmad et al., 2020). According to Qiu et al. (2020), Hyundai has shut down its

business services and supply operations due to a lack of consumer purchases. Starbucks has shut outlets as consumers cannot purchase. A reduction in the import rate of oil by China resulted in a decline in international oil prices. Multiple uncertainties have been observed in the consumption of smartphones as both demand and supplies are worsening. The car production company, S&P, has faced declining purchases ([Ahmad et al., 2020](#)). The aftermath of COVID-19 will thus impact the global economy. According to an IMF report ([IMF, 2020](#)), the issues related to the current pandemic will restrict the global economy. Overall sustainable development criteria are expected to collapse. The distribution of economic policy globally in response to COVID-19 was conducted across 166 countries. It demonstrated that the United States is at the top, followed by Sweden. There are few countries with no economic policy such as Kazakhstan, Ukraine, Yemen, Liberia, and Denmark ([Sarkodie and Owusu, 2020](#)).

Organizational Survival Envisioned by Human Resources during the Pandemic

During the outbreak of the coronavirus, management styles need to be changed to tackle operations and reduce the chances of a crisis, according to [Ågerfalk et al. \(2020\)](#). This includes consideration of online management, as online networks can help organizations survive. In Donald's view (2020), there are two major types of organizational arrangements: traditional and a new post-pandemic system. The traditional structure (pre-pandemic model) has existed during the past five or six decades. However, its demerits were clearly evident during this pandemic. It lacks clarity when defining roles and responsibilities. There is a disparity in outcome attainment, and system working-conditions are less efficient. Although power allocation is part of the matrix structure, in a crisis, it can lead to instability and loss of control ([Roome, 2011](#)), resulting in an inadequate organizational structure. The new-age model (post-pandemic) focuses on the innovation, knowledge, and better required skillsets ([Guan and Huang, 2014](#)). Organizations that are quickly adaptive build creativity and possess a sharing attitude will be in a better situation to manage its employees post-pandemic. The old models based on power and control need to shift to a more open, flexible, and modernized culture.

In the current situation, typical hierarchical organizations will not result in better outcomes as the approach to allocate power and authority to a specific group will restrict working conditions. Human resources (HR) has envisioned a new model, using distributed leadership, innovation, and continuous training to adapt to the changing times ([Hu, 2014](#)) to obtain effective results. According to [McConnell's \(2020\)](#) study, organizations with networked, hierarchical, distributed leadership styles, cross-training practices, and flexible guidelines using survival techniques to tackle COVID-19 conditions.

Support of World Trade Environmental Infrastructure to Tackle COVID-19

The impact of COVID-19 is not limited to sustainable development, as there are challenges associated with global trade management. According to the United Nations Environment Program ([United Nations Environment Programme SUNEP, 2020](#)), trade is essential for saving livelihoods and increasing economic cooperation. Whether it is related to COVID-19 or typical situations, trade infrastructure boosts the confidence level of operations and allows improvement of the transparency of environmental trade infrastructure ([Deshmukh and Haleem, 2020](#)). Other than this, multiple actions and procedures need to be followed for the management of the COVID-19 situation ([Hishan et al., 2020](#)). With support from world trade's environment infrastructure, there is an opportunity to supply food and health products. This may help organizations to avoid unnecessary export and import practices. Development in world trade's

environmental infrastructure helps ensure public interest and government support to effectively analyze the development choices. Gilbert et al. (2020) confirm the importance of world trade environmental infrastructure to boost the confidence level and increase the transparency of economies. Deshmukh and Haleem (2020) consider that the transparency of shared strong data or collections of information contributes to supporting the managed infrastructure required for COVID-19.

When West Africa suffered from a massive outbreak of the Ebola virus, it led to a high death rate and affected the country at numerous levels (Smith et al., 2019). Socio-economic disparity, slow growth rates, shortage of food, and loss of businesses and jobs resulted. We are facing a similar situation presently, which demands that the health, economic, and environmental policies should be modified so we can recover from this crisis and collaborate in the future efficiently (Smith et al., 2019).

Critical uncertainties defining the next normal

More recently, a third “reopening” phase has started to take shape as countries seek to safely end shutdowns, stabilize economies, and hasten growth. In our model again, we refer to this phase as “the dance” because it will likely involve us doing the quickstep with the disease, reopening but then potentially shutting down to keep infections under control. Already, we are seeing wide variations in some of the places looking to reopen. In the UK, for example, along with some US states, infection curves have not yet been hammered down. In others where the virus has been suppressed, the risk remains that it will reappear.

This third phase is what will give shape to the next normal. To understand what that might look like, we worked to identify seven critical uncertainties that have emerged along with the virus. For example:

- How timely and effective will suppression be?
- Will healthcare capacity cope with the peak and beyond?
- How will we go back to work, within and across countries?
- How quickly and broadly will the economy recover?
- What are the economic costs of the shutdown and how successfully will they be mitigated?

Three paths to the future

Crucially, it is the interplay of these uncertainties that will determine when and how a country reaches a next normal. Analyzing that interplay, three different paths to the future emerge, each representing a crisis of a different depth and duration.

1. the most optimistic scenario assumes that things go mostly right: people maintain social distancing, the virus does not return later in the year, immunity persists and economic policy is

effective. Re-opening begins in mid-summer, allowing a path to the next normal to begin by spring 2021 and a vaccine arrives enabling the economy to return to growth.

2. In the second scenario, the virus persists and a second wave resurgence in the winter requires another lockdown, causing a much more severe economic recession. A vaccine is available by mid-2021, signaling reopening and steps toward the next normal.

3. In the most pessimistic scenario, the virus resurges in a giant second wave, as large as what we have seen in the worst-hit areas to date. The lengthy lockdown that is required leads to a long and deep recession with profound societal impact. With no vaccine becoming available, no new normal arrives. Instead, a “COVID normal” emerges, with continuing waves of the virus, persistent economic uncertainty and deep societal unrest.

Business and government leaders can use the axes we have developed in our scenario planning materials, layering in details of local dynamics and policies in response to each of our seven critical uncertainties, to help them think through how the next normal may play out in their specific situations.

Recommendation

1. At the present time, sustainable development includes all the necessities of life necessary for the members of society, including health, education, a clean environment, economic prosperity, strong political institutions, good governance, and so on.
2. Sustainable development works to guarantee the rights of future generations without compromising or harming the rights and needs of present generations.
3. If sustainable development is to be truly achieved within countries, sustainable development will enable it to confront, contain and overcome crises.
4. The COVID-19 pandemic highlighted the urgent need for sustainable development as an effective tool to eradicate that pandemic, as China's containment of the COVID-19 pandemic was not by chance, but rather as a result of the existence of a truly sustainable development that has inclusive all dimensions.
5. China has demonstrated the importance of sustainable development in the face of crises during the COVID-19 pandemic, as it managed, in record time, to achieve progress in containing the pandemic by harnessing the elements of its sustainable development to contain and eliminate that pandemic.
6. All decision makers in the countries of the world must work hard and truly to be able to achieve actual sustainable development as it represents the main key to contain the occurrence and emerging crises.
7. The natural use of natural and human resources and energies must be optimized and invested in the optimum way and not to be wasted.
8. Sustainable development is an ongoing process, so decision-makers in the countries of the world must continue this process and not make it a temporary, phased process in a way that guarantees the requirements of future generations.

9. Countries that are moving toward achieving sustainable development should avoid harm to the environment or other countries, through their use of clean energies to reduce waste, gases, carbon and pollutants emitted from traditional energy sources such as oil and gas.
10. Focusing on the scientific aspect and developing it to serve all segments of society, as education works to strengthen and promote the process of sustainable development, as it makes all individuals and all their specializations able to provide the skills they have acquired in the service of building the sustainable development process.
11. The necessity of benefiting from the Chinese development experience, which transferred China to a qualitative shift and transformed it from a developing country that suffers from many problems and crises to a developed country capable of facing and containing crises on the one hand, and providing assistance to other countries of the world in order to rid them of their problems and crises on the other hand, as is the case during the COVID-19 pandemic.
12. The containment and control of the COVID-19 virus is something that can be achieved if the response plans are followed seriously and precisely, and all of this requires in the end result the availability of the ingredients and requirements for sustainable development.

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Technopreneurship and Growth of New Tech Companies in Nigeria

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Abstract: *Technopreneurship is a major engine of technology advancement of any nation. Its role in economic growth and development cannot be overemphasized. Therefore, this study investigates the relationship between Technopreneurship and the growth of new tech companies in Nigeria. It is aimed at proffering solutions to the poor supply of technopreneurship in Nigeria. The cross-sectional survey method of the quasi-experimental research design was adopted for this study. A population of 376 was obtained for this study, a sample size of 132 was obtained using the Taro Yamen formula. A well-structured research questionnaire was used as an instrument to gather information from the respondents. A simple random sampling technique was used to collect information from 132 respondents out of which 110 questionnaires were deemed useful for the study. The method of data analysis was the use of Spearman rank-order correlation coefficient. A major finding of this work reveals that there is a strong agreement among respondents that technopreneurship via ICT self-efficacy, adaptability, and innovation increases the growth of tech companies in Nigeria. Among the recommendation are that technopreneurs should strive to acquire ICT skills, and be able to adapt to technological changes while providing innovative products, software, and solutions to global problems.*

Keywords: *Technopreneurship, Technodaptability, Self-Efficacy, Market Penetration, Innovation*

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Introduction

The global entrepreneurial revolution continues to gain momentum, as firms and countries continue to leverage on the benefits and opportunities entrepreneurship provide in building and developing economies around the world. The internet has created an array of opportunities and businesses as technopreneurs and tech businesses occupy seven of top ten businesses in the world Adeoti (2019). Nigeria has had its fair share of tech startups as millions of dollars have been racked into the economy as a result of technological invention and innovation which has made huge appearance on the global stage.

Technopreneurship is very important because it leads to increased economic efficiency, bringing innovation to the market, creating new jobs, and maintaining job levels. The technopreneurship encouragement has also taken place in certain cities in the world. International IT companies have since embarked on encouraging new tech companies and tech startups, countries are building tech hubs that encourage entrepreneurs to get involved in information technology-related activities or some cases other forms of hi-tech activities. These tech hubs are solely devoted to the development of technopreneurs (Koe, Alias, Ismail, & Mahphoth, 2018; Harlanu & Nugroho, 2015; Machmud, Suwatno, Nurhayati, Aprilianti, & Fathonah, 2019). Although there is evidence of such tech hubs as the computer village in Lagos, Riv-Tech Creek in Rivers State, Leadspace in Abuja, and some other parts of Nigeria. They are there without government support. The importance of technopreneurship development and the use of technology cannot be overemphasized as it is aimed at increasing productivity, efficiency, and customer service (Prasetyo & Sutopo, 2017; Gilchrist, 2016)

The link between technology, entrepreneurship, and the ensuing growth of Micro, Small, and Medium Enterprises (MSMEs) in a given economy has long been accorded a prime place in business, management, and economic sciences literature. Reflecting on globalization and how it has raised the importance of creative high-tech and entrepreneurial skills; technopreneurship has become an answer to unlock creativity and sustain long-run competitive advantage in the present world where economic issues have combined with increased competitiveness (Hafezieh et al. 2011; Ngoasong 2015). Subsequently, this need to combine the quest and requirement for technology with all elements of entrepreneurship led to the development of the term “technopreneurship” which refers to new or prospective enterprises that are anchored on technology. Nigeria as a developing nation has for long explored and formulated policy structures and strategies to promote technology-based new venture growth and to offer a promising future within the global marketplace (Adeoti, 2019).

The conception and progress of technopreneurship are subject to various issues. According to Okorie, Kwa, Olusunle, Akinyanmi, and Momoh (2014), the method of organizational creativity is a procedure of mainstreaming innovation in solving multiple complications and implementing the solutions to satiate the global market. Also, it emphasizes mixing technology with entrepreneurship. Most technopreneurs venture into businesses that are technology grounded because they make use of advanced technology to come up with ground-breaking products through the act of commercialization (Alahakoon & Somaratne, 2018a). Potentially, these technopreneurs are armed with technical skills that are needed to flourish the business. The term technopreneurs can therefore be discussed as technology-based entrepreneurs who mix the factors of production and their entrepreneurial skills with technology expertise to set up viable business opportunities, Dutse, Ningi, and Abubakar (2013).

Technopreneurship is, by large, entrepreneurship. The difference is that technopreneurship is involved in providing an innovative hi-tech product in an advanced way to supply its product (Aldrich & Jennings, 2003; Tung, 2011). New tech companies are globally acknowledged as important factors required for the socio-economic transformation of any nation, Kamarudin, and Sajilan (2013). In the case of Nigeria, new tech companies are strategically positioned to absorb up to 80% of jobs, improve per capita income, increase value addition to raw materials supply, and step up capacity utilization in key industries. Anchored on the above ground, this study was

conducted to provide credible and reliable insights into the dynamics of the factors that may be responsible for the growth and development of the sector in Nigeria.

Statement of the problem

The significance of technopreneurship in any nation cannot be overemphasized. They are important in the technology's advancement of every nation which in turn brings in employment generation for the timing unemployed graduated in the third world country like Nigeria. Nigeria had been saddled with a poor supply of Technopreneurship. This had been adjudged to be so as a result of inadequate technical know-how when compared with the happening in the advanced economy (Sjoer, & Goossens 2014). Nigeria had been a developing nation saddled with lots of constraints factors that are responsible for its underdevelopment. Technopreneurship needs to be increased in Nigeria so that employment generation can be achieved and the living standard of the masses improved (Wang, 2014).

In Nigeria, the tech eco-system appears to be experienced challenges that affect their growth, this is quite unfortunate as numerous societal problems in Nigerian can be tackled by the growth of tech firms. Furthermore, several issues such as poor infrastructure, poor skills base, limited access to finance, limited access to market, low absorption of research and technology, and inadequate power supply (Dutse, Ningi, & Abubakar, 2013) are also inhibiting the progress of technopreneurs in the country. Future technopreneurs need to be well equipped to survive in the challenging Nigerian business environment.

The growth and development of new tech companies are very important to the economic development of any nation. However, the tech ecosystem in Nigeria has not reached its full potential; this could be a result of the low level of technopreneurship and growth of new tech companies in Nigeria (Dessyana & Riyanti, 2017; Nwankwere, Akpa, Ojo, et al., 2021). The inception of technopreneurship is usually capital intensive and most of the tech companies in Nigeria lack the technical know-how to introduce advanced technologies to business. Lastly, there have been series of studies on technopreneurship but not even a single study has tried to find the technopreneurship and growth of new tech companies' nexus. It is in this regard that the study is based on the importance of technopreneurship in the growth of new tech companies in Nigeria.

Research Objective

- i. Establish the relationship between ICT self-efficacy and market penetration.
- ii. Ascertain the relationship between adaptability and market penetration.
- iii. Determine the relationship between innovation and market penetration.

Research Question

- i. What is the relationship between ICT self-efficacy and market penetration?
- ii. What is the relationship between adaptability and market penetration?
- iii. Is there a relationship between innovation and market penetration?

Research Hypotheses

Ho₁. There is no significant relationship between ICT self-efficacy and market penetration.

H₀₂. There is no significant relationship between adaptability and market penetration.

H₀₃. There is no significant relationship between innovation and market penetration.

Theoretical Review

Resource-Based Theory

This theory believes that sustainable business performance results from resources that are inimitable, not substitutable, tacit in nature, and synergistic (Al Ansari, 2014). The resource-based theory explains the internal sources of a firm's sustained competitive advantage; as such managers need to be able to identify the key resources that drive performance (Kraaijenbrink, Spender & Groen, 2010). Intellectual capital is a resource to improve enterprise growth and it can be human characteristics, knowledge, skills, and capabilities, or organizational technology, processes, patents, and networks, or social links with clients. All of which are important strategic resources/assets which the firm needs to be innovative and increase its competencies and capabilities (Dorf & Byers, 2008; Martinez-Roman, Gamero & Tamayo, 2011).

Also, through continued use, these organizational capabilities, become stronger and more difficult for rivals to imitate and these capabilities are strengthened by continuous research and development and can be used to augment future production possibilities (John, Maurice & Joseph, 2013). According to Teece (2010), the resource-based view suggests that firms are required to encompass resources (i.e., capabilities and competencies) and perform tasks efficiently and expeditiously to capture new opportunities and threats and to meet customer needs by either boosting existing ventures or creating new ventures”.

Conceptual Review

Technopreneurship

Technopreneurship is the process that merges technology prowess and entrepreneurial skills. A technopreneur is a person who destroys the existing economic order and takes a step further to introduce new products and services by creating a new form of organization and exploiting new raw materials with the use of technology (Paramasivan, 2016; Adeoti, 2019). The concept of technopreneurship is still new and is considered as a real source of economic power in today's knowledge-based as well as developing economies. A large body of literature exists on the concept of entrepreneurship explaining a variety of views of different scholars on the subject. The consensus on the concept is that it reflects an entrepreneur who combines resources such as land, labor, and capital to produce a product, make non-routine decisions, be aggressively competitive, technologically innovative, and bear risks (Machmud, et al, 2019).

The term technopreneurship, in the context of this study, is used to describe entrepreneurs who combine entrepreneurial skills with technology. They are characterized by Nwankwere, et al, (2021) and Nwaobi (2012) as “technology-based entrepreneurs”, “technical entrepreneurs”, “high technology entrepreneurs”. The importance of technopreneurship can be seen in its high

correlation with technology; it thus can be a significant value driver of national competitive advantage. Technology has transformed the world today; this has made life much easier. Technology is the usage of tools, organizational methods, and systems to solve problems or provide services. Entrepreneurship has developed over the years from entrepreneurship for profitable purposes to social entrepreneurship, the world is now Technopreneurship. Technopreneurship is a combination of technology and entrepreneurial skills (Ajjan, et al, 2019; Moemenam, et al, 2017). Simply put, a Technopreneur is an entrepreneur who is tech-savvy and is using technology for entrepreneurship

Technopreneurship can be considered as a sub-field in entrepreneurship. Selladurai (2016) explained technopreneurship as a process of merging technological expertise and entrepreneurial skills and talents. It is important to note that technopreneurship is a process, in which organizational creativity and innovation are used to solve organizational problems for satisfying economic performance (Fowosire, Idris, & Elijah, 2017). Therefore, technopreneurs could be described as someone who thinks like an engineer and acts like an entrepreneur (Paramasivan & Selladurai, 2017). Jusoh and Halim (2006) explained technopreneurship as technical entrepreneurs or technology-based entrepreneurs who are represented by small and medium enterprises (SMEs), seed level, and start-ups in information and communication technology (ICT) and multimedia sectors. Therefore, it could be said that technopreneurship is the combination of technology and entrepreneurship for economic development and sustainability.

Technopreneurship comprises identifying modern technologies and even the creation of technological opportunities by the presentation of commercial products and services (Blanco, 2007). Technopreneurship is used equally in the newly formed and established enterprises and at the same time to the extent technopreneurship is necessary for enterprises' growth, discrimination, and competitive advantage (Bailetti, 2012). Technopreneurship is a strategy for the maintenance and excellence of sustainable parameters of competitive advantages in organizations (Tajeddini, 2010).

ICT Self-Efficacy

ICT self-efficacy is the ability of an entrepreneur to use information systems to influence business operation. An entrepreneur can show a strong influence on users in adopting such information systems (Ajjan, Crittenden, & Goneos-Malka, 2019). ICT self-efficacy talks about one's judgment about his ability to use computers and the internet (Crittenden, Crittenden, & Ajjan, 2019; Alahakoon & Somaratne, 2018a, 2018b.). ICT Self Efficacy consists of two capability domains, namely computer and internet Self Efficacy (Papastergiou, Gerodimos, & Antoniou 2011). ICT Self-Efficacy is a key element of effective technopreneurs' behavior that leads to entrepreneurial learning (Dorf & Byers, 2008), it has a strong influence on business performance and growth and encourages individuals to seek knowledge in achieving their goals (Papastergiou, et al, 2011). ICT Self Efficacy is important for influencing learning outcomes in technopreneurship

He and Freeman (2010a) illustrate that ICT self-efficacy is a set of beliefs about having the capability to perform tasks using a computer; these beliefs can have either a direct or indirect effect through attitude on behavioral intention. ICT self-efficacy has been found to determine individuals' attitudes, particularly in the context of information systems (He & Freeman 2010a).

Extending this to our context, those who are capable of interacting with various software applications and handling common computer operational problems would be more likely to evaluate themselves positively and to show a satisfactory attitude toward initiating a new business.

Krueger, Reilly, and Carsrud. (2000) suggest that ICT self-efficacy can predict opportunity recognition and self-employment intention. Accordingly, it can be argued that ICT self-efficacy impacts entrepreneurial intention (Ajjan et al 2019). For instance, individuals who possess good ICT knowledge and skills are likely to show greater beliefs in their ability to develop a new enterprise. From another perspective, perceived feasibility (i.e., an individual competency to perform a specific task) which conforms closely to self-efficacy has been found to explain entrepreneurial intention (Xiao & Fan, 2014). This concept can be expanded to include individuals who are competent at using a computer and various software applications. General ICT self-efficacy, which is a special application of computer self-efficacy, also tends to influence one's career interests and choices (He & Freeman, 2010a).

Adaptability

Adaptability requires searching for new technologies, ideas, and methods that may improve or change a process routine to match the demands of the technological world. Adaptability involves processes that are based on knowledge acquired from a previous action. While adaptability is said to help in reproducing, it also helps in improving existing models in a bid to meet demands and clients' expectations (Zaheer, Yvonne, & John, 2019). Adaptability stresses the importance of studying technology and trend with regards to products and services thereby devising innovative strategies to meet current demand. Adaptability is the ability to learn and comprehend new technology with confidence and without fear (Stelios, Dimosthenis, Angeliki, & Katerina, 2020).

Adaptability is required to function in our world of changing technology. It is a highly prized skill in today's workplace. While there is the need for current technology skills there is also the need for people to have more knowledge of the latest trends. They need to be able to adapt to new technologies easily (Kuratko, Jeffrey, & Jeffrey 2015). As technology continues to grow exponentially, individuals must become more and more adaptable to keep up with the constant changes. Technological adaptability can be taught, can be learned, can be expanded, and can be researched. Because Technodaptability has only touched on this skill peripherally, multiple markets are filled with opportunities for growth in this area (Suryaningrum, Billy, & Corry, 2019).

Entrepreneurial skills will drive the economy back to prosperity. Technopreneurship is not a product, but a process of synthesis in engineering the future of a person, an organization, a nation, and the world. Strategic directions or decision-making processes are becoming more demanding and complex. This requires on-site professional development programs and training to produce strategic thinkers who will have skills and develop adaptive strategies to succeed in a rapidly changing global environment.

Innovation

Innovation is the utilization of new technology in an organization. In most cases, scholars discuss innovation in conjunction with entrepreneurship as both are believed to influence technological development in designing, production, and marketing of goods and services (Jonsson, & Rudberg 2017). Innovation is about new processes and new ways of doing things that may not be obvious to customers but adds significant value in delivering the services and products that customers require. Ndofirepi, (2020) holds that: “Innovation consists of the generation of a new idea and its implementation into a new product, process or service, leading to the dynamic growth of the national economy and the increase of employment as well as to a creation of pure profit for the innovative business enterprise. Innovation is a long and cumulative process of a great number of the organizational decision-making process, ranging from the phase of generation of a new idea to its implementation phase, it is important to note that creativity involves generating novel ideas (Ahlin, Drnovšek, & Hisrich, 2014) but innovation involves commercializing the new ideas. Through the implementation process, new ideas are developed and commercialized into a new marketable product or a new process with attendant cost reduction and increased productivity”.

Caggese (2012) holds that “entrepreneurial firms are an engine of innovation and technological progress, and they are likely to be responsible for a substantial portion of productivity and employment growth”. It is believed that technopreneurs have access to technology that produces output using capital and is subject to exogenous idiosyncratic shocks to its revenues, (Gundry, & Kickul, 2014; Dessyana & Riyanti, 2017). Innovation can be categorized into sub-areas that include technological innovation, product innovation, process innovation, and business innovation.

This is the essence of technopreneurship as entrepreneurial firms are an engine of innovation and technological progress, and they are likely to be responsible for a substantial portion of productivity and employment growth. Innovation is pivotal in technopreneurship. Lee and Narjoko (2015) look at innovation as a process or system of introducing products, businesses, or processes in organizations. Clausen and Korneliussen (2012), indicated that entrepreneurship assists the development and commercialization of technology and products through venture incubation; and this was after realizing that entrepreneurial orientation proved to have a positive effect on bringing technology and products quickly to the market (Petti & Zhang, 2011; Dolatabadi & Mohammad, 2013).

Growth

The suggestion that there is a strong and positive correlation between technopreneurship and the growth of enterprises has certainly been discussed in literature since the early works on entrepreneurship and economic development. Experts argue that an increase in the number of technopreneurs leads to an increase in enterprise growth which is also a direct result of their skills, and their tendency to innovate (Dejardin, 2000; Nunes, Zélia, & João, 2013). Their ability to generate enterprise growth in a particular economy is normally manifested in their innovative capability, by introducing new goods and services which are not familiar to consumers, new quality, a new method of production, opening of a new market, and capture of a new source of

supply of raw materials or other inputs (Wainaina, & Oloko, 2016). The obvious ability and willingness of entrepreneurs (who anchor their business thrust on technology) to practically perceive and create new business opportunities and decide to venture into such opportunities despite the challenges of market uncertainties and other impediments, affect and ultimately renew the business activities, not only within their business units and industries, but also within the economy they are situated (Alvarez, & Barney, 2007).

Growth is said to be the outcome of an enterprise's process to increase quality and expansion. It is defined as a change in size over a specific period (Dobbs & Hamilton, 2007). Growth is the result of the expansion of demand for products and services and it results in increased sales and consequently in expansion via investment in additional products based on market demand. According to Achtenhagen, Naldi, and Melin, (2010) growth can be measured by an increase in sales, increase in the work strength (number of employees), increase in profit, increase in assets, increase in the firm's value, internal development, etc. also Davidsson, Achtenhagen, & Naldi, (2010) believes that growth may not be related to new markets concerning technology firms.

In addition, growth may occur alternatively as the integration of part of the value chain, a sort of vertical growth, or when a firm introduces itself within a market not related to the technology in which it works, which would be a non-related diversification (Wainaina, & Oloko, 2016; Njomo, & Margaret, 2016). Another type of growth may be related to the combination of market-product by entrance into the market. Growth is the geographical expansion, increase in the number of branches, inclusion of new markets and clients, increase in the number of products and services, fusions, and acquisitions (Brush, Ceru, & Blackburn, 2009).

According to these authors, growth is above all a consequence of certain dynamics built by the entrepreneurs to construct and reconstruct constantly, based on the assessment made on their firms and the market. Growth is a socially constructed factor; progress in the milieu or expansion is the product of a constant dynamism since growth intentions change as a result of constant evaluations and re-evaluations that entrepreneurs make as agents. It may result in the displacement of the firm to another place and in fixing itself in the same place. It is the "growth dilemma" (Davidsson et al., 2010).

Market Penetration

Market penetration focuses on expanding a company's sales on existing products or services in an existing market, Nathan (2013). Penetration of the market involves attracting new customers for the product and increasing the usage or purchasing rate of existing customers it is often achieved by increasing activities through more intensive distribution aggressive promotion and competitive pricing. This makes the firm's products the most preferred against those of the competitors. This has the advantage of preventing a company from relying too much on its existing products (Dugguh, Isaac, & Oke, 2018; Susmitha, 2014). It can be a means of growth and expansion by the firm and can also act as insurance against potential disasters in case of large environmental changes. It involves the introduction of new products into market sectors that are new to the company or it may be that the product is new to the company but it has been already available in the market (Okundaye, Fan, & Dwyer, 2019).

Market penetration focuses on existing products for existing markets. This involves the business aiming to increase sales within its present market. To be successful at market penetration a business must be aware of what has made the product a success in the first place (Okundaye, et al, 2019). This concentrates more on sales of existing markets and products. Ajagbe & Ismail (2014) argues that value creation is realized through a concerted effort that leads to accelerated growth of innovative product and services either with technology or greater market penetration ability. Technopreneurs contribute to the growth of the economy and market penetration which can be local or international, attract innovation and high technology businesses, and create a brand image for the Organization and region where it is located.

According to Okorie, Kwa, Olusunle, Akinyanmi, and Momoh (2014), the method of market penetration is a procedure of mainstreaming innovation in solving multiple complications and implementing the solutions to satiate the global market. Also, it emphasizes mixing technology with entrepreneurship. Most technopreneurs venture into businesses that are technology grounded because they make use of advanced technology to come up with ground-breaking products through the act of commercialization. Potentially, these technopreneurs are armed with technical skills that are needed to flourish the business. Continually, they go through an organic process of endless improvement and try to redefine the vibrant digital economy. While technopreneurship is involved in providing an innovative hi-tech product in an advanced way to supply its product, it is meant to ensure organizational growth and survival (Aldrich & Jennings, 2003; Tung, 2011).

Empirical:

Yusuf, Lawal, and Festus, (2019) assessed the link between technopreneurship education and business intention. The population of the study consists of undergraduate students in tertiary institutions in Kwara State. Two sampling techniques, namely, stratified and multi-stage sampling techniques were used to select 367 students. Instruments titled “Technopreneurship Education and Business Intention Questionnaire (TEBIQ)” were adapted to collect relevant data for the study. Both Statistical Packages for Social Sciences (SPSS) and Partial Least Square (PLS) software were used to analyze the data collected. Specifically, SPSS was used for data screening while PLS was adopted to gauge the association between independent and dependent variables of the study. Results show that entrepreneurship courses positively influenced students' business intention while the use of online material positively influenced students' intention to start the business. Also, the findings showed that the use of social media by students positively influenced their decision on business intention.

Moemenam, Moemenam, Okwara, Ohagiro, and Alozie, (2017) investigated the relationship between Technopreneurship Education and Technological Advancement in Nigeria. The method of data analysis was the use of the Likert scale rating model with a 2.5 benchmark. A major finding of this work reveals that there is a strong agreement among respondents that increase the supply of technopreneurship increases Technological Advancement in Nigeria. Other findings reveal that corruption, lack of government support, inadequate infrastructure, etc are some of the constraint factors that are responsible for the poor supply of technopreneurship in Nigeria. Among the recommendation are that government should adopt a variable policy that will encourage the supply of technopreneurship in Nigeria. They should endeavor to recover all the

stolen money from corrupt leaders and use it to improve the supply of technopreneurship so that the economy can improve and living standards increased in Nigeria.

Dutse, Ningi, & Abubakar, (2013) explored the role microfinance banks can play in promoting technopreneurship derive and growth among micro, small and medium scale enterprises in Nigeria by employing Pearson Correlation to establish the relationship between the variables and Multivariate Analysis of Variance to show causal effects. The coefficients results show a strong positive association between the variables as well as a significant causal effect between the predictor variable and the two criterion variables. Hence it is recommended that creating favorable financial conditions for entrepreneurs will hasten the development of technopreneurial drive and subsequent enterprises growth in Nigeria

Methodology

A cross-sectional survey research design was adopted in this study. This is because it is a fact-finding technique that focuses on people. The target population includes those that are Technopreneurs in the area of Technology in Nigeria. 18 tech companies were selected from six geo-political zones – three from each geo-political zone. A total population of 376 employees, chief technical officers, and chief operating officers, were selected from these companies. A sample size of 132 was derived using the Taro Yamane formula. The questionnaire was adapted from a mix of extant literature. The method of data analysis was the use of the Likert scale rating Model in which questions were structured on 5 points rating scale of Strongly Agree (SA) 5 points, agree(A) 4 points, Undecided (U) 3 points, disagree (D) 2points and strongly Disagree (SD) 1point; with a mean of 2.5 Bench Mark. As a result, any mean that is greater than 2.5 is Agree while any mean that is below 2.5 is Disagree SPSS Version 27 was used to assess the relationship between the dimensions of technopreneurship and the growth of new tech companies.

4.0 Result

Out of 132 questionnaires distributed, 124 were retrieved which represents 94% and 110 were properly filled and represents 89%. Thus these 110 (89%) were valid and suitable for the research. Others that were not properly filled were discarded as null and void. Distribution on respondents' demographics information revealed that 77.8% of the study respondents were males while 22.3% were females, this implies that the tech industry is largely dominated by males. Also, distribution on respondents age revealed that those within the age bracket of 26 – 35 years dominate the tech industry representing 31.3% followed by those who are between 36 - 45 years representing 28.2% than those who are less than or equal to 25 years representing 22.4% and lastly those who are greater than or equal to 46 years representing 18.1%. This shows that the tech system in Nigeria is largely dominated by youths. Lastly, the distribution on educational qualification shows that a large number of respondents have a BSc. or HND degree as their highest educational qualification representing 49.6% followed by those who have OND or its equivalent representing 20.7% than those who have O'level representing 16.3% and lastly those who have MSc or its equivalent representing 13.3%. this implies that irrespective of educational qualification the youths (as represented by their age) still strive to venture into the tech eco-system.

Respondents Demographic Information

Variable	Item	Frequency	Percent (%)
Gender	Male	189	77.8
	Female	64	22.3
Age	<= 25 years	33	22.4
	26 – 35 Years	88	31.3
	36 – 45 Years	44	28.2
	>= 46		18.1
Educational Qualification	O'Level	39	20.8
	OND	134	16.3
	BSC/HND	80	49.6
	MSc		13.3

Test of Hypotheses

Ho₁: There is no significant relationship between ICT Self-Efficacy and Market Penetration.

Correlations

		ICT Self-Efficacy	Market Penetration
Spearman's rho	ICT Self-Efficacy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.581**
		N	110
	Market Penetration	Correlation Coefficient	.581**
		Sig. (2-tailed)	.001
		N	110

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

SPSS output, Version 27

The result reveals a significant relationship between ICT self-efficacy and market penetration. A moderate positive correlation coefficient value was reported between the variables and it was statistically significant ($\rho = .581^{**}$, $p = .001 < 0.05$) this suggests that there is a significant relationship between the variables. The null hypothesis (**Ho₁**) is rejected and we state that there is a significant relationship between ICT self-efficacy and market penetration.

Ho₂: There is no significant relationship between Adaptability and Market Penetration

Correlations

		Adaptability	Market Penetration
Spearman's rho	Adaptability	Correlation Coefficient	1.000
		Sig. (2-tailed)	.467**
		N	110
	Market Penetration	Correlation Coefficient	.467**
		Sig. (2-tailed)	.000
		N	110

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

SPSS output, Version 27

The result reveals a moderately positive but significant relationship between adaptability and market penetration. A strong positive correlation coefficient value was reported between adaptability and market penetration which was statistically significant ($\rho = .467^{**}$, $p = .000 < 0.05$) this suggests that there is a significant relationship between the variables. Thus, the null

hypothesis (**H₀₂**) is rejected and we state that there is a significant relationship between safety adaptability and market penetration.

H₀₃: There is no significant relationship between Innovation and Market Penetration

		Correlations	
		Innovation	Market Penetration
Spearman's rho	Innovation	Correlation Coefficient 1.000	.574**
		Sig. (2-tailed)	.000
		N	110
	Market Penetration	Correlation Coefficient .574**	1.000
		Sig. (2-tailed)	.000
		N	110

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

SPSS output, Version 27

The result reveals the relationship between innovation and market penetration and a positive significant relationship was reported between innovation and market penetration which was statistically significant ($\rho = .574^{**}$, $p = .000 < 0.05$ alpha value) this suggests that there is a significant relationship between the variables. Thus, the null hypothesis (**H₀₃**) is rejected and we state that there is a significant relationship between innovation and market penetration.

Discussion of findings

The second research objective is to examine the connection between technopreneurship and the growth of new tech companies. To achieve the research objective, three hypotheses were formulated. The first hypothesis postulates that there was no relationship between ICT self-efficacy and market penetration. The results from the first hypothesis indicate that ICT self-efficacy in technopreneurship has an impact on market penetration and growth of new tech companies. The current finding is incongruent with resource based-human capital theory of entrepreneurship which proposes that entrepreneurship can be understood from two underlying perspectives, namely education, and experience (Clausen, & Korneliusson 2012; Shane & Eckhardt, 2003) because it is anticipated that the knowledge added from both experiences and formal education of ICT connotes a resource that is heterogeneously distributed across qualities and indeed central to understanding transformations and application of technology in business.

The second hypothesis postulates that there was no significant relationship between adaptability and market penetration. Results from the second hypothesis show that technopreneur adaptability influenced their level of market penetration which is a determinant of growth. This is in agreement with the study of Mursityo, Astuti, and Suharsono (2017) who concluded that there is a connection between creativity, adaptability, and business growth. The finding is also in consonance with the studies of Kamarudin and Sajilan (2013) and Selvarany and Venusamy (2015) who concluded that the use of technology enhances involvement in technopreneurship and guarantees business survival.

The third hypothesis postulates that there was no relationship between innovation and market penetration. The results indicate the relationship between technopreneur innovation and market penetration which is a measure of business growth. Precisely, it implies that technopreneurs who are innovative and are up to date with recent technological trends increase their chances of

business growth. The finding is in tandem with the study conducted by Suzuki et al. (2002) who established that two countries have adopted advanced technology in growing their businesses. In the same vein, Rothschild and Darr (2003) established that the use of technology has produced synergy towards the achievement of entrepreneurial activity.

Conclusion and Recommendations

The study identified key dimensions of technopreneurship (ICT self-efficacy, adaptability, and innovation) and reasserts their impact on the growth of new tech companies. The study, therefore, concludes that in a bid for new tech companies to generate high-value jobs, spawn export activity, generate new jobs, improve productivity, and experience growth it's important for technopreneurs to be ICT worthy i.e have a working knowledge of ICT, be prepared for technological adaptability and be innovative to match up with the constant technological changes. Also, the study concluded that technopreneurship activities such as cybercafé business, building software's that aimed at tackling global issues, etc are the bedrock of tech companies. It was revealed that males are more involved in technopreneurship than their female counterparts and this resulted in a higher level of economic empowerment among males than their female counterparts. Moderate educational attainment (O'level) is the only basic requirement for successful technopreneurship engagement and empowerment. The recommendations are based on the findings of this study. Technopreneurs are into the production of technologically driven products. Therefore, technopreneurs should focus on developing indigenous technology and commercialize technological innovation. It is important to acquire ICT maintenance skills and collaborate with successful global technopreneurs. ICT-Skills Incubation Centers should be established and aimed towards technopreneurship ventures.

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Entrepreneurial Orientation and Corporate Performance of Small and Medium Enterprises (SMEs) in Lagos State, Nigeria

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Abstract: This study examined the relationship between entrepreneurial orientation and corporate performance of SMEs in Lagos State. The cross-sectional survey was covered and a population of 2596 SMEs in Lagos State was covered. A sample size of 310 were drawn from the population and the simple random sampling was adopted. Data were gathered using copies of questionnaire. The Spearman Rank Order Correlation was used in testing the hypotheses so as to ascertain the relationship between entrepreneurial orientation and corporate performance. The result indicated a significant relationship between the dimensions of entrepreneurial orientation (innovativeness and risk-taking) with the measures of corporate performance (profitability and operational efficiency). It was concluded that the orientation of entrepreneurs in terms of risk taking and innovativeness, help in improving the performance of the SMEs. Among others, it was recommended that entrepreneurs should always introduce some element of innovation in their product or services as such will help boost their profitability.

Keywords: Entrepreneurial Orientation, Corporate Performance Innovativeness, Risk-Taking, Profitability, Operational Efficiency.

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1.0 Introduction

Corporate entities are constantly operating in a domain that is highly complicated and full of imponderable circumstances that need to be tackled for the business to maintain its continuity notion. The small and medium enterprises (SMEs) have over the years been a key sector of the nation that has contributed immeasurably towards boosting the economic wellbeing and progress of the country. Performance has remained one of the factors that help fuel the existence of any establishment irrespective of the philosophy and mission of the establishment. Performance of corporations' help ascertain if the corporate entity will achieve and uphold its competitive fit in

the industry (Issa & Akhigbe). This depicts that a firm that lacks high performance ability may possibly fizzle out of business within a foreseeable future. The performance of SMEs is critical to national development because the sector is well recognized to have helped reduce the high rate of unemployment and in enhancing the fortune of any economy.

It is an undeniable fact that SMEs have contributed to other nations in ensuring that they meet up to their level of development because it is a bedrock of national development (Akhigbe & Onuoha, 2020). Performance of organizations plays a crucial role in boosting the firms competitiveness, resilience, effectiveness, sustainability and efficiency. Omhonria and Needorn (2022) posited that firms performance depicts the degree at which an corporate entity achieved its missions as it relates with work outcome, customers relationship, quality service and overall wellbeing. Aligning with the above definition of firms performance, one can thus uphold that the performance of firms does encompass both financial and non-financial aspect of the organization. In measuring performance, several indicators have been used various constructs like profitability, competitiveness, employee satisfaction, operational efficiency, capacity utilization, goal achievement, increase patronage, customers satisfaction, efficiency, effectiveness and survival (Omhonria & Needorn, 2022, Chen, Jiang, Jia & Liu, 2021).

The success and wellbeing of SMEs often depends on the ability to manage and tackle all challenges that could affect the success of the establishment. Hence, the orientation of the entrepreneur is very relevant in enhancing the capability of the establishment towards improving and ensuring consistent and superior outcome. Entrepreneurial orientation (EO) depicts the strategic orientation of a firm which captures the explicit entrepreneurial features of decision-making styles and practices (Frank, Fink & Kessler, 2010). Entrepreneurial orientation enhances the specific characteristics, basic skills and trait of an entrepreneur which are relevant in managing business establishment in tackling challenges encountered by the organization in order to enhance its growth and survivability. An organizations entrepreneurial procedure may be helpful in taking advantage of new entry opportunities which is relevant in boosting its performance. However, the adoption of a high EO is considered essential but inadequate for wealth creation by new establishments (Ireland, Hitt, Camp, & Sexton, 2003). EO has been examined from an organizations level standpoint, likewise from individual perspective which explores the link between business owners' EO and firm's performance (Krauss et. al., 2005).

The orientation of the entrepreneur can be a tool in boosting the holistic success and wellbeing of the SMEs and inability of the entrepreneur of the SMEs to possess requisite competence may affect their performance. The aptitude of entrepreneur in terms of competence, could be learnt and improved through training in entrepreneurship (Akhigbe & Onuoha, 2020). The necessity to enhance performance of SMEs have attracted the scholars to proffer various ways to boost the firm's performance. However, there is scarcity of empirical writeup on how entrepreneurial orientation relates with corporate performance of SMEs in Lagos State, this has created a lacuna in knowledge which this study intends to bridge.

Conceptual Framework

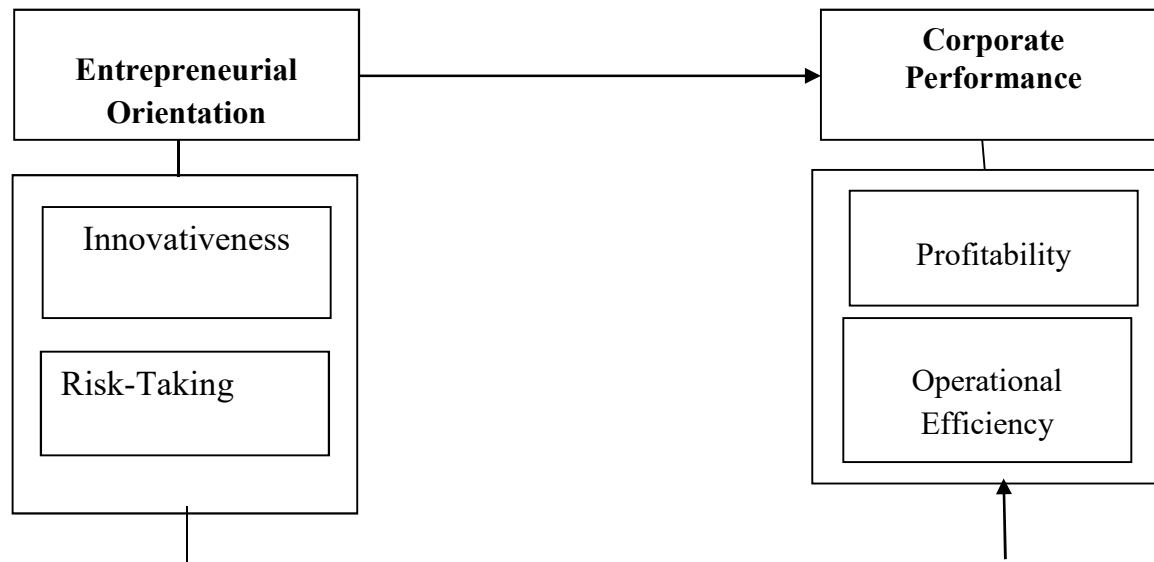


Figure 1: Conceptual framework showing the link between entrepreneurial orientation and corporate performance.

Source: Researchers conceptualization

Aim and objectives

The aim of this work is to investigate the link between entrepreneurial orientation and corporate performance of SMEs in Lagos State, Nigeria. the specific objectives are to;

- I. Determine the link between innovativeness and profitability.
- II. Investigate how innovativeness relate with operational efficiency.
- III. Examine the link between risk-taking and profitability.
- IV. Examine how opportunity risk-taking with firm's innovativeness.

Research Hypotheses

HO₁: There is no significant relationship between innovativeness and profitability.

HO₂: There is no significant link between innovativeness and operational efficiency.

HO₃: There is no significant relationship between risk-taking and profitability.

HO₄: There is no significant relationship between link risk-taking and operational efficiency.

2.0 Review of Related Literature

This study is based on Knowledge Based View Theory (KBVT). The theory opined that knowledge is the most significant explanatory component, and that the kind of knowledge (tacit, socially constructed) is a major determinant in improving understanding of firm behavior which could affect their performance. The knowledge-based view may be a valuable foundation for developing successful firm innovations by understanding the nature of this complex business phenomena (Gupta, 2011). The company's resource base is made up of assets that are based on knowledge. Because it believes corporations to be diverse entities laden with knowledge, the KBV of the firm is an extension of the Resource Based View of the firm (Scarborough et al., 1999). The firm's KBV has sparked a lot of attention because it illustrates how academics has recognized the fundamental economic shifts that have resulted from the accumulation and availability of knowledge over the last two decades. Begona (2008) describes knowledge management techniques based on business management research, all of which consider knowledge as a solution to today's new competitive issues. Information and knowledge creation systems, as well as strategic management and innovation, are all included in the knowledge management practices theory. As a result, the theory of knowledge management practices is related to the variable of entrepreneurial orientation and performance.

Concept of Entrepreneurial Orientation

Entrepreneurial Orientation (EO) has been acknowledged as a determinant for firm growth and profitability. So, in other word EO is key ingredient of a success venture. Using this definition and prior literature, entrepreneurship researchers have used the term entrepreneurial orientation to describe a „fairly consistent set of related activities or processes (Lumpkin & Dess, 1996;). Based on Miller (1983) conceptualization, three dimensions of EO have been identified and used consistently in the literature as Innovativeness, risk taking propensity, and pro-activeness. These dimensions represent distinct constructs that may vary independently of each other in a given context (Donatus, 2008). The importance of entrepreneurial orientation to the survival and performance of firms has been acknowledged in the entrepreneurship literature (Zahra & Garvis, 2000; Wiklund & Shepherd, 2005).

Innovativeness

Covin and Slevin (1989) describe innovativeness as an organization's proclivity for idea creation, experimentation, and research and development. Additionally, innovativeness is described as a business's capacity and willingness to pursue novel ideas or to innovate and develop procedures that result in new goods. Covin and Miles (1999) concur that entrepreneurship cannot survive without innovativeness and that innovativeness is a critical component of company survival strategies. Numerous studies have shown a favorable correlation between innovation and business success (Justine et al. 2005). Wang and Ahmed (2004) define innovativeness as an organization's total capacity for bringing new goods to the market or expanding existing markets via a mix of strategic orientation and innovative behavior and processes. Innovativeness is a measure of a firm's proclivity for and support of innovative ideas, experimentation, and creative processes that result in new goods, services, or technical processes.

Risk-Risk

Risk-taking refers to a company's proclivity for high-risk initiatives as well as management preferences for daring vs cautious measures in order to accomplish company goals. Risk-taking entails committing substantial resources to possibilities that have a realistic possibility of both expensive failure and success. Risk-taking orientation denotes a readiness to invest resources in methods or initiatives with a high degree of uncertainty about the result (Wiklund & Shepherd, 2005). Experiments, market testing, information acquisition, and the usage of networks may all help to reduce risk. Risk taking entails devoting big resources to activities with high failure probabilities, such as incurring heavy debt or making large resource commitments, with the goal of reaping potential high rewards. Finally, managers differ in their proclivity to take risks. However, there is evidence that prone risk managers are important in achieving innovation results (e.g. Ling et al., 2008).

Concept of Corporate Performance

A precise definition of performance has not been fully postulated because it covers various organizational outcomes. Performance in the organizational sense is generally characterized as the degree to which an organizational member contributes to the achievement of the organization's goals. For service-oriented companies' workers are a key source of comparative advantage (Luthar, 1996). Lebars and Euske (2006) offer a series of concepts that explain the idea of organizational performance where they opined that performance is a collection of financial and non-financial metrics that provide details about the degree to which goals and outcomes are accomplished. Performance can be explained using a causal model which explains how current behaviour will influence future outcomes. Depending on the person involved in evaluating the organizational performance, performance can be understood differently (e.g. performance can be understood differently from a person within the organization as compared to one outside). Performance in organization are like life blood of the organization which help in sustaining the operation of the organization.

Profitability

Profitability, more than any other accounting metric, demonstrates how effectively management performs in terms of investment and finance choices. Profitability ratios indicate the efficiency with which a business's management generates profits on sales, total assets, and, most crucially, shareholders' investment. As a result, everyone whose economic interests are dependent on an industry's long-term existence will be interested in profitability measures (Moyer, *et al*, 2006). Profitability must be addressed since industry expansion is unlikely to be maintained without earnings available for investments in the business. This component of growth may be quantified in terms of net profit margins or return on assets. This also indicates that high performance enterprises must achieve economic success. Delmar *et al.* (2003) provide an alternative perspective, arguing that although profits are a crucial signal of success, the link between earnings and size is only apparent in aggregates of companies or over extended periods of time for individual enterprises. Profitability is a metric that indicates how successfully a business can create profits through operational procedures that have been developed to assure the business's future viability (Manoppo & Arie, 2016).

Operational Efficiency

Operational efficiency is a positive result of a comparison between the inputs and the results obtained. Mandl et al. (2008) argue that efficiency is the relationship between inputs and effects, so efficiency shows effects irrespective of the inputs or resources needed to achieve the goals. Robbins and Coulter (2005) note that productivity requires achieving the highest output possible from the smallest input quantities. The research in question discusses different approaches for calculating operational performance. Mandl et al. (2008) argue that the output cannot be specifically calculated, so various statistical methods and analytical methodology are used. According to Koh and Saad (2007), methods frequently used are benchmarking or comparative analysis. From Venkatraman and Ramanujam's (1986) perspective, financial performance and operational efficiency are key determinants of a company's efficiency. Although the financial sector comprises metrics such as sales growth, productivity and earnings per share, the business region is inter alia connected to factors such as market share, the launch of new goods, product efficiency and added value in manufacturing. The way output is assessed however varies greatly.

Empirical Review

Falahat, Tehseen, and Van Horne (2018) created a methodology for evaluating the effect of entrepreneurial innovativeness (EI) on the performance of SMEs. This study specifically examines the effect of EI on the four kinds of company success. They used SEM-PLS to put their suggested theoretical framework to the test on a dataset of 450 Malaysian SMEs in the wholesale and retail industries. Their results showed that entrepreneurial innovativeness had a substantial beneficial effect on three kinds of company performances: perceived non-financial, perceived business growth, and perceived performance compared to rivals. However, according to their results, improved financial success did not result from entrepreneurial innovativeness. This research adds to the current body of knowledge on innovation by examining the effect of the most important innovative practices on the four dimensions of SMEs' performance in the setting of wholesalers and retailers. Nwangwu, Ozigbo, Ngige, and Ugwu (2020) looked at the impact of innovativeness on youth economic empowerment, as well as the impact of risk-taking capacity and change orientation on youth economic empowerment. The study used a survey research design and used a quantitative research method. All 321 registered sachet water businesses in Anambra state were included in the target population. Purposive/judgmental sampling was used to choose 321 respondents from the population. The research received a good response, with a response rate of 96.88 percent (311). The hypotheses were tested using multiple regression analysis. Risk-taking has a substantial beneficial impact on adolescent economic empowerment, according to the research. Change orientation has a substantial beneficial impact on young economic empowerment, according to the research.

In Nigeria, Zannah and Mahar (2021) investigated the impact of innovation, risk taking, and proactiveness on the success of small and medium businesses. In addition, the microfinance institution plays a moderating function. A total of 340 surveys were sent to SMEs' owners and managers, with 308 being returned satisfactorily. Entrepreneurs improve the success of small and medium businesses through innovating, taking risks, and being proactive. The data is analyzed using the descriptive statistic Pearson correlation analysis. The findings reveal a strong and favorable connection between EO (innovation, risk-taking, and proactiveness) and the success of Nigeria's small and medium-sized businesses. Only innovation and proactiveness were shown to

be statistically significant predictors of small and medium size businesses in Nigeria, whereas risk taking was found to be statistically insignificant.

3.0 Methodology

This enquiry utilized cross-sectional survey and a population of 2596 SMEs in Lagos State was covered. A sample size of 310 were drawn from the population using Krejcie and Morgan (1970) table. The simple random sampling was adopted and the data were gathered using copies of questionnaire which were personally administered to respondents. The predictor variable (entrepreneurial orientation) was measured using innovativeness and risk taking. The criterion variable was operationalized using profitability and operational efficiency. 5 items were used in measuring each of the variables and the item were given on a 4-point likert scale ranging from strongly disagree,, disagree, agree and strongly agree. The Spearman Rank Order Correlation was used in testing the stated hypothesis.

4.0 Results

Drawing from the total 310 questionnaire administered, 267 were successfully retrieved, however, 24 of the retrieved questionnaires were not correctly filled and only a total of 243 were well filled and used for the Analysis.

Table 1: Innovativeness and Measures of Corporate performance

		Innovativeness	Profitability	Operational Efficiency
Innovativeness	Correlation Coefficient	1.000	.564	.723
	Sig. (2-tailed)	.	.000	.000
	N	243	243	243
Spearman's rho Profitability	Correlation Coefficient	.564	1.000	.065
	Sig. (2-tailed)	.000	.	.569
	N	243	243	243
Operational Efficiency	Correlation Coefficient	.723	.065	1.000
	Sig. (2-tailed)	.000	.569	.
	N	243	243	243

Table 1 above showed the link in innovativeness and the measures of corporate performance (profitability and operational efficiency). The P-value was less than 0.05 which indicated that innovativeness relates significantly with profitability and operational efficiency. The correlational value of 0.564 revealed a strong link in innovativeness and profitability and a strong link was also observed in innovativeness and operational efficiency with a correlational value of 0.723. The null hypothesis was rejected and the alternate was accepted.

Table 2: Risk-Taking and Measures of Corporate performance

			Risk-Taking	Profitability	Operational Efficiency
Risk-Taking	Spearman's rho	Correlation Coefficient	1.000	.326	.318
		Sig. (2-tailed)	.	.000	.000
		N	243	243	243
Profitability	Spearman's rho	Correlation Coefficient	.326	1.000	.051
		Sig. (2-tailed)	.000	.	.231
		N	243	243	243
Operational Efficiency	Spearman's rho	Correlation Coefficient	.318	.051	1.000
		Sig. (2-tailed)	.000	.231	.
		N	243	243	243

Table 2 revealed that the P-value was less than 0.05 which indicated that risk-taking relates significantly with profitability and operational efficiency. The correlational value of 0.326 revealed a moderate link in risk-taking and profitability and a moderate link was also observed in risk-taking and operational efficiency with a correlational value of 0.318. The null hypothesis was rejected and the alternate was accepted.

5.0 Discussion of Findings

This study critically examined how entrepreneurial orientation relate with performance of SMEs in Lagos state. From the analysis, innovativeness has a strong and positive relationship with profitability of SMEs. This indicates that an increase in the innovativeness of the SMEs will create a favorable position for them to enhance their profitability level in the industry. Innovativeness further help create perceived difference in the product of the organization which attracts customers to the product and thus enhance their profitability. Innovativeness also improves the operational efficiency of the SMEs. Achieving efficiency in operations in one of the focus of organizations because inability to improve efficiency can lead to drawback in the organization. In this era of tremendous dynamism, organizations that wishes to remain relevance and to maintain high profitability level must remain innovative in order to adapt to changes in taste and preferences.

Risk-taking among owners of organization, does influence their profitability and total fortune. Risk taking has a significant and positive relationship with profitability. This positive link of

0.326 revealed a moderate link among risk-taking and profitability. Again, a moderate relationship exists amongst risk-taking and operational efficiency with a correlational value of 0.318. Hence, the null hypotheses of the study were rejected and the alternate hypotheses were accepted. These findings align with that of Falahat, Tehseen, and Van Horne (2018) whose study maintained that entrepreneurial innovativeness is a key factor in boosting the performance of SMEs. The outcome also align with that Zannah and Mahar (2021) which observed that innovativeness and risk taking help enhance the success of organizations.

Conclusion and Recommendations

Organizations are consistently becoming aware of the reality that entrepreneurial orientation play a vital role in achieving and sustaining the performance of SMEs in the industry. Technology become easily obsolete and customers taste changes very rapidly, hence organizations that are able to stay innovative, are able to satisfy customers maximally and there are also able to maintain maximum profit level. Innovativeness in organizations help in increasing profitability and operational efficiency of the SMES in Lagos state. Risk taking is an essential aspect of organizations because no organization operate in a very stable environment. Hence, taking risk is a frequent activity and the ability of the organization to take calculated risk will result in improved profitability and enhances operational efficiency. In conclusion, the orientation of entrepreneurs in terms of risk taking and innovativeness, help in improving the performance of the SMEs. Drawing from the conclusion and in alignment with the findings, the following recommendation are hereby proffered;

- i. Entrepreneurs should always introduce some element of innovation in their product or services as such will help boost their profitability.
- ii. Owners of SMEs should seek for innovative ideas that will be relevant in enhancing their operational efficiency which will help enhance the firms fortune.
- iii. Entrepreneurs need to take calculated risk which may help boost the profitability level of the firm.
- iv. Entrepreneurs should constantly scan the business domain to identify when to take necessary actions as such will help increase their operational efficiency

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Interactional Justice and Employee Engagement of Insurance Firms in Port Harcourt, Rivers State, Nigeria

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Abstract: *This study addressed the relationship between interactional justice and employee engagement of insurance firms in Port Harcourt, Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study comprised of an accessible population of 154 staff of selected insurance establishments within Rivers State, Nigeria. The sample size of 111 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The finding revealed that there is a significant relationship between interactional justice and employee engagement of insurance firms in Port Harcourt, Rivers State. Therefore, the study concludes that the practice of interactional justice by insurance firms in Port Harcourt, Rivers State positively enhances employee engagement. Hence, the study recommends that relationships within the workplace should be structured to allow for reciprocal respect and mutual understanding of roles and positions. As such relationships should be transformative and based on mutual respect and value for significant others within the organization.*

Keywords: *Interactional Justice, Employee Engagement, Dedication, Absorption, Vigour*

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INTRODUCTION

Employee engagement is currently drawing a lot of interest among various professionals, practitioners and consultants in the business world (Saks, 2006). It has evolved to become one of the most popular concepts in the field of organizational behaviour and management; forming a fundamental factor and feature of employee survey instruments utilized in the generation of social or management related data (Bailey, Madden, Alfes & Fletcher, 2017). Its interest grows as a result of its key contributions to and implications for workplace relationships and the organization as a whole. This is as the past decade has seen a surge in academic research on the concept of engagement which has been lauded as the key to an organization's effectiveness,

competitiveness and a driver for an organization's bottom-line performance (Macey & Schneider, 2008; Saks & Gruman, 2014).

In one of the first empirical investigations on the possible predictors as well as consequences of employee engagement within organizations, Saks (2006) observed that employee engagement significantly impacts on workers satisfaction, employee commitment, lower turnover and also organizational citizenship behaviour. Employee engagement is essential to employee productivity and involvement. Employees who are high on their engagement scales tend to contribute to more and in substantial degrees to their organizations. Their levels of task performance and organizational citizenship behaviour will increase in line with their engagement which further results in competitive advantages for organizations (Rich, Lepine & Crawford, 2010). Similarly, Harter, Schmidt and Hayes (2002) affirmed that from their meta-analysis study which was carried out in 36 organizations that employee engagement is related to meaningful organizational results comprising of internal and external customer satisfaction, service quality, profit, employee retention and trust. Employee engagement can therefore be considered a factor for the overall success of the organization as it results in improved business outcomes and higher levels of employee productivity (Gruman & Saks, 2011; Alvi & Abbasi, 2012)

The conceptualization and meaning of the employee engagement construct has been varied among different scholars and schools of thought and to date there is no generally accepted or consensus on what engagement actually implies (Macey & Schneider, 2008; Saks & Gruman, 2014). This is as different constructs of employee engagement can be considered as distinct from one another and have been advanced to capture or illustrate the fundamental features or aspects employee engagement (Shuck, Adelson & Reio, 2016). Following the early works of Kahn (1990) on the concept of engagement as it relates to the work role, several researchers have developed several varieties of engagement constructs which cover mainly: work engagement, job engagement, organizational engagement, intellectual or social engagement and, the subject of this study, employee engagement sometimes as distinct and separate constructs or as components of one or the other (Macey & Schneider, 2008; Shuck *et al.*, 2016).

Kaplan and Norton (2004) noted that the transition of business activities and functions from the industrial age to informational age has made organizations across the world increasingly dependent upon the human capital which in turn best flourish when dealt with fair and just way. Consistently high engagement by the employees in this competitive environment is a key to achieving the coveted success for the business. As such Employers and managers today are, therefore, more concerned with the attitude employees hold about their organizations. In this sense, organizational justice has been considered of great interest from different quarters such as from industrial psychology, behavioural management and human resource management as a means of endearing organizations to their employees and ultimately making the organizations more effective in terms of employee productivity (Cropanzano & Greenberg, 1997).

In this regard, organizational justice contributes and serves as a medium to infuse amongst the employees a sense of belongingness, oneness and loyalty to ensure whether every member of an organization is satisfied with and accepts the pattern of distribution of reward (distributive justice), process of distribution (procedural justice) and with the top-down interpersonal communication (interactional justice). Organizational justice has thus been addressed as a significant factor in understanding and influencing workers behaviour within the context of an organization (Hartman, *et al.*, 1999). Understanding the different dimensions of employee

engagement and the ways these are expressed such that they enhance the productivity of the organization is imperative for the survival and success of the organization (Ngodo, 2008). In this context, organizational justice has been regarded as one of the prime factors influencing the engagement of employees.

Though in the western and other developed parts of the world, there exists large number of studies have been produced which have focused on the effect of interactional justice on employee engagement (Gruman & Saks, 2011; Alvi & Abbasi, 2012), however, very little empirical studies have been conducted within the context of Nigeria. This is as there exist significant dissimilarities and contextual factors which contribute to the distinct features of each context.

Based on the foregoing, this study departs from previous studies as it extends the research on the variables by testing hypotheses on workers within Insurance firms in Port Harcourt. This is as, over the last two decades, labour and workplace related issues in Nigeria has gained increasing importance in the world economic scene, due to its steady rise as well as opening up of its markets, following liberalization and reforms of several sectors initiated in the early 2000s (Budhwar & Varma, 2011). As one might expect, the liberalization of the Nigerian economy and the resultant growth in competition among service firms has led to significant changes in managerial policies and procedures, especially those related to human resource functions (Budhwar & Sparrow, 1998; Sparrow & Budhwar, 1997). These development and features necessitate the need for a study of this nature and form as a means of understanding and the role or significance of the relationship between the variables of the study within such a context. Hence, the purpose of this paper therefore was to examine the relationship between interactional justice and employee engagement in insurance firms in Port Harcourt. The specific objectives of the study included to:

- i. Examine the relationship between interactional justice and dedication in insurance firms in Port Harcourt?
- ii. Examine the relationship between interactional justice and vigour in insurance firms in Port Harcourt?
- iii. Determine the relationship between interactional justice and absorption in insurance firms in Port Harcourt?



Figure 1: conceptual model for the relationship between interactional justice and employee engagement

Source: Desk Research (2022)

LITERATURE REVIEW

Theoretical Foundation

Equity Theory

Equity theory suggests that overpaid workers avoid any inequity reduction techniques that result in (a) negative consequences to self-esteem or physical wellbeing or (b) devaluation of a good job outcome such as job satisfaction or monetary compensation. The preferred method is a psychological justification involving a higher valuation of one's job inputs as indicated by the results of the study (Perry, 1993). When employees are not satisfied with their job they react negatively. This is consistent with what Adams has predicted in which workers who feel inequitably underpaid may respond by raising their outcomes.

In a study of a manufacturing plant setting, some employees were temporary underpaid by receiving a pay cut without any explanation. While employees experienced a 15% reduction in pay, they reported feelings of underpayment and stole over twice as much compared to when they felt equitably paid. It is possible that the pay cut produced anger and frustration for employees, which motivated the act of theft. It is also possible that the act of theft was used as a mean to restore equity. On the other side, when employees were provided with direct and honest explanation, the feeling of underpayment inequity was reduced in comparison to the group who did not receive any explanation (Greenberg, 1990). Berkowitz (1987) studied pay perceptions and satisfaction among a random sample of employed men. They found that the more the employees strongly believed their pay was fair; the more satisfied they were with their earnings. In fact, pay equity was a strong predictor of pay satisfaction (Berkowitz, 1987). The idea that the perceived fairness of one's pay is a better predictor of pay satisfaction, then the absolute amount of pay received is in keeping with the evidence showing that the concept of pay fairness and pay satisfaction are strongly related (Scarpello, 1988).

According to equity theory people can readdress states of inequity cognitively, for instance, altering their beliefs about the outcomes they received from their jobs. Equity theory asserts that workers who are underpaid financially may be able to re-establish overall level of equity by convincing themselves that they are well compensated with respect to other outcomes. A study on 114 salaried clerical workers, whose pay was reduced, felt that they were inequitably underpaid (Greenberg, 1989). Their pay cut created an underpayment inequity. In this case the employees followed two approaches. First, enhanced the perceived importance of other outcomes (work environment). Second, exaggerate the perceived level of these outcomes needed to establish equity.

The equity theory further tells us that cognitive revaluation of a situation will minimize the distressing effect of inequity (Greenberg, 1989). Heneman's (1985) review showed that pay satisfaction effects on overall levels of employee engagement and also has a big effect on behaviours such as turnover, absenteeism, and the effort exerted on the job. However, overpayment does not produce these results, usually underpayment does that consistently (Mowday, 1987).

Interactional Justice

The focus of research on justice gradually moved away from legal procedures towards organisational procedures. One of the reasons for this was that in organisations a variety of situations lend themselves to the use of procedures. Variations in these procedures and outcomes occur with organisational decisions, for example, regarding selection and salaries (Nowakowski & Conlon, 2005). The application of justice theory to organisations has made evident certain issues in terms of procedures and outcomes. For example, in the same company the same supposedly fair procedure could create very different employee reactions, depending on the way in which different managers implement and enforce the procedure. Bies and Moag (1986) initially referred to this aspect of justice as interactional justice

Employee Engagement

Employee engagement is a relatively new concept in the academic community but has been heavily promoted by consulting companies (Wefald & Downey 2009). Scholars and practitioners in the HRM field tend to agree that the fundamental concept of engagement may help explain behaviour at work, but they present different definitions of it. Thus, while the concept of employee engagement seems on the surface to be compelling, the concept lacks clarity in its definition. Using Kahn's (1990) seminal work as the point of departure, the concept of engagement was first introduced by him to explain how people are personally engaged and disengaged at work. He defined 'job engagement' as 'the harnessing of organisational members' selves to their work roles where people express themselves physically, cognitively, and emotionally during role performances' (Kahn 1990, p. 694). This definition clarified the concept of engagement as the manifestation of being 'present at work'. Being 'present at work' requires a particular mental state.

In order to be engaged, an individual has to think, feel and act on their job. In other words, this mental state constitutes a driving force which requires physical, cognitive and emotional resources. These resources can be enhanced in certain psychological conditions: meaningfulness (feeling that one is receiving a return on the investment of the self in the work role performance), safety (a sense of being able to show and employ oneself without fear of negative consequences to one's self-image or status at work) and availability (a sense of possessing the physical, emotional and psychological resources needed for investing oneself in the work role). These psychological conditions serve as the mechanism by which individuals connect to their role performance. In contrast, disengagement refers to withdrawal from the work role. The dominant contribution by Kahn (1990) is the identification of the conditions in which engagement would be likely to exist.

Maslach and Leiter (1997) reintroduced the concept of engagement as an energetic state of involvement that is posited to be the opposite of burnout. Engaged employees who are seen as energetic and take their work as a challenge appear as the opposite to burnt-out employees who are stressed and see their work as demanding (Bakker, Schaufeli, Leiter & Taris 2008). Maslach and Leiter (1997) added to their argument by asserting that, if an employee is not engaged, he or she will be more likely to move to the other end of the continuum and experience burnout.

The state of engagement is characterised as having high energy (as opposed to exhaustion), high involvement (as opposed to cynicism) and efficacy (as opposed to lack of efficacy). Gonzalez-Roma, Schaufeli, Bakker and Lloret (2006) supported this view and further characterised it by

activation, identification and absorption. Activation refers to having a sense of energy, identification is a positive relationship towards work, and absorption is being fully immersed in one's job.

Dedication

The first element of employee engagement is dedication. This refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge (Schaufeli et al. 2002). Being dedicated to one's job includes motivated acts such as working hard and giving the best that one can at work. Work not only seems to be important but also requires self-disciplined behaviour, as demonstrated by following rules, taking the initiative to solve a problem at work and exceeding one's personal job requirements (Van Scotter & Motowidlo 1996). A person who is dedicated to work is veritably engaged to his or her job.

Vigour

The first element of employee engagement, vigour, is a positive affective response to an employee's interactions with the elements of the job as well as the environment. The concept of vigour is drawn from the view that individuals share a basic motivation to obtain, retain and protect the things that they value, such as resources (in this case, energetic resources) (Hobfoll 1989). Energetic resources refer to physical strength, emotional energy and cognitive liveliness. According to Schaufeli et al. (2002), vigour is characterised by high levels of energy and mental resilience while working, the willingness to invest effort in the work and persistence even in the face of difficulties. Vigour relates to psychological capacities for exercising will power and developing alternative ways to achievement, optimism in expecting future success, and resilience to persist in the pursuit of goals. A person who is vigorous at work distinctly represents an engaged employee.

Absorption

The third element of employee engagement is absorption. This describes the feeling of contentment while performing work. Absorption represents a state of being fully concentrated on and happily engrossed in work, a state in which time passes quickly and one has difficulty in detaching oneself from work. This domain of employee engagement concerns the hedonic aspect of work. For a person to be engaged, he or she should enjoy the work and find pleasure in performing it. Thus, a happy and focused employee embodies an engaged employee. A study using 30 in-depth interviews confirmed that absorption is a relevant aspect of engagement (Schaufeli & Bakker 2001). The study argued that this facet of engagement relates to individual efficacy through having the confidence to be absorbed and the resilience to be persistently absorbed in a task.

Interactional Justice and Employee Engagement

Employees seek justice when communicating with their managers. Interactional justice, based on peer-to-peer relationships, is the perception of justice among employees that is concerned with informing employees of the subjects of organizational decisions, as well as about attitudes and behaviours to which employees are exposed to during the application of organizational decisions (Cohen-Charash and Spector, 2001). In other words, it expresses the quality of attitude and

behaviours to which employees are exposed during the practice of (distributive and procedural) operations by managers (Greenberg, 1993).

It is stated that interactional justice is composed of two sub-dimensions, interpersonal justice and informational justice (Cropanzano et al., 2007). Interpersonal justice points at the importance of kindness, respect and esteem in interpersonal relations, particularly in the relationships between employees and managers. Informational justice, on the other hand, is about informing employees properly and correctly in matters of organizational decision making.

According to Cojuharenco and Patient (2013), employees focus on job results when they consider justice in the workplace, and they are likely to focus on the methods of communication and reciprocal relationships within the organization when they consider injustice. If the interactions of managers or manager representatives with employees occur in a just way, employees will respond with higher job performance (Cropanzano et al., 2007). Interactional justice can lead to strong interpersonal interactions and communication over time (Cropanzano et al., 2007). According to social exchange theory, the positive or negative effect of employee-administration relationships on job performance stems from interactional justice (Cohen-Charash and Spector, 2001).

According to this theory, if employees are satisfied with their relationships with the administration, apart from their formalized roles, they will volunteer to acquire additional roles, which will increase their contextual performance. Some scholars, who argue that it is expensive and time-consuming to motivate employees with financial incentives alone, highlight interactional justice as another way to increase employee productivity (Cropanzano et al., 2002; Rupp and Cropanzano, 2002; Cropanzano et al., 2007). According to Lind and Tyler (1988), employees have concerns about their relationships with management on the basis of interactional justice.

From the foregoing discourse, the study hypothesized thus:

- H₀₁:** There is no significant relationship between interactional justice and dedication in insurance firms in Port Harcourt
- H₀₂:** There is no significant relationship between interactional justice and vigour in insurance firms in Port Harcourt
- H₀₃:** There is no significant relationship between interactional justice and absorption in insurance firms in Port Harcourt?

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study comprised of an accessible population of 154 staff of selected insurance establishments within Rivers State, Nigeria. The sample size of 111 was determined using calculated using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1: Correlation Matrix for Interactional Justice and Employee Engagement

		Interaction	Dedication	Vigour	Absorption
Spearman's rho	Correlation Coefficient	1.000	.431**	.545**	.540**
	Interaction				
	Sig. (2-tailed)	.	.000	.000	.000
	N	92	92	92	92
	Correlation Coefficient	.431**	1.000	.477**	.607**
	Dedication				
	Sig. (2-tailed)	.000	.	.000	.000
	N	92	92	92	92
	Correlation Coefficient	.545**	.477**	1.000	.488**
	Vigour				
	Sig. (2-tailed)	.000	.000	.	.000
	N	92	92	92	92
	Correlation Coefficient	.540**	.607**	.488**	1.000
	Absorption				
	Sig. (2-tailed)	.000	.000	.000	.
	N	92	92	92	92

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

Source: Research survey, 2022

The result for this hypothetical statement indicates that there is a significant relationship between the variables. The evidence shows that at a $\rho = .431$ and a $P < 0.05$, interactional justice enhances dedication. Consequently, the hypothesis is considered as false and therefore rejected based on the lack of statistical evidence to prove otherwise. Also, the result for this hypothetical statement indicates that there is a significant relationship between the variables. The evidence shows that at a $\rho = .545$ and a $P < 0.05$, interactional justice plays a significant role in driving vigour. Consequently, the hypothesis is considered as false and therefore rejected based on the lack of statistical evidence to prove otherwise. Finally, the result for this hypothetical statement indicates that there is a significant relationship between the variables. The evidence shows that at a $\rho = .540$ and a $P < 0.05$, interactional justice impacts significantly on absorption. Consequently, the hypothesis is considered as false and therefore rejected based on the lack of statistical evidence to prove otherwise.

DISCUSSION OF FINDINGS

The result from the analysis indicates contrary to the hypothesis of no significant relationship. The result of the analysis indicates that there is a significant level of moderation by organizational culture on the relationship between organizational justice and employee engagement in the insurance firms in Port Harcourt. The evidence suggests that organizational culture enhances and significantly influences the extent to which expressions of justice impact on the engagement levels of the staff of the insurance firms. The evidence corroborates the findings of Romualdas and Vida (2006) who argued that organizational culture contributes substantially with regards to the interpretations of systems and organizational features or attributes. In this sense organizational culture is a unifying platform that harmonizes the organizations position with that of its individual members.

Furthermore, Yafang (2011) affirmed in his study that organizational culture provides the necessary framework and mental path in which work relationships are designed and in which actions or expressions such as organizational justice. The implications of this finding are that

organizational culture determines and the adoption and sustainability of the justice system of the organization, the way they are expressed and of course the way they are also interpreted. Culture also presents the organization with a well-established format that guides the design of its justice systems based on its values, belief systems and behaviour or actions that are considered as norms.

CONCLUSION AND RECOMMENDATION

Therefore, the study concludes that the practice of interactional justice by insurance firms in Port Harcourt, Rivers State positively enhances employee engagement.

Hence, the study recommends that relationships within the workplace should be structured to allow for reciprocal respect and mutual understanding of roles and positions. As such relationships should be transformative and based on mutual respect and value for significant others within the organization.

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Strategic Planning and Organizational Performance in the Covid-19 Era in Tertiary Healthcare Institutions in South East Nigeria

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The study examined the strategic planning and organizational performance in the covid-19 era in tertiary healthcare institutions in south east Nigeria. The objectives of the study are as follows to: Examine the effect of strategy analysis on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era. Investigate the effect of strategy formulation on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era. Determine the effect of strategy implementation on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era. Descriptive survey design was adopted for this research work. The purpose of the study was to assess the effect of strategic planning on organizational performance in the COVID-19 era. The area of the study was in the South East Geopolitical Region of Nigeria. The target population of this study was the 2,877 senior level personnel from five departments in each of the five tertiary healthcare facilities in the South East Nigeria. The sample size of 553 was derived through Borg and gall (1973). The questionnaire was the research instruments used for data collection. The percentage frequency was used to describe the demographic characteristics of the respondents. Mean and standard deviation were used to give a baseline information about the status of the variables. The findings of this study revealed that, Strategy analysis has a significant weak positive ($\rho = 0.48$, $p = 0.006$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era. Strategy formulation has a significant very weak positive ($\rho = 0.134$, $p = 0.027$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era. The study recommends that Firms are advised to consistently carry out an inept strategic analysis aimed at understanding the business environment within which their business organization operates. Organisation should intermittently review and update her business visions, mission statements and the strategic organisational goals. This will assist it to remain focused and resolute at maintaining a competitive front and quality service delivery to its customers.

Keywords: strategic planning, organizational performance, covid-19, Strategy formulation, Strategy analysis

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INTRODUCTION

1.1 Background of the Study

COVID-19 arrived with force and unpredictability, dragging sectors and industries to an unprecedented and uncertain situation. Companies and organizations reacted but were not prepared for it. Tourism, retailing, manufacturing, logistics, education, healthcare, and automobile are some of the industries most affected by the lockdown situation created by COVID-19, to restrict mobility and reduce the pandemic

diffusion through contacts. With the available data, the tourism sector provided by United Nations' World Tourism Organization (UNWTO 2020) shows 22% decrease of international travels in Q1 2020, and 57% down in March. This resulted to a loss of 67 million international arrivals and USD 80 billion in receipts. The scenario continues with an estimated decline of 58% to 78% depending on the advancement of containment and travel restrictions. UNWTO (2020) estimated this scenario that 100 to 120 million direct jobs is at risk in the tourism sector, the worst result since 1950 and disruption of sustainable growth since the 2009 financial crisis. Many organizations are under pressure on how to survive with different measures and trying hard not to go bankrupt.

The COVID-19 pandemic's impact on our society cannot be undermined; it pushed individuals and organizations around the world to seek ways to adjust to the new normal. Technologies such as zoom and the likes which hitherto were not recognized became household names (Keick & Gain, 2021). For many managers, it was not easy adapting to such a drastic change in a very difficult time as there was little or no guidance available. Biswakarma, Rushworth, Srivastava, Singh, Kang, Das, Anantharaman, Aepph, Popp & Bhuyah (2021) posited that the COVID pandemic gave rise to a number of challenges for many organizations across the globe. Such challenges as the providing education remotely which came up as a result of imposed mandatory lockdown to control the spread of the virus. This gave a heavy workload on the technology departments of organizations where they exist and threat to organizations that do not have. Like other sectors, the COVID-19 pandemic revealed how vulnerable our health systems are and has intense implications for health, economic progress, trust in governments, and social cohesion. Containing and mitigating the spread and infection rate of the virus is essential. But so is strengthening the capacity of health systems to respond swiftly and effectively (OECD). It drew attention to the already overburdened public health systems in many countries, and to the challenges faced in recruiting, deploying, retaining and protecting sufficient well-trained, supported and motivated health workers. It highlights the strong need for sustainable investment in health systems, including in the health workforce, and for decent working conditions, training and equipment, especially in relation to personal protective equipment and occupational safety (ILO). International hospitals and healthcare facilities are facing catastrophic financial challenges related to the COVID-19 pandemic. The American Hospital Association estimates a financial impact of \$202.6 billion in lost revenue for America's hospitals and healthcare systems, or an average of \$50.7 billion per month. Furthermore, it could cost low- and middle-income countries ~ US\$52 billion (equivalent to US\$8.60 per person) each four weeks to provide an effective healthcare response to COVID-19. In the setting of the largest daily COVID-19 new cases in the US, this burden will influence patient care, surgeries, and surgical outcomes. From a global economic standpoint, The World Bank projects that global growth is projected to shrink by almost 8% with poorer countries feeling most of the impact, and the United Nations projects that it will cost the global economy around 2 trillion dollars this year. Overall, a lack of preparedness was a major contributor to the struggles experienced by healthcare facilities around the world. Items such as personal protective equipment (PPE) for healthcare workers, hospital equipment, sanitizing supplies, toilet paper, and water were in short supply. These deficiencies were exposed by COVID-19 and have prompted healthcare organizations around the world to invent new essential plans for pandemic preparedness.

An European multinational's board of directors asked a strategic question during the 2009 financial crisis: how can companies think strategically when running short of cash to survive for tomorrow? Yet, it is hard to think of a long term when one cannot survive in short term. However, arriving in such an extreme situation of cash shortage may also be the consequence of strategic errors, decisions made previously. A well-known entrepreneur, Jack Ma, the founder of Alibaba, has a saying 'repair the roof while it is still sunny' (Tsui, Zhang & Chen, 2017). Companies do have one or other imperfections in different organizational parts of system, structure, practice and policy. As the company grows, internal resources, assets, restructures, merges and capabilities regulate constantly in the process. Have the organizations been preparing themselves both for growth and crisis during the brilliant sunny days? Fixing the hole in the roof during sunny days is relatively easy with planning. If not done when rain comes, it is hard to fix and situation worsens. In the airline industry, though the whole industry is affected severely, the one most likely that has a strategic problem previously goes bankrupt first. To prepare companies for different

circumstances, the strategic tool of management is very useful to allow companies to tackle different options and possibilities in hand for quick responsiveness. Nevertheless, this optimistic formal strategic means for management is not perfect either.

COVID-19 is such an unprecedented occurrence that the last comparable pandemic is from a century ago i.e., the Spanish Flu. Hardly any organization has taken such a scenario into recent cognizance and analyzed it in advance. Mintzberg 1994 has long alerted us to the fallacy of planning and design school with emerged and non-deliberate approaches. Scholars such as Dyer (2013) estimate that around 70–80% of all company strategies are as a result of informal processes than formal processes. Based on this, Zhang, Dolan, Lingham and Altman (2019) suggested a dynamic model of strategic human resources to function in an intense and dynamic operational environment, in which learning and leadership are changed into strategic human features to build, trigger and reinforce organizational structure and system formed by a human pool of knowledge workers.

No strategic plan could have foreseen the arrival of COVID-19 like a hurricane. After several months of data accumulation, now we may be able to adjust a relatively accurate estimate to set up a scenario for analysis and planning. Organizations need to act and react at the first instance to keep making decisions. Waiting could have been an option but the price to be paid is the loss of opportunity which appears in a very short time of window opening (Bourgeois & Eisenhardt, 2018).

Strategic planning is referred to as the process of formulating strategies and setting guidelines that controls the activities being undertaken to attain organizational objectives and set goals (Efendioglo & Karabulut, 2010). Strategic planning examines a company as a system composed of subsystems. It permits managers to look at the organization and the interrelationship of parts. It provides a structure for coordination and control of the organization's activities, decision-making and services the setting of objectives, which presents a basis for evaluating performance (Arasa & K'Obonyo, 2012). It is an important performance driver in all work settings as well as enhances organizational innovation and economic performance (Song, 2011). For an organization to realize its vision it must have reliable strategies that provide the direction to be followed.

Strategic planning assists organizations to survive in the market environment with competitive advantage. It also assists executives in signifying the business there is, the ends it seeks, and the process in accomplishing those ends (Song, 2011). It also provides sustainability in the market even when there are environmental changes. The primary goal is to guide a company in setting out its strategic priorities and intent in focusing itself towards realizing the same (Kotler & Keller, 2017). Strategic planning helps organizations to anticipate future challenges and opportunities (Volberda, 2010). To be competitive, strategic planning practices are therefore essential in the industry. Strategic planning is a key in the health industry in maintaining a focused, long-term vision of the organization's mission and purpose and it aids decisions about the allocation of human and financial resources.

Strategic planning consists of a set of essential processes that are intended to form or influence a situation to create a more favourable result for a company. This is quite different from traditional planning which is more defensive based and depends on the move of competition to drive the company's move (Ansoff, Miller & Friesen, 2010). In business dealings, it provides in general ways for specific units such as projects, marketing, financial focuses and human resources. It may be advantageous to productivity development when there is agreement about the mission and when most work dealings depend on technological or technical considerations. It is the basis at which every company or firm knows its direction or purpose. An important conception of strategic planning is an understanding that for a company to do well, each person needs to work to ensure the team's goals are met (Johnson and Scholes, 2017).

Organizational performance will depend on factors such as the efficiency of the business processes, the productivity of her employees, the ability of the organization to meet up with its set objectives, the alignment among the organizational functions alignment with the organization's strategy, the organizational culture and climate. Before an organization will define its key performance indices, it should define a model and concept of its effectiveness. Some top indicators of organizational performance include achievement of organization's goals and targets, business process efficiency, results of business investments and projects, market place performance, organization alignment and the workforce experience (Smith, 2019).

Edwards (2014) adduced that the balanced score card developed by Professors Kaplan and Norton of Harvard University gives a more predictive set of organization performance measures as it compels managers not to concentrate only on financial measures but to monitor other important measures that lead to sustained long-term performance such as customers focus, internal business process focus, learning and growth focus. For health organizations, the performance measure is the quality of the healthcare service delivery.

Ross, Mamaqi, Albisu & Banterle (2011) argue that organizations have to learn, adapt and reorient themselves to the changing environment. This process has to be coordinated and deliberate leading to radical or gradual systematic repositioning between a firm's strategic orientation and the environment that results in an enhancement in effectiveness and performance. Strategic planning is now a routine part of business organizations since it plays a significant role in providing direction to the operations of the firm. Firms that slot in strategic planning place a better opportunity of experiencing the better and improved performance. Thus, strategic planning is a vital key any company or firms that seeks to survive competition in the unending global competitive business environment. Against this background, the study will examine strategic planning and organizational performance in the Covid-19 era in the tertiary healthcare facilities in the South East, Nigeria.

1.2 Statement of the Problem

Every organization operates in a constantly changing and dynamic environment. The unpredictability of today's environment of business operations is worrisome as it adversely affects organizational performance. The sudden change brought about by COVID-19 and the risks and threats associated with it crippled many business organizations. Globally, the waves of COVID-19 imposed unprecedented challenges to individuals, firms and organizations and called for new tools and approaches to quickly and effectively manage the turbulent environment to remain competitive. Strategic decision-making is one of the areas of current management that played a crucial role in achieving success and survival of firms in different industries in the COVID-19 era (Arnoud, 2020). It is alleged that failure on the part of many organizations to survive in the COVID-19 era was due to poor strategic management practice; firms and organizations with strong and robust strategies and those that adopted strategic management practice had a significant competitive edge (Arnoud, 2020).

Markins and Steele (2015) and Scholes and Whittington (2015) note that not all organizations that are engaged in strategic planning process do have high performance due to inherent weaknesses in one or some of the processes involved in strategic decision making. A well analyzed strategy that is poorly formulated and implemented with poor evaluation and control processes does not yield superior performance. Against this background, the study tends to examine strategic planning and organizational performance in tertiary healthcare centers in the South East, Nigeria in the Covid-19 era.

1.3 Objectives of the study

The main aim of this study is to examine the effect of strategic planning on organizational performance in the COVID-19 era. Its specific objectives are to:

- (i) Examine the effect of strategy analysis on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era.

- (ii) Investigate the effect of strategy formulation on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era.
- (iii) Determine the effect of strategy implementation on health care services in tertiary healthcare institutions in South-East Nigeria in COVID-19 era.

1.4 Research Questions

To direct the thrust of the study, the following research questions were formulated and used:

- (i) How does strategy analysis affect health care services of tertiary healthcare institutions in South-East Nigeria in COVID-19 era?
- (ii) What effect does strategy formulation have on health care services of tertiary healthcare institutions in South-East Nigeria in COVID-19 era?
- (i) How does strategy implementation affect health care services of tertiary healthcare institutions in South-East Nigeria in COVID-19 era?

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

The research is anchored under the Strategic Fit Theory

2.1.1 Strategic Fit Theory

Strategic Fit Theory originated from the works of Venkatraman (1989). This theory is also known as best fit strategic management or strategic decision theory. The theory explains that there are no universal prescriptions of strategic management practices. Wright and Snell (2015) argue that the application of strategic management practices depends on the firm context, business strategy and culture. The proponents of this theory further observe that strategic planning practices are only effective to the extent that they are aligned to the business environment both within and outside of the business. A major assumption in the field of the strategic planning process is that an organization needs to align its strategy with the external environment, internal environment, competitive environment, mission, vision, structure, capabilities and resources to improve the performance of an organization. The emphasis that the theory places on the emergent strategic planning process suit the theory in analyzing the strategic planning process in organizations that operate in a dynamic and challenging environment (Shankar & Shepherd, 2019). Thus the theory views an organization as continuously engaged in an emergent strategic planning process to incorporate the complexity and uncertainty of business.

Strategic fit is central to the strategy formulation and implementations process as it requires all organizations to process information obtained through scanning by transforming it into vision and mission statement. Thus it ensures that the mission and vision statement aligns to information sourced through environmental scanning. Lindow, Stubner and Wulf (2010) assert that strategic fit enables a firm to adopt strategy with competitive advantage and strategic choices of integration and coordination of strategies to provide superior performance. The theory of strategic fit places significant emphasis on the availability and relevancy of resources and elements in the strategic planning process. The lack of these resources and their alignment to the strategic goal is an obstacle in the strategic planning process. The theory of strategic fit is concerned with strategic implementation and how the process is implemented through the availing of necessary resources that will align the organization strategy. The strategic fit theory also states that implementing a strategy may face challenges in the implementation process, both internal and external resources. These determine the extent to which a supportive environment exists in strategy implementation (Prajogo, 2016).

The strategic fit has been established as a framework under which various strategies can be oriented to affect the performance of an organization. Shankar and Shepherd (2019) assert that the strategic fit process involves the management of all other elements relating to the strategic planning process to ensure

that the intended goal is achieved. Strategic fit is also central in the strategic planning process as it ensures that strategies adopted by an organization fit within an organization and its environment and result in improved performance. The theory further presupposes that the strategic fit allows organizations to evaluate existing strategies depending on the level of business alignment, resources availability and performance impact. To this extent, Aleksic and Rasicjelavic (2017) apply strategic fit theory in analyzing the strategic planning process in small and medium scale enterprises and thus the suitability of the theory in understanding the effect of the strategic planning process on the performance of organizations.

2.2 Empirical Review

Chijioke, Vu & Olatunji (2018) investigated the influence of strategy formulation drivers on strategic performance. The study adopted a survey research design and quantitative technique in its data analysis. The telecommunication companies operating in Nigeria were studied, in which 120 managers across all the departments were randomly selected as participants. Descriptive statistics and multiple regression techniques were used to analyze the data generated from the field using statistical package for social sciences (SPSS 25). The result showed that strategy formulation drivers jointly control the strategic performance of mobile telecommunication firms in Nigeria. Attention was given to company long-term objectives and vision which has a significant and positive impact on strategic performance. The result also showed that the company's mission had a significant negative impact on strategic performance.

Otieno (2019) conducted a cross sectional descriptive study to investigate the strategic planning process on the financial performance of professional service SMEs in Kenya. The senior, middle-level managers and owners of professional service SME's in Nairobi were studied. From a target population of 51287 registered professional service SMEs in Nairobi, 381 respondents were chosen using proportionate and purposive sampling, with one respondent selected from each SME. The questionnaire instrument was used to collect data and analyzed using descriptive and inferential statistical tools. The findings of the study revealed that environmental scanning, strategy formulation, strategy implementation and strategy evaluation had positive significant effects on the service of SMEs in Nairobi. The findings also indicated that innovation has a moderating effect between the strategic planning process and the financial performance of professional service SMEs.

Njoroge (2018) examined the influence of strategic planning in event planning firms in Nairobi Central Business District. The study adopted a descriptive research design. Sixty (60) event planning firms was the sample size of the study and it was gotten through non-probability sampling technique. Data was collected through a structured questionnaire and analyzed with descriptive statistical tool. Both quantitative and qualitative data were analyzed using content analysis. The result of the study showed that strategic planning significantly impact on the financial performance of the firms studied.

Ikoro and Nwosu (2017) carried out a study on the effects of strategic planning on organizational performance of Nigerian Bottling Company Enugu, using descriptive survey research design. The population of study was 180 members of staff of the Nigerian Bottling Company Enugu while the sample size was 124 which were determined using Taro Yamen's formula. The result of the analysis indicated significantly positive relationship between strategic planning and organizational performance and significant negative correlation between poor implementation of strategic plan and performance.

Owolabi and Makinde (2012) conducted a case study to assess the effects of strategic planning on corporate performance of Babcock University. Both primary and secondary data were used for the study to obtain information from Babcock University employees. The data was analyzed using descriptive and inferential statistics. Hypotheses were tested using the Pearson's Product Moment Correlation Coefficient to establish the significance of the relationship between the different variables used in evaluating performance. The results of the hypotheses showed a significant positive relationship between strategic planning and corporate performance.

Arome (2020) investigated the relationship between strategic planning practices and performance of SMEs in the Nigerian service sector and to assess the attitudes of the SME owners and managers in Nigeria towards strategic planning. Mixed methods approach was adopted in carrying out the study.

Primary data were collected from managers and owners of SMEs using structured questionnaire and semi-structured interviews and the finding of the study showed significant relationship between strategic planning and SMEs performance.

Ansah (2016) executed a study to investigate the effect of strategic planning on organizational capability for the performance of MSFBs in Ghana. In the study, organizational capability was used as the moderating variable between strategic planning (independent variable) and performance of MSFBs (dependent variable). The study employed convenience sampling method to get the sample size of 200 respondents which were studied. To ensure higher reliability and validity of the constructs, Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed using LISREL 8.5. In determining the causal relationship between the constructs, a hierarchical multiple regression (HMR) analysis was employed. The result revealed that strategic planning has a positive effect on the financial and operational performance of MSFBs in Ghana. It also revealed that managerial capability has significant positive moderation effect between strategic planning and performance of MSFBs in Ghana.

Donkor, Donkor, and Kwartan (2018) examined the effect of market dynamism and strategic planning on the performance of small and medium scale enterprises in Ghana. The study adopted quantitative approach in carrying out the study. Two hundred (200) small and medium sized manufacturing and service firms in Ghana were the sample size of the study. Multiple regression analysis was carried out to test the hypotheses and the result of the study revealed that strategic planning significantly impact on the performance of SMEs in Ghana. Also, the finding of the study showed that market dynamism had a significant positive effect on the performance of firms studied.

Kwame & Kwame (2012) conducted a study to examine the connection between strategic planning and organizational performance of firms, using micro data from small and large firms operating in a developing economy. The research result revealed that strategic planning significantly impact on organizational performance of firms.

3. METHODOLOGY

Descriptive survey design was adopted for this research work. The purpose of the study was to assess the effect of strategic planning on organizational performance in the COVID-19 era. The area of the study was in the South East Geopolitical Region of Nigeria. The target population of this study was the 2,877 senior level personnel from five departments in each of the five tertiary healthcare facilities in the South East Nigeria. This includes the administrative directors, medical directors, consultants, registrars, nursing directors and senior nursing officers, food science directors and chief pharmacists and laboratory and diagnostic directors. The sample size of 553 was derived through Borg and gall (1973). The questionnaire was the research instruments used for data collection. The copy of the questionnaire, the objectives, research questions and hypotheses of the study was given to the supervisors and other experts in business administration to ensure that the questionnaire instrument covered the phenomenon and relevant study variables it was supposed to cover. Their criticisms were noted while their suggestions were incorporated in the final draft of the questionnaire. The method applied to determine the reliability of the instrument was the test re-tests method. A Pilot test was conducted on 20 healthcare staff in government hospitals in Delta state. The scores obtained from the responses were used for test of reliability of the instrument. The percentage frequency was used to describe the demographic characteristics of the respondents. Mean and standard deviation were used to give a baseline information about the status of the variables

SUMMARY, ANALYSES AND INTERPRETATION OF DATA

The results obtained from the analyses of responses are presented and interpreted in this chapter. 553 copies of the questionnaires were distributed and 531 copies were duly completed and returned. The response rate of the questionnaire was 96%, which is high and acceptable for survey study. The results were presented in line with the objectives of the study. At first the analyses of the characteristic of the respondents was performed and followed by the analyses of the study status of the variables. Then the model estimation were done to analyze the specific objectives using the Spearman's correlation.

4.1 Analyses of the Demographic Characteristics of the Respondents

Table 1: Demographic Characteristics of the respondents in the selected tertiary healthcare institutions for the study

SN	Variables	Frequency	Percentage (%)
1	Age Range		
	Below 35 years	104	19.6
	Between 35 and 45 years	168	31.6
	Between 46 and 55 years	165	31.1
	Above 55 years	94	17.7
	Total	531	100
2	Gender		
	Male	295	55.6
	Female	236	44.4
	Total	531	100
3	Job status in the healthcare facility		
	Administrative Directors	39	7.3
	Medical Directors/Consultants	80	15.1
	Nursing Directors	207	39.0
	Food Service Directors	125	23.5
	Laboratory/Diagnostic Directors	80	15.1
	Total	531	100
4	Years of experience in healthcare sector		
	Less than 10 years	122	23
	Between 10 and 20 years	149	28.1
	Between 21 and 30 years	176	33.1
	Above 30 years	84	15.8
	Total	551	100

The result on Table 1 shows the demographic characteristics of the respondents in the survey. Four demographic variables are examined, namely age bracket, gender, job status and years of experience. The

responses on age range shows that 104 respondents representing 19.6% of the sample are below 35 years of age while those between the brackets of 35 and 45 and between 46 and 55 are 168 (31.6%) and 165 (31.1%) respectively. However, those above 55 years are 94 (17.7%).

The gender grouping shows that males are 295 being 55.6% of the sample while females are 236 which accounts for 44.4%. This indicates gender proportion of 55.6% to 44.4% of male – female employment in tertiary healthcare institutions in the south east. Thus, male staff are more in number in the tertiary health care facilities than female.

Furthermore, the rank of the respondents in the tertiary healthcare institutions are shown. The job status reveals that administrative directors account for 39 (7.3%) of the sample, medical directors/consultants are 80 (15.1%), and nursing directors being 207 (39%). The food services directors are 125 (23.5%) persons while the laboratory/diagnostic directors are 80 (15.1%).

The years of experience was also analyzed. The result shows that the respondents with experience of less than 10 years are 122 (23%). However, those between 10 and 20 years are 149 representing 28.1% of the sample while those between 21 and 30 years are 176 which accounts for 33.1% of the sample. Those with years of experience above 30 years are 84 persons which makes up 15.8% of the respondents.

4.2 Baseline analysis of the variables

This analysis explains the status of the three included variables for the study. Also, the extent of organizational performance is determined.

Table 2: Analysis of the Extent of Strategic Analysis in tertiary healthcare institutions in South East Nigeria

SN	Variables	Mean	Standard Deviation	Remark
1	Our healthcare facility were able to keep up with the organisational goals during the COVID 19 pandemic	2.344	0.1556	Less extent
2	Our healthcare facility did not deviate from the vision and mission we hold during the COVID 19 pandemic	3.443	0.5378	More extent
3	COVID 19 new normal has impacted on our goals as healthcare facility in the country	1.431	1.2456	Less extent
	Cumulative Mean response	2.4060		Less extent

The result on Table 2 is the mean scores and standard deviation of the extent of strategic analysis in the tertiary healthcare institutions in South East Nigeria. The overall results shown on the cumulative mean response is 2.41 which indicates less extent in the strategic analysis carried out by the tertiary healthcare facilities under study.

This connotes that strategic analysis as an aspect of corporate strategic planning process is less carried out in the tertiary healthcare institutions in south east Nigeria, especially during the COVID 19 era.

Table 3: Analysis of the Extent of Strategy formulation in tertiary healthcare institutions in South East Nigeria

SN	Variables	Mean	Standard Deviation	Remark
1	The advent of COVID 19 influenced the healthcare facility demands overtime the years	3.4343	0.67855	More extent
2	The incidence of COVID 19 affected our healthcare supplies	2.6747	1.42467	More extent
3	The COVID 19 pandemic exposed our healthcare to challenging competitive factors	4.5421	0.9775	More extent
4	The COVID 19 era ushered some technological changes that disrupted our medical processes.	3.6754	0.6477	More extent
	Cumulative Mean response	3.5816		More extent

The result on Table 3 is the extent of strategic formulation in tertiary healthcare institutions in South East Nigeria. The cumulative mean response value is 3.58. This explains that there is more extent of involvement in strategic formulation during the COVID 19 era. The tertiary healthcare facilities in the south east engaged more in strategic formulation.

This suggests that strategic formulation as an aspect of strategic planning in the tertiary healthcare institutions in South East Nigeria was well conducted during the COVID 19 era.

Table 6: Analysis of the Extent of Strategy implementation in tertiary healthcare institutions in South East Nigeria

SN	Variables	Mean	Standard Deviation	Remark
1	The incidence of COVID 19 had negative effect on staff responsiveness to patients.	1.4245	0.8832	Less extent
2	The COVID 19 pandemic altered the organizational structure and process for treatments in our facility	1.3975	1.4214	Less extent
3	The COVID 19 engendered more competitive edge to our facility	2.3435	1.7588	Less extent
	Cumulative Mean response	1.7218		Less extent

The extent of involvement in strategic implementation by the tertiary healthcare facilities in south east is shown on Table 6. Negatively cued responses are converted to positive cue questions. The results generally revealed that the tertiary healthcare institutions were less involved in strategic implementation (Cumulative Mean = 1.72) during the COVID 19 era.

The results connote that strategic implementation not well carried out during the COVID 19 era. This suggests that strategic plans were not strictly followed during the period under study.

4.3 Model Estimation

The model estimation is carried out to address the objectives of the study. The analysis is done using the correlation coefficient obtained from Spearman correlation analysis. The Spearman correlation was used since the analysis is a measure of association between two variables (strategic planning and organisational performance). The Spearman correlation is more suitable especially when the data do not have normal distribution. The data for this data were gathered through a survey process and is expected to lack normality. Thus the non-parametric tool as the Spearman has been used as the statistical tool.

The results are used to answer the research questions and as well test the hypotheses. The correlation coefficient which indicates direction and magnitude of relationship is used to answer the research questions while the p-value is used for test of hypotheses at 0.05 level of significance. Decision is to accept reject the null hypothesis and accept as statistically significant, p-values less than 0.05. Otherwise we accept the null hypotheses.

4.3.1 Effect of strategy analysis on organizational performance

Research Question One: How does strategy analysis affect organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era?

Hypothesis One: Strategy analysis has no significant effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

The variables of the analysis are strategic analysis and organisational performance. It is shown on Table 4.

Table 4: Result of the Correlation between Strategic Analysis and Organisational Performance

Correlations		Strategic Analysis	Organizational Performance
Strategic Analysis	Correlation Coefficient	1.000	.476
	Sig. (2-tailed)	.	.006
	N	531	531
Organizational Performance	Correlation Coefficient	.476	1.000
	Sig. (2-tailed)	.006	.
	N	531	531

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

Correlation Coefficient (ρ) = 0.48

Significance value = 0.006 ($p < 0.05$, that is, significant)

The correlation coefficient is 0.48. this indicates that there is a weak positive relationship between strategic analysis and organisational performance. this indicate that a unit increase in the extent of strategic analysis can lead to increase in organisational performance. in answer to research question one “how does strategy analysis affect organizational performance of tertiary health care facilities in south-east Nigeria in covid-19 era?” the study posit that strategic analysis has a positive effect on organisational performance.

However, the significance level (0.005) is less than 5%, thus, we reject the null hypothesis that “strategy analysis has no significant effect on organizational performance of tertiary health care facilities in south-east Nigeria in covid-19 era”. since we rejected the null hypothesis, we then accept the alternative hypothesis. thus, the study thus concludes that strategy analysis has a significant weak positive effect on organizational performance of tertiary health care facilities in south-east Nigeria in covid-19 era.

4.3.2 Effect of strategy formulation on organizational performance

Research Question Two: What effect does strategy formulation have on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era?

Hypothesis Two: Strategy formulation has no significant effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

The variables of the analysis are strategic formulation and organisational performance. It is shown on Table 5.

Table 5: Result of the Correlation between Strategic Formulation and Organisational Performance

Correlations

		Strategy formulation	Organizational Performance
Spearman's rho	Correlation Coefficient	1.000	.134
	Strategy formulation		
	Sig. (2-tailed)	.	.027
	N	531	531
	Correlation Coefficient	.134	1.000
	Organizational Performance		
	Sig. (2-tailed)	.027	.
	N	531	531

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

Correlation Coefficient (rho) = 0.134

Significance value = 0.027 (p < 0.05, that is, significant)

The result of the coefficient correlation between strategic formulation and organisational performance is 0.134. This falls within the boundary of very weak correlation and the value is positive. This indicates that there is a very weak positive relationship between strategic formulation and organisational performance. This implies that a unit increase in the extent of strategic formulation will result to about 0.13 unit increase in organisational performance. In answer to research question two” “What effect does strategy formulation have on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era?” the study posit that strategic formulation has a very weak positive effect on organisational performance.

The p.value is 0.027 which is less than 5% level of significance. The study thus rejected the null hypothesis that “Strategy formulation has no significant effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era”. Hence, it accept the alternate and conclude that strategy formulation has a significant very weak positive effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

4.3.2 Effect of strategy implementation on organizational performance

Research Question Three: How does strategy implementation affect organizational performance of tertiary healthcare centers in South-East Nigeria in COVID-19 era?

Hypothesis Three: Strategy implementation has no significant effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

The variables of the analysis are strategic implementation and organisational performance. It is shown on Table 13.

Table 13: Result of the Correlation between Strategic implementation and Organisational Performance

Correlations

		Strategy implementation	Organizational Performance
Spearman's rho	Correlation Coefficient	1.000	.717**
	Strategy implementation		
	Sig. (2-tailed)	.	.000
	N	531	531
	Organizational Performance		
	Sig. (2-tailed)	.000	.
	N	531	531

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

Correlation Coefficient (ρ) = 0.72

Significance value = 0.000 ($p < 0.05$, that is, significant)

The coefficient correlation between strategic implementation and organisational performance is 0.71 which is positive and strong. This indicates that there is a strong positive relationship between strategic implementation and organisational performance. This implies that a unit increase in the extent of strategic implementation leads to about 0.71 unit rise in organisational performance. In answer to research question three” “How does strategy implementation affect organizational performance of tertiary healthcare centres in South-East Nigeria in COVID-19 era?” the study posits that strategic implementation has strong positive effect on organisational performance.

The p-value is 0.000 which is less than 5% level of significance. The study thus rejected the null hypothesis that “Strategy implementation has no significant effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era”. Hence, it accept the alternate and conclude that strategy implementation has a significant strong positive effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

4.4 Discussion of Findings

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

4.4.1 Strategy analysis and organizational performance nexus

Strategic analysis has a weak positive and significant effect ($\rho = 0.48$, $p = 0.006$) on organisational performance. Strategic analysis planning process will bring about enhanced organisational performance. When organisations improve in extent of strategic analysis they engage in the process of business planning, it would enhance its performance level by 48%. This follows that business analysis is essential for improvement in business outcome. The baseline study showed that the tertiary healthcare facilities in south east Nigeria had low level of strategic analysis in their strategic planning process. This outcome of this study supposes that enriched and in-depth analysis could improve healthcare service delivery, satisfaction and staff cooperation by about 48%.

4.4.2 Strategy formulation and organizational performance nexus

The study showed that strategy formulation has a significant very weak positive ($\rho = 0.134$, $p = 0.027$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era. This implies that formulation improves performance by 13%. Any unit improvement in strategic planning formulation will result in improved organisational performance. The baseline study showed a rich level of strategic formulation in the tertiary healthcare institutions in the study area. This implies that strategic formulation is being well practiced in the planning processes of tertiary healthcare facilities, especially in the south east of Nigeria. The notional effect is increased rise of 13% in healthcare sector performance. Chijioke, and Olatunji (2018); Otieno, *et al* (2018); Otieno, (2019) and Brorström, (2019) reported similar findings in different locations and sectors. This implies that strategic formulations has a proven record of enhanced performance for organisations.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The study have investigated the effect of strategic planning on organisational performance of tertiary healthcare facilities in south east Nigeria. Strategic planning was disaggregated into six aspects, namely strategic analysis, formulation, implementation, evaluation, control and innovation. Each of the six strategic planning variables was correlated with organisational performance, to examine the association between them. The analysis were performed using the Spearman's correlation coefficient. The results showed that:

1. Strategy analysis has a significant weak positive ($\rho = 0.48$, $p = 0.006$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.
2. Strategy formulation has a significant very weak positive ($\rho = 0.134$, $p = 0.027$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.
3. Strategy implementation has a significant strong positive ($\rho = 0.72$, $p = 0.000$) effect on organizational performance of tertiary health care facilities in South-East Nigeria in COVID-19 era.

5.2 Conclusion

Strategic planning have not been fully and effectively employed in management of tertiary healthcare facilities in the south east Nigeria. The study showed that strategic planning is a sound driver of organisational performance in the healthcare sector. All the three strategic planning processes showed positive effects on performance, however, implementation and innovation are the strong drivers of performance while control was not statistically significant in driving organisational performance in healthcare facilities, especially in emergency cases as the COVID 19 era.

5.3 Recommendations

Amongst the recommendations of the study are as follows:

1. Firms are advised to consistently carry out an inept strategic analysis aimed at understanding the business environment within which their business organization operates.
2. Organisation should intermittently review and update her business visions, mission statements and the strategic organisational goals. This will assist it to remain focused and resolute at maintaining a competitive front and quality service delivery to its customers.
3. It is also recommended that strategic plans should be followed by organisations in strict terms. The action plans must align with the organizational goals.

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Workplace Spirituality and Organizational Performance in the Hospital Management Board, Bauchi State

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Abstract: This study focused on the relationship between workplace spirituality and organizational performance in the Hospital Management Board, Bauchi State. The study adopted the cross-sectional research design. The target population of the study consisted of the entire staff of the Hospital Management Board, Bauchi State totaling 568. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at two hundred and twenty six (226). The sampling procedure to be used in this study is the purposive sampling technique which focused on management staff, unit heads and staff. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical results confirm that there is a positive significant relationship between safety management and employee performance. The study concluded that that workplace spirituality has a significant relationship with the performance of Hospital Management Board. Specifically, the study concluded that the dimensions of workplace spirituality (sense of community and alignment with organizational values) had a significant relationship with organizational performance. The study recommended that sense of community and membership should not be treated with levity in an organisation. Sense of community is an aspect of workplace spirituality that gives one an awareness of being understood and appreciated. As a result, it facilitates interrelationship, felt belonging and high performance. Therefore this should be made to be part of the integral aspect of the Hospital Management Board culture. During recruitment exercise, alignment of employee's values and that of the organisation should be taken seriously as a prerequisite for employment especially in the private organisation. This will boost performance since the particular employee already has internalized values that are congruent to the value of the organisation.

Keywords: Alignment with Organizational Values, Organizational Performance, Sense of Community and Work Place Spirituality.

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INTRODUCTION

Organizational spirituality elicits workers' self-imposed willingness to act and perform their task productively in an organisation. This is orchestrated by workers' judgment and perception with reference to their job meaningfulness, growth oriented, and fulfillment in the context of a social and egalitarian community (Kinjerski & Scrypnec, 2006, Tagavi & Hamid, 2014). Many

organisations in the world today are having challenges in building an environment that is community-oriented and capable of engendering the commitment of individual employees to express and demonstrate their inner capacity in the performance of duty. Employees long for a workplace that is conducive for their alignment of personal values with that of the organisation so as to experience a purposeful, meaningful and enjoyable responsibility.

These categories of workers that find fulfillment and meaning in their work are the types that can help to accomplish and sustain the performance of organisations even within the current fierceness of competition among organisations in the world today. However, while competitive pressure has been discussed extensively in literature (Collins, 2002; Fred, 2006; Kaplan & Newton, 2006), the role of organizational spirituality and commitment to trigger higher performance is less investigated (Ajala, 2013; Dharmarajan, Kaushik, Nilari, Ruchika, & Israel, 2011; Karakas, 2010).

Nevertheless, scholars like McGregor, (1960); Armstrong (2006), Daniel (2010), and Tagavi and Hamid (2014), have explored several approaches to make organizational environment more humanistic and task-oriented. The old but relevant Hawthorne study of Mayo (1927-32), Maslow (1954), and other modern approaches have been used to treat employees for optimal organizational outcomes (Bullock, 2009; Harrington et al, 2001; Steele & and Daniel, 2010).

Despite these approaches, it was keenly observed that organizational spirituality; organization's spiritual practices, spiritual values, and commitment were absent in organizational research (Beheshtifar & Zare, 2013). The robustness of the aforementioned approaches was orchestrated by context construct with reference to team, group, motivation and organizational outcomes. Nevertheless, the inclusion and combination of workplace spirituality has been recognized as an essential area in academic research towards adding meaning and value to workers' workplace effect, quality of work life, and meaningful work experience (Petchsawang & Duchon, 2009; Wainaina, Iravo, and Waititu, 2014).

Employees' emotions, inclusiveness and felt-belonging are spiritual attributes that stimulate fulfillment and implicit satisfaction when brought to bear on the workplace. In the other way, a dispirited workplace manifests discontent, low morale, high turnover, low performance and non-committed attitude to the organization (Rostami, Dini, & Kazem, 2015; Hira & Shilpee, 2014). Therefore, optimizing employees' performance will necessitate total inclusion and involvement of one's commitment in terms of physical, mental, emotional, and spiritual needs (Petchsawanga & Duchon, 2012).

Interestingly, scholars like Daniel (2010); Nicou (2002); and Hira and Shilpee (2014) have observed through research that constructive attention to workers' spirituality reduces work related stress, enhances creativity and improves interpersonal relationship and trust which Petchsawanga & Duchon (2012) sustained. Nicou (2002) added that beyond improved productivity, workers' spirituality helps to boost employee wellbeing and quality of life. It provides employees a sense of interconnectedness, social capital, interdependency, and community (Beheshtifar & Zare, 2013). Workplace spirituality, according to Geigle (2012) promotes individual feelings of satisfaction through transcendence and egalitarianism.

From its communal construct, organizational spirituality is a culture that enables the individual worker to fully understand the purpose and meaning of work and stimulates workers' passion to work with others in order to achieve organizational goal. This perspective recognizes employees' inner life that nourishes and been nourished by meaningful work that takes place in the context of community (Ashmon & Duchon, 2000). According to Daniel (2012), employees want meaning and passion in what they do and not just the extrinsic settlement like fringe benefits and

paycheck. Based on this premise, research studies outside the boundaries of Nigeria have been directly focused on relationships between various aspects of organizational spirituality; meaningful work, sense of community, and inner life and organizational outcomes such as commitment and performance (Ashmon & Dunchon, 2000; Bosch, 2009 Howard, 2002). Hence, there is need to examine the relationship between workplace spirituality and organizational performance in the Hospital Management Board, Bauchi State.

The study would seek to provide answers to the following research questions:

- i. What is the relationship between sense of community and organizational performance of Hospital Management Board, Bauchi State?
- ii. What is the relationship between alignment with organizational values and organizational performance of Hospital Management Board, Bauchi State?

LITERATURE REVIEW

Theoretical Framework

Taylor's Scientific Management Theory

The evolution of human society is reflected in the evolution of the workforce; for example, the agrarian society progressed economically into an industrial society and, eventually, into the information era. Appropriately, this evolution is also reflected in organizational theories; therefore, the interest in workplace spirituality is a natural progression of management theory since the early 1900s. The early theories of Taylor (1911), for example, focused on mechanical efficiency and made use of the science of time and motion, seeing workers as mere ends, a sharp contrast with newer theories, including workplace spirituality, which emphasizes the whole person.

The underlying premise of Taylor's (1911) theory was the concept of *economic man*: that people were primarily motivated by money. Taylor's theory was concerned with maximizing the use of physical energy, and human beings were considered extensions of the machines they operated. In the decades that followed, the Hawthorne studies in the late 1920s raised questions concerning the motivating influences for untapping potential, the qualities of effective leadership and supervision, worker participation and involvement in company decision-making, job satisfaction, resistance to change, and group norms (Sonnenfeld, 1985). The Hawthorne studies revealed the relational aspects of work and how those aspects shaped productivity and the meaning that people made of it (Mayo, 1949). For Mayo, the study unveiled that physical energy affected work output as well as emotional energy.

Concept of Organizational Performance

The concept of organizational performance has been viewed by different authors from various perspectives, and consequently there is no consensus on a particular definition. Hence, it has been variously defined by various authors. According to Olabisi, Olagbemi and Atere (2013) organization's performance is complex, and is characterized by the organization's ability to create acceptable outcomes and actions. According to Adeleke, Ogundele and Oyenuga, (2008), an organization is said to achieve an effective performance if it makes use of its resources to attain high level of performance. They also affirmations that a business organization is effective if it attains its sales or market share goals which depend on efficiency. Moullin (2003) as cited in

Wu (2009) defines organization performance in terms of how well an organization is managed and the value the organization delivers to customers and other stakeholders. In the view of O'Regan and Ghobadian (2007) organization performance is "the ability of an object to produce results in a dimension determined a priori, in relation to a target".

Adeoye and Elegunde (2012) define performance as the measure of how managers utilize resources of the organization in an effective and efficient manner to accomplish goals and satisfy stakeholders while Richard et al. (2009) see performance as real output against expected output which they categorized into financial performance, product market performance and shareholders return. They summarized performance as an approach that is used in assessing the progress made towards achieving goals, identifying and adjusting factors that will limit the progress of the organization in the environment. In other words, organizational performance refers to the efficient and effective use of human resources to achieve the objectives of an organization (Adubasim & Odunayo, 2019).

According to Olabisi *et al.*, (2013) organization's performance is complex and is characterized by the organization's ability to create acceptable outcomes and actions. Olayemi (2004) also stated that a productive organization achieves its goals by transforming inputs into output at the lowest costs. An organization that is capable of doing this can be said to be performing. They concluded that performance can include survival, profit, return on investment, sales growth and a number of employees. This study sees organization performance as a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results of the organization.

Organizational performance reflects how the organization understands the needs and expectation of customers (Kabiru, Mucid & Norlena, 2012). Those with clear economic, political, and managerial visions of society and the standard of living see increased organizational performance as necessary (Adim, Tamunomiebi, Akintokunbo & Adubasim, 2018). Suleiman (2011) sees performance as the reflection of how the organization uses its resources in such a way that will ensure the achievement of its set objectives. While Stephen and Edith (2012) assert that performance determines the existence of an organization in the economy, Stephen and Edith (2012) sees organizational performance as the effectiveness of the organization in fulfilling its purpose.

Concept of Workplace Spirituality

Although several definitions of workplace spirituality have been promoted, no widely accepted definition exists in the field, a key weakness and limitation to the emergence of a definitive scientific study (Giacalone & Jurkiewicz, 2010). The interchangeable use of the terms *workplace spirituality*, *spirituality at work*, and *organizational spirituality* to articulate the relationship between the workplace and spirituality (Kinjerski & Skrypnek, 2004) further complicate defining the construct.

Empirical work on workplace spirituality emerged in the 1990s. Widely regarded as the first large-scale empirical study on the phenomenon, Mitroff and Denton (1999) reported a yearning for more spiritual openness in workplaces among the executives they interviewed, and found that most organizations suffer from spiritual impoverishment. Of primary interest to their study were personal meanings people attached to the concepts of religion and spirituality (Ahiauzu & Asawo, 2010). As such, their study focused on the "emergent" definitions of religion and spirituality of managers and executives. They refrained from defining religion and spirituality a priori, but instead let it emerge from the respondents. Participants' responses indicated religion was viewed

primarily as a dogmatic and institutional phenomenon, whereas spirituality was viewed as an individual phenomenon (Mitroff & Denton, 1999).

Mitroff and Denton (1999) offered five organizational models of spirituality in the workplace. These models included: (a) the religion-based organization, (b) the evolutionary organization, (c) the recovering organization, (d) the socially responsible organization, and (e) the values-based organization. They evaluated these models against 10 dimensions and concluded a combination of the five models—a hybrid model—was more fitting and least likely to incur intense counteraction by stakeholders. This inherently conservative strategy was the best alternative at the time, and could be adopted to promote spirituality in organizations to allow for implementation and practice of workplace spirituality without inducing hostility, conflict, controversy, and division over fundamental beliefs and values. Mitroff and Denton (1999) separated spirituality from religion, advocating for spirituality in the workplace and arguing against religious expression in a workplace context. They supported the notion that workplace spirituality was about finding a purpose in life, creating a strong connection with coworkers, and having a match between an individual's core values and the values of the organization.

Dimensions of Work Place Spirituality

Sense of Community

Sense of community is a dimension of workplace spirituality that occurs at the group level of human behavior, and is expressed via interactions between coworkers (Milliman et al., 2003). Sense of community involves a deep connection to or relationship with others (Ashmos & Duchon, 2000). This level of spirituality involves the mental, emotional, and spiritual connections among employees in teams or groups in organizations (Neal & Bennett, 2000). The essence of community is a deeper sense of connection among people, including support, freedom of expression, and genuine caring (Milliman et al., 2003). *Community* can be described as a partnership of free people committed to the care and nurturing of one another's mind, body, heart, and soul through participatory means (Naylor, Willimon, & Österberg, 1996). Individuals in workplaces experience sense of community in the presence of shared vision, common values, boundaries, empowerment, shared responsibility, growth and development, tension reduction, education, feedback, and friendship (Naylor et al, 1996). People value workplaces where they feel part of a community (Miller, 1998; Pfeffer & Veiga, 1999), and employees find strong connectedness in workplaces where they experience shared values and a shared sense of purpose (Chappell, 1993).

An authentic sense of community is autonomous and collaborative rather than imposed, driven by social rather than extrinsic motivation; employees feel encouraged to be authentic and allow for personal connections to form rather than assume impersonal connections via their roles (Garrett, Spreitzer, & Bacevice, 2014). In practice, Southwest Airlines exemplifies an organizational culture with deliberate effort to evoke a sense of community. Employees feel that they are part of a family that takes care of each other as well as their customers; although a strong emphasis is placed on customers, employees come first (Frieberg & Freiberg, 1996; Levering & Moskowitz, 1993). While Southwest Airlines values community and having fun, it also has a strong work ethic with the expectation of hard work and flexibility to control staffing requirements below their competitors (Levering & Moskowitz, 1993). For Southwest employees, working hard and having fun are not at odds with each other, but related to its business strategy of offering low-cost air travel to customers who ordinarily couldn't afford to fly; the company highlights emotional expression and humor, offering an extremely personable and fun-oriented brand of service quality (Milliman, Ferguson, Trickett, & Condemi, 1999).

Alignment with Organizational Values

Alignment with organizational values is understood as a match between an employee's personal beliefs, values, and ideas and the mission and purpose of the organization (Milliman et al., 2003). As such, alignment with organizational values involves the concept that employees desire to work in an organization whose goal is to not just be a good corporate citizen, but also an organization with a high sense of ethics or integrity and that make a larger contribution than the typical company to the welfare of employees, customers, and society (Milliman et al., 2003). Alignment also means individuals believe managers and employees in their organization have appropriate values, a strong conscience, and are concerned about the welfare of their employees and community (Ashmos & Duchon, 2000).

Alignment between individual and organizational values creates a natural connection between people throughout the organization in such a way that relationships –between one person and another, between the present and the future, between customer and product, a team and its goals, a leader and a vision – are claimed to be strengthened by aligned values (Branson, 2008). Where the organization cultivates alignment between organizational and individual values it induces more positive employee attitudes such as organizational commitment and job satisfaction (O'Reilly, Chatman, & Caldwell, 1991). Alagaraja and Shuck (2015) defined alignment as “an adaptive, dynamic resource capability achieved by developing a shared understanding of interdependent systems, practices, and routines of the organization” (p. 21). Their study noted that alignment offered a contextual explanation of factors that impact employee performance or behaviors in an organization, and suggested that alignment provided meaning, a sense of purpose, and understanding of the organization such that the employee was able to interpret, search for, make meaning, and identify with the organization's current and future course of actions.

The Nexus between Work Place Spirituality and Organizational Performance

A tension between rational goals and spiritual fulfillment now haunts some workplaces around the world. It is not enough that workers feel productive and effective. For a long time, employers compartmentalized workers, carefully separating business concerns from personal identities. But productivity waned because people's personal lives affect their work. That's why companies are adding work-and-family programs and a variety of other benefits aimed at helping employees to achieve balanced lives (Laabs 1995). Lewis Richmond, a former Buddhist monk turned catalog software tycoon and author of *Work as a Spiritual Practice*, points out that the Buddha himself found enlightenment out of a “serious case of job dissatisfaction” as an Indian prince 2,500 years ago (Garcia Zamor, 2003). Spirituality is about acknowledging that people come to work with more than their bodies and minds; they bring individual talents and unique spirits. Spirituality in the workplace may manifest itself in several ways, but at two different levels: the personal and the organizational.

At the first level, the people involved are spiritual ones who may have had concerns about the adequacy of their workplace for their spiritual life even before. Furthermore, a culture of sharing and caring eventually will reach all of the organization's stakeholders: suppliers, customers, and shareholders. In such a humanistic work environment, employees are more creative and have higher morale, two factors that are closely linked to good organizational performance. Giacalone and Jurkiewicz (2003) maintains that organizations high in workplace spirituality outperform those without it by 86%. Further, such organizations reportedly grow faster, increase efficiencies, and produce higher returns on

investments. On a personal level, generalized benefits of a spiritual culture include increased physical and mental health of employees (Podsakoff, MacKenzie, Paine & Bachrach, 2000; Quick et al., 1997), advanced personal growth by contributing to something larger than oneself (Hawley, 1993), and an enhanced sense of self-worth (Garcia-Zamor, 2003).

From the foregoing arguments, we hereby hypothesized thus:

HO₁: There is no significant relationship between Sense of Community and Organizational Performance of Hospital Management Board, Bauchi State.

HO₂: There is no significant relationship between Alignment with Organizational Values and Organizational Performance of Hospital Management Board, Bauchi State

METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The target population of the study was the entire staff of the Hospital Management Board, Bauchi State totaling 568. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at two hundred and twenty six (226). The sample size therefore is 226 and was used for the study. The sampling procedure used in this study was the purposive sampling technique which focused on executive officers and staff of the board. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing with the aid of the SPSS Package version 23.

Data Analysis and Results

Bivariate Analysis

The test of hypothesis cover hypotheses Ho₁ and Ho₂ which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p > 0.05$) or rejecting the null hypotheses at ($p < 0.05$).

We shall commence by first presenting a proof of existing relationships.

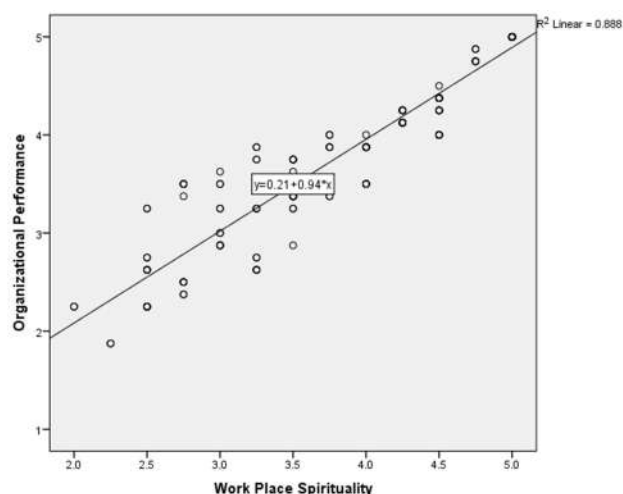


Figure 1: Scatter plot relationship between Work Place Spirituality and Organizational Performance

The scatter plot graph shows at R^2 linear value of (0.888) depicting a very strong viable and positive relationship between the two constructs. The implication is that an effective management of work place spirituality, simultaneously brings about an increase in the level of performance in an organization. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 1: Correlation Matrix between Work Place Spirituality and Organizational Performance

			Organizational Performance	Sense of Community	Alignment with Organizational Values
Spearman's rho	Organizational Performance	Correlation Coefficient	1.000	.783**	.930**
		Sig. (2-tailed)	.	.000	.000
		N	169	169	169
	Sense of Community	Correlation Coefficient	.783**	1.000	.765**
		Sig. (2-tailed)	.000	.	.000
		N	169	169	169
	Alignment with Organizational Values	Correlation Coefficient	.930**	.765**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	169	169	169

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

Source: Research Data, 2022 (SPSS output, version 23.0)

The table above illustrates the test for the two previously postulated bivariate hypothetical statements.

HO₁: There is no significant relationship between Sense of Community and Organizational Performance of Hospital Management Board, Bauchi State.

The correlation coefficient coefficient 0.783 shows that there is a strong and positive relationship between sense of community and organizational performance. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Sense of Community and Organizational Performance of Hospital Management Board, Bauchi State.

HO₂: There is no significant relationship between Alignment with Organizational Values and Organizational Performance of Hospital Management Board, Bauchi State

The correlation coefficient 0.930 shows that there is a strong and positive relationship between alignment with organizational values and organizational performance. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Alignment with Organizational Values and Organizational Performance of Hospital Management Board, Bauchi State.

Discussion of Findings

The findings revealed a strong and positive significant relationship between workplace spirituality and organizational performance using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that sense of community and alignment with organizational values significantly relates with performance in Hospital Management Board, Bauchi State. This finding corroborates that of Fry (2005) concluded that workplace spirituality benefits individuals and organizations both. Spiritually based organizations are more productive than organizations with no spiritual orientation (Giacalone & Jurkiewicz, 2003). Workplace spirituality has positive effects on job performance (Milliman, 1994). Ashmos and Duchon, (2000); Fry, (2005); Garcia-Zamor, (2003); Giacalone and Jurkiewicz, (2010) all confirms the fact that workplace spirituality improves organizational performance.

Bierly, Kessler and Christensen, (2000); Giacalone & Jurkiewicz, (2003); Giacalone, Jurkiewicz and Fry, (2005); Korac-Kakabadse, Kouzes, and Kakabadse, (2002); Pandey & Gupta, (2008) also reported positive association between workplace spirituality and organizational performance.

Although workplace spirituality is increasingly lauded as a significant area of investigation, studies exploring intersection of workplace spirituality and organizational performance have not been systematically consolidated (Karakas, 2010).

Conclusion and Recommendations

The findings were that when work is meaningful, where sense of community exists and there is alignment with organizational values, employees tend to be more committed and in turn promote productivity in the organization. This study therefore concluded that by improving spirituality at work climates and organizational performance can be promoted. In conclusion, human capital are spiritual beings and are constantly in search for progressive life and work environment in a community context. Firms are ultimately expected to engender the attainment of these needs. Employees would prefer to work in an organization whose values are congruent with their own. They would also want to experience joy at work and all these have a positive relationship with performance. This study concludes that workplace spirituality (sense of community and alignment with organizational values) has a significant relationship with organizational performance.

From the conclusion, the study recommends that:

- i. Sense of community and membership should not be treated with levity in an organisation. Sense of community is an aspect of workplace spirituality that gives one an awareness of being understood and appreciated. As a result, it facilitates interrelationship, felt

belonging and high performance. Therefore this should be made to be part of the integral aspect of the Hospital Management Board culture.

- ii. During recruitment exercise, alignment of employee's values and that of the organisation should be taken seriously as a prerequisite for employment especially in the private Organisation. This will boost performance since the particular employee already has internalized values that are congruent to the value of the Organisation.

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Service Orientation and Organisation Performance of Aviation Firms in Rivers State, Nigeria

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Abstract: *This study examines the relationship between service orientation and organizational performance of aviation firms in Port Harcourt, Rivers State, Nigeria. The study adopted the explanatory and quantitative method, hence correlational research design is employed. Sample size of three hundred and ten (310) employees was derived from a population of one thousand six hundred (1600) using Krejcie and Morgan determination table as sampling technique. Data collection was gathered through closed ended structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The results of analysed data showed service orientation significantly correlated positively with the measures of organizational performance being quality service and patronage. Based on the empirical findings, the study concluded that service orientation has positive significant relationship with organizational performance. Therefore, the study recommends that management of aviation firms should ensure employees of the organization are trained to be up-to-dates on the trends and effect of service orientation as it is seen to enhance organizational performance.*

Keywords: *Service Orientation, Organizational Performance, Quality Service, Patronage.*

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INTRODUCTION

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs. According to Richard et al. (2009) organizational performance should be related to factors such as profitability, improved service delivery, customer satisfaction, market share growth, and improved productivity and sales. Organizational performance is therefore affected by a multiplicity of individuals, group, task, technological, structural, managerial and environmental factors. Individual incompatibilities between the employees and in their groups can adversely affect their work output resulting in decreased performance (Eunice, Jacqueline, K., Buyeke, Wafula & Musyoki, 2014).

Organizations around the globe are in a continuous dilemma of maintaining business performance. Most business organization managers around the world find it difficult to constantly achieve targeted business performance due to the dynamic nature, open market competition and globalization characterized with the 21st-century industry. Firms in different industries around the world have experienced unstable performance, seemingly uncertain on strategies to employ in reacting to flexible policies and unstable performance arising from challenges in the local and international business context (Arokodare & Asikhia, 2020).

The decline in performance of firms, according to Zafari (2017) cut across developed, emerging and developing countries due to poor occupational hazard management and response to microeconomic and macroeconomic factor challenges like performance industry environmental factors, task environment, natural and technological environments, social environments, economic and cultural environments, and political, law and security environments coupled with the management of marketing content and product marketing. In developing countries especially African countries, harsh economic and external conditions have placed pressure on organizational performance (Bredenhann, 2019). The challenges facing firms operating in Africa are diverse and numerous such as political interference, lack of transparency, regulatory uncertainty, policy instability, ongoing infrastructure deficit, uncertainty, delays in passing laws, energy policies and regulations into law are stifling growth, development and investment (Pricewaters Coopers, 2018). The need to reverse this trend have led organisations to focus on service orientation in its quest to offer superior service delivery.

Service orientation is the strategic response of a company to be different from its competitors, and surpass the competition (Lee, Park & Yoo, 1999). Firms can achieve the competitive advantage, through discovering the desires of customers, and delivering superior value to them (Lee *et al.*, 1999). Service orientation is best conceptualized as an organizational predisposition; a strategic organizational affinity or preference for service excellence. Service-oriented organizations plan, pro-actively engage in, and reward service giving practices, processes and procedures that reflect the belief that service excellence is a strategic priority and that service significantly affects the creation of superior value, customer satisfaction, competitive advantage, growth, and profitability (Lytle & Timmerman, 2006:136). It is also important to examine a service orientation at the organizational level. Therefore, this study examines the relationship between service orientation and organizational performance of the aviation firms in Port Harcourt, Rivers State, Nigeria.

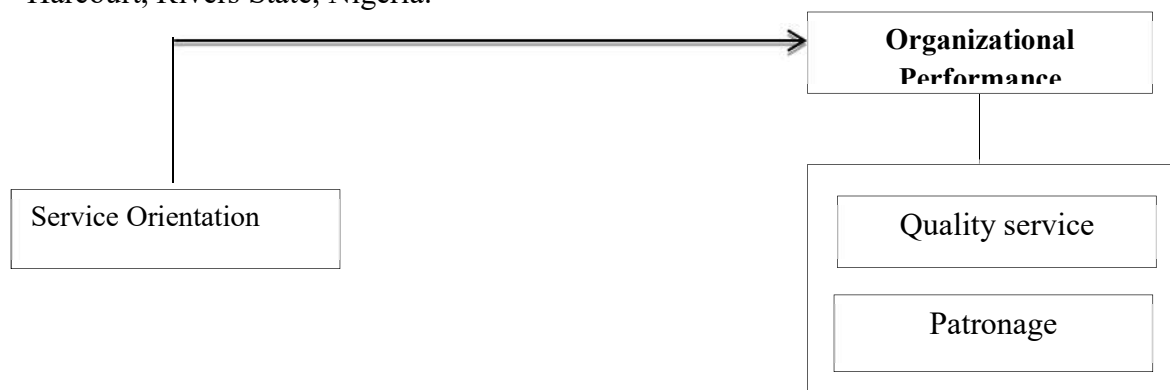


Fig.1 Conceptual framework for workplace service orientation and organizational performance
Source: Desk Research, 2022

LITERATURE REVIEW

Theoretical Foundation

AMO Theory

The AMO theory was propounded by Bailey in 1993. AMO is the acronym of ability, motivation and opportunity. Bailey (1993) suggested that ensuring the employee's discretionary effort needed three components: employees had to have the necessary skills, they needed appropriate motivation and employers had to offer them the opportunity to participate. The components of Ability, Motivation, and Opportunity are the three-independent work-system elements that form employee characteristics and eventually lead to organizational performance. These three components of independent work system are critical part of employees work performance and necessary for us to see how the interwoven of these work element help in employees work skills.

Firstly, ability refers to those practices and policies that human resource undertakes to ensure that employees have or gain the required skills, knowledge and ability to perform their tasks with minimum supervision. Yahya, Tan and Tay (2017) states that ability- enhancing human resources management (HRM) practices are the practices that increase the employee's abilities and competencies to achieve organizational goals. On the other hand, ability-enhancing practices also refer to those practices that are taken to ensure effective recruitment and selection process to hire the right employees who have the right skills for the role requirements. In addition to recruitment and selection ability-enhancing HRM practices cover training and development practices as well, which provide employees with the necessary skills and knowledge to perform tasks, (Yahya et al., 2017).

Secondly, motivation refers to employee performance, amendment policies performed by HR to manage motivation in the organization. It also refers to the ways in which the employees are motivated to put more and extra efforts in performing assigned tasks mainly by rewarding them for the efforts they have already put in their jobs "motivation enhancing practice within the organizations to perform better which included contingent rewards and performance management" (Yahya, et al., 2017). Motivation enhancing practices can be performed in different forms, for example an organization can increase motivation through communicating performance feedback to their employees or through providing them with financial rewards.

Service Orientation

In the stream of different perceptions which are trying to assess an organization's ability to provide excellent outcome there is the idea of organizational service orientation; it is not widely known among practitioners. Organizational service orientation describes staff attitudes and behaviours, which directly affect the quality of service delivery process in a service organization and determine the state of all interactions between an organization and its customers. An organizational service orientation is defined by Lytle, Hom, and Mokwa (1998) as an organization-wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviours that create and deliver "service excellence".

The service orientation stays in the strong relationship with intangible aspects of an organization. It exists when the organizational climate for service crafts, nurtures, and rewards service practices and behaviours known to meet customer needs (Lynn Lytle, & Bobek, 2000). It is also taken as something that manifests itself in the attitudes as well as actions of members of an organization which highly values the creation and delivery of an excellent service (Yoon, Choi, & Park, 2007).

According to Lytle *et al.* (1998) an organizational service orientation consists of ten fundamental elements, which were led out from the best-in-class service practices and procedures. These elements (dimensions) are grouped into four service orientation attributes. These attributes and dimensions are as followed: service leadership practices (servant leadership, service vision), service encounter practices (customer treatment, employee empowerment), service system practices (service failure prevention and recovery, service technology, service standards communication), human resource management practices (service training, service rewards).

Organizational service orientation plays an important role in a service enterprise. There are researchers' opinions as well as empirical examinations that acknowledged this. Some authors' organizational service orientation plays a crucial role in success of enterprises (Homburg, Hoyer, & Fassnacht, 2002). Service orientation is positively related to the main service delivery characteristics and business performance as well. Empirical investigations show the important influence service orientation on such variables as: service quality image, organizational commitment, profitability (ROA) in a banking sector (Lytle & Timmerman, 2006). Service orientation is also related to business performance characteristic such as re-patronage intention and positive word of mouth, with mediating role of staff satisfaction, service value, and customer, whose relationship was demonstrated in the medical service industry (Yoon *et al.*, 2007).

Organizational Performance

Robbins and DeCenzo (2005) defined organization as a systematic arrangement of people brought together to accomplish some specific purpose. From this perspective, the organization comprises of people who are coordinating from different geographical location with the objective of achieving the purpose of the organization. Organizational performance depends on the people who put all other resources together to achieve the purpose. Without the people who convert other resources to finish products, organizations cease to exist. In the words of Hitt (1988) cited in Adewale, Abolaji and Kolade, (2011) organization is the framework of responsibility, authority and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals. As expected organizations strive for performance and continuity on one hand, which are paramount focus of the people in the organization.

Organizational performance is a subjective perception of reality, which explains the multitude of critical reflection on the concept and its measuring instruments (Lebas, 1995; Wholey J., 1996). At present, there are a variety of definitions attributed to the concept of organizational performance due to its subjective nature. Thus, the concept of organizational performance has gained increasing attention in recent decades, is pervasive in almost all spheres of human activity. Organizations perform various activities to achieve their organizational objectives. Quantified repeatable activities help to utilize processes for the organization to be successful in order to ascertain the level of performance and management to make informed decisions on

where, if needed, within the processes to actions to improve performance (Georgopoulos, 1957; Robbins, 1987). Therefore, it is possible to claim that there is a close relationship between the organizational objective and the concept of organizational performance. Nevertheless, organizational performance is one of the most argued concepts about which there has never been an agreement among various researchers and theorists (Selden & Sowa, 2004).

Also, Cameron (1986) mentions an absence of adequate understanding or explanation in the definition of the concept of performance. In the lack of any operational definition of performance upon which the majority of the relevant scholars agree, there would naturally be different clarifications and inferences opined by various people according to their perceptions. As a result, a commonly acknowledged definition of the concept looks various difficulties, which means that the possibility of any definitions and originating some standards to arrive at the desired definition is still questionable. Moreover, organizational performance has always had a significant influence on the actions of companies (Crook JR, Bratton VK, Street VL, 2006).

Quality Service

The term service quality is an association of two different words; service and quality. Service means any activity or benefit that one party can offer to another that is essentially intangible and does not result in ownership of anything. Quality on the hand has come to be recognized as a strategic tool for attaining operational efficiency and better performance of the business. Nowadays people live in an environment that is increasingly moving towards a service based economy. Other services are not small part of the economy, but are considered as the heart of value creation in economy. Due to the increasing role of service organizations in the areas of the economy and the importance of quality in the areas of competition, service organizations must look to service quality management with dynamic and strategic approach and have a clear understanding of the quality status of services, the expectations of the client (customer) and the general characteristics of their quality.

Service with regards compared to goods are intangible and are considered an integral part of service providers, thus their assessment by their customers are more difficult. Service quality means the ability of a service provider to satisfy customers in an efficient manner through which he can better the performance of the business. In the service sector, quality is an important element for the success of business. It is because of the realization of its positive link with profits, increased market share and customer satisfaction.

Services quality is defined as a measure of meet customer needs and expectations by the service. Therefore, services quality can be defined difference between customers' expectations of service and services received. In addition, services quality has been defined as "an attitude or general judgment of customers in relation to supremacy of a service, (Koozehchian & et al, 2011). Services quality in marketing literature is defined as: overall assessment of customers from company services. The concept of service quality includes service delivery process and also the results offered services, (Najafizadeh & et al, 2013).

A service may be defined as a change in condition of a person or of a good belonging to some economic unit, which brought about as the result of the activity of some other economic unit, with the prior agreement of former person or economic unit (Caruana, 2002)). Bitner and Hubbert (1994) defined service quality usually as the customer's impression of the relative

superiority/inferiority of a service provider and its services. However, this is often considered similar to the customer's overall attitudes of the company. Service quality is perceived as a customer's subjective interpretation of his or her experience. Service quality can pay rich dividends when done well. Higher levels of service quality produce higher levels of customer satisfaction that lead to increased patronage intentions and increased sales. Service quality play serious role on organizational performance. When the perceive service quality of organizational workforce exceeds the customers expectation, customers loyalty is achieved.

Patronage

According to the Oxford English Dictionary (2008) the word customer or consumer patronage mean a person or thing that eats or uses something or a person who buys goods and services for personal consumption or used. People patronize organizations products/services at one point or the other. Some authors or scholars use customer patronage and loyalty interchangeably because customer patronage precedes loyalty. There is a strong relationship between patronage and loyalty. Patronage is burn out of a desire to be committed to an organization either based on its service quality or perceived service qualities as well as products qualities. Hence, the extent to which a customer will patronize the services of a retail outlet depends on how the customer perceives the business physical environment, the treatment, price and how the customer also thinks and feels that the condition of the service rendered by the retails outlet is consistent with his / her expectation. The desire of a customer to keep shopping in a particular business organization is as a result of the outcome of the previous services perceived by the customer.

The banking sector is one of the competitive business environments. It is imperative to note that, banking businesses in the 21st century often compete for customers in order to increase their market share and enhance their sustainability and growth. The possibility of any of these businesses to achieve their stated aims is hinged on their ability to evolve products and services that will satisfy the needs and wants of their target customers better than their competitors. Also, their service quality and delivery strategies play a significant role in the success of the business. Therefore, there is need for management of the business to improve while looking for new avenues to regularly attract and retain their customers. It is on record that, the essence of repeat customer patronage is that an increase in sales volume will ultimately and significantly impact on the company's profitability level, Gabriel (2013). Service quality has been widely discussed since its inception in term of getting positive results; due to its important role of firm's performance (Al-Enezi, 2002; Al-Naser, 2012; Bell, Auh & Smalley, 2005). Offering superior level of service quality will surely enhance the firm's image and acquiring new customers (Elmayar, 2011).

Service Orientation and Organizational Performance

The overall service quality level was identified; the changes in enterprises' market share, also changes in: profitability, clients' satisfaction and clients' loyalty were identified. The correlation coefficients were counted between all service orientation attributes and also a global score of service climate and other performance variables. There is a significant relationship between organizational service orientation attributes and majority of service performance variables. The most important conclusion is that there is influence of service orientation on service quality, all service orientation attributes have significant correlations. It proves that the service orientation is a really important predicator of service quality performance. So, it could be considered that

service orientation construct is a pretty good measure, which can assess the ability of a service organization to provide an excellent service. Taking into consideration that many service sectors were examined it allows to suggest that Service could be the universal cross-sector tool. The next performance variable which in a significant way is affected by service orientation is clients' loyalty. The correlation coefficients are significant with all service orientation attributes. And it is not surprising that there is an attribute (service encounter practices) that is correlated to the loyalty and not correlated to clients' satisfaction. Satisfaction might be the main loyalty predictor but not often (Oliver, 1999), nevertheless loyalty seems to be one of the most important organizational performance components (Reichheld & Teal, 2001). Further service performance correlations also prove the important role of the organizational service orientation.

From the foregoing discourse, the study hypothesized thus:

H₀₁: There is no significant relationship between service orientation and quality service of the aviation firms in Port Harcourt, Rivers State, Nigeria.

H₀₂: There is no significant relationship between service orientation and patronage in the aviation firms in Port Harcourt, River State, Nigeria.

METHODOLOGY

The study adopted the explanatory and quantitative method, hence correlational research design is employed. Sample size of three hundred and ten (310) employees was derived from a population of one thousand six hundred (1600) using Krejcie and Morgan determination table as sampling technique. Data collection was gathered through closed ended structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Table 1 Correlation matrix for service orientation and organizational performance

		Service Orientation	Quality Service	Patronage
Service Orientation	Pearson Correlation	1	.961**	.989**
	Sig. (2-tailed)		.000	.000
	N	280	280	280
Quality Service	Pearson Correlation	.961**	1	.985**
	Sig. (2-tailed)	.000		.000

	N	280	280	280
	Pearson Correlation	.989**	.985**	1
Patronage	Sig. (2-tailed)	.000	.000	
	N	280	280	280

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

Source: SPSS Output

H₀₁: There is no significant relationship between service orientation and quality service of the aviation firms in Port Harcourt, Rivers State, Nigeria.

The table 1 showed the correlation of hypotheses one and two; the hypothesis five showed a significant correlation at $r = .961^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ($H_{0:1}$), and upheld the alternate and restated, thus; there is a significance relationship between service orientation and quality service in the aviation firms in Port Harcourt, Rivers State, Nigeria.

H₀₂: There is no significant relationship between service orientation and patronage in the aviation firms in Port Harcourt, River State, Nigeria.

The hypothesis two showed a significant correlation at $r = .989^{**}$ where $P\text{-value} = .000$ ($P < 0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ($H_{0:6}$), and upheld the alternate and restated, thus; there is a significance relationship between service orientation and patronage in the aviation firms in Port Harcourt, Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The one and two hypotheses showed that, there is a strong positive relationship between service orientation and the measure of organizational performance; quality service and patronage of which the significant is based on $r=0.961$; $p= 0.000 < 0.05.$, and $r=0.989$; $p= 0.000 < 0.05.$, both at 95% confidence interval leading to the rejection of the null hypothesis ($H_{0:5}$) and ($H_{0:6}$), stated in the chapter one, and upheld the alternate and restated thus; there is a significant relationship between service orientation and quality service and patronage. This study findings support the empirical findings of Reichheld and Teal (2001) when they concluded that the overall service quality level was identified; the changes in enterprises' market share, also changes in: profitability, clients' satisfaction and clients' loyalty were identified. The correlation coefficients were counted between all service orientation attributes and also a global score of service climate and other performance variables. There is a significant relationship between organizational service orientation attributes and majority of service performance variables. The most important

conclusion is that there is influence of service orientation on service quality; all service orientation attributes have significant correlations. It proves that the service orientation is a really important predictor of service quality performance. So, it could be considered that service orientation construct is a pretty good measure, which can assess the ability of a service organization to provide an excellent service. Taking into consideration that many service sectors were examined it allows to suggest that Service could be the universal cross-sector tool. The next performance variable which in a significant way is affected by service orientation is clients' loyalty. The correlation coefficients are significant with all service orientation attributes. And it is not surprising that there is an attribute (service encounter practices) that is correlated to the loyalty and not correlated to clients' satisfaction. Satisfaction might be the main loyalty predictor but not often (Oliver, 1999), nevertheless loyalty seems to be one of the most important organizational performance components.

CONCLUSION AND RECOMMENDATION

The study concludes that service orientation positively enhances organizational performance in the aviation firms in Port Harcourt, Rivers State, Nigeria.

Therefore, the study recommends that management of aviation firms should ensure employees of the organization are trained to be up-to-dates on the trends and effect of service orientation as it is seen to enhance organizational performance.

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