Academic Scholars Publishing League (ASPL)

ISSN: 2360-9944 | Volume 8 Issue 3 | August - September 2020

www.arcnjournals.org

International Journal of Management Sciences

Special Edition

International Journal of Management Sciences

ASPL Journal Series

ISSN: 2360-9944. Volume 8, Issue 3, August - September 2020

Published by: International Academic Journal for Global Research (iajgr), 995 E Memorial Boulevard Lakeland Florida, U.S.A. and printed by Africa Research Corps Printers, 172 Jose Marti Crescent, Abuja, Nigeria

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Academic Scholars Publishing League (ASPL)
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ISSN: 2360-9944 | Volume 8, Issue 3 | August, 2020 | Pages 01 – 06
asplpapersubmit@gmail.com

Making Your Company Sue Proof: Employee Perspective

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Abstract: *Untold billions of naira is been spent on litigations between employees and corporations on annual basis coupled with the duration it takes to complete a lawsuit in this part of the world has become a problem to the survival of today's companies. These resources could have been utilized more resourcefully in other projects of economic value to society but they are however spent on litigations which could have been avoided if organizations can just take a precautionary measures to reduce the occurrence of this litigations, thus, the purpose of this paper is to provide companies with guidelines on how they can enjoy sue proof in today's turbulent business environment. The paper adopted qualitative methods through the review of literatures as its methodology. We listed some reasons why company should avoid lawsuit as well as some factors companies must considered and hold preciously if they are to enjoy sue proof in Nigeria.*

Keywords: *Sue Proof; Company; Employee; Integrity*

Introduction

Legally speaking nobody or company as a legal entity can be sue proof in the literal sense of the word. By the provisions of the Constitution of the Federal Republic of Nigeria only the President and Governors of the respective States have immunity against actions in the courts of law. In other words, they are "sue proof" for the duration of their tenure of office. Companies in Nigeria do not enjoy such immunity. What they can seek to do as best as possible is limit the incident of such suit against them by their employees or other stakeholders. Today's business organizations are very unlikely to involve in costly and time-consuming law suit no matter the expected outcome; this is because of the nature of the judiciary system in Nigeria whereby a particular case can lingered for years before its outcome can be finally known. Nevertheless, most organization disregard and overlook even the most essential things that might lead to legal suit through negligence and lack of appropriate strategic planning.

There are many gripping and undeniable reasons why an organization would want to circumvent and out rightly avoid law suit. Law suit can be time consuming, results to loss of corporate focus, potential disclosure of confidential information as well as distracting and expensive (Bernaz, 2013). Time spent preparing a matter for trial takes away time and money from the organization. More so, disputes or law suit especially when it is coming from employees can affect other employees' morale as well as signal wrong perspective about the organization which can dent the organization's reputation and public image. Employment based claims/suit (between employees and employer) are predominantly dangerous for the organization because the suit can lead the firms paying more in form of damages to aggrieved employees when the outcome of the case is not in its favour. Thus, such claim or suit can be avoided by doing the right thing at the right time as well as setting clear written policies concerning the code of conducts of employee in the organization. However, having policies that guide everyday behaviour is not enough; employees must be systematically trained and developed so as to inculcate in them the values and norms of the organization. This will help to make sure their conduct as well as behaviour are in conformity with the organization's standards and laws (Patrick, 2016). Furthermore, on a yearly basis untold billions of naira is wasted on litigation by individuals and organization which could have been avoided altogether by just doing the right thing. There is no question that the costs of being involved in litigation are also increasing consistently. If a fraction of the amount spent by most corporations on litigation was expended on procedures to avoid litigation, overall fees would plummet (John, 2005). However, the savvy organization will take precautionary and reasonable steps to circumvent litigation altogether as well as properly managing unavoidable litigation. Thus, the purpose of this paper is to unravel how companies can make their firm sue proof. Optimistically, some of the point outlined in this paper will go a long way in providing suit proof for organization especially on how to avoid law suit related to human resources of the organization.

Literature Review

What does it mean to make a Company Sue Proof?

Making a business enterprise sue proof is like trying to make a house tornado-proof. As mentioned earlier, no business enterprise can actually be sue proof; however, the rate at which it occurs can be minimized. The reality is that a company is an entity which can sue and be sued as long as the conditions are right. Hence, the only thing that can prevent a lawsuit is the correct set of circumstances. Business organizations generally and manager specifically might as well think of lawsuits as a force of nature. Lawsuits are sometimes unpredictable and one can barely protect his/herself from one which is even truer once the lawsuit has been filed. Lawsuits are like nature: they are inevitable. It is a question of when, not if they will happen or not. However, its occurrence can be minimized.

Furthermore, there are three major factors that make a lawsuit extremely likely to occur; hence if all the three circumstances are present at the same time, then a lawsuit is almost certain; they include legal precedent: the first question an employee that wants to sue an organization must answer is whether he or she has a realistic position based on law of the land. Thus, the legal precedent talks about the possibility of the courts granting the reason for suing the company. The second factor is factual grounds: lawsuits more often than not take place because of some kind of incongruity or unfortunate event which can occur randomly. However, once occur, the only thing to know is whether the plaintiff (the employee suing the organization) has substantial and appropriate evidence to stand a possibility of winning the suit. The third factor is the recovery value of the suit: no employees file a suit just because he or she wants to but they do because of what they might gain from it. Hence, if the there is something to gain, he or she will be ready to sue the company.

Reasons for making a Company Sue Proof

The following are important reasons why a company should be sue proof or minimize the occurrence of lawsuit:

Law suit can be Costly: lawsuits whether from the employee or other stakeholders to the company can be very costly in terms of its financing (naira equivalent) and the time it takes to conclude a case is also very expensive. Of course in Nigeria, lawsuits are notorious for their longevity which can affect the productivity of the company: as the time wasted on the case would have been used for other profitable ventures that will enhance the productivity of the firm. In the United States according to Patrick (2016) small and medium size business enterprises often confronted with employment litigation spend an average of one hundred and twenty five thousand dollars ($125,000) and it takes 275 days in settling them while in Nigeria, it could even be more expensive. More so, the associated costs can differ significantly subject to the nature of the litigation as well as the form in which it is brought (Campbell, 2006). Thus, business enterprise must do everything within their capabilities to ensuring the level of litigations from the employees as well as other stakeholders are minimized if not totally eradicated.

Lawsuit Outcome sometimes is unpredictable: most of the time the result of a lawsuit can be uncertain. The time it takes to file a lawsuit and its attendant processes in this part of the world is extremely too time-consuming that sometime it takes three to seven years or even more depending on the nature of the suit. This long duration can affect the firm's operations, finances as well as its survival as a going concern. More so, at the end of the litigations not every business enterprise will come out on the winning side due to unpredictability of lawsuits.

Lawsuit can be risky and can tarnish the Public Image of the Company: lawsuit can be very risky and often time it might result in a cataclysmic loss. Any lawsuit against the company especially the ones coming from its employees can be very risky to the organization in terms of its ability or tendency to tarnish its public image. More so, many documents filed in connection with lawsuits often become a matter of public record, and news outlets regularly search court dockets for appalling and scandalous stories. Thus, even a business enterprise that has strong evidence or claim against the suit may find its reputation damaged in the court of public opinion (Fasterling & Demuijnck, 2013).

Furthermore, to avoid those above scenario, the best organizational strategy is to try as much as possible to making the organization sue proof by avoiding litigations whenever possible and to minimize the costs and risks that might be involved.

How to Make Company Sue Proof

As mentioned earlier, though there is no way to make an organization immune to a lawsuit especially from employees, the company can certainly reduce its likelihood. Some of the steps or factors to consider in ensuring sue proof for a company includes:

Having a clear Corporate Policy and Guidelines: The first step to ensuring sue proofed company is to have a clear and logical written corporate policy or policies (code of conduct) that will state the behaviours required of both parties in the company. It should further state the obligations of both parties in this case; the employee and the employer. Lots of business enterprises do not have a coherent and clear set of policies or guidelines that employees must follow so as to avoid common mistakes leading to lawsuit (John, 2005). It is very easy for things to go skewed when there is no concrete agreement documented between employer and employees. Hence, companies must make sure any agreement between employees or other stakeholders are properly captured in writing and any variations to the original agreement are also documented, approved and signed off between involved parties. More so, the code of conduct as well as the employment of contract must be clear enough for both parties; it is of no use having an agreement if it's poorly drafted or doesn't accurately reflect the terms agreed. It must therefore be very concise and precise for easy comprehension of both parties involved. The basic rights of an employee must be specified in his contract of employment. A company must therefore ensure that it has a contract of employment with its entire staff for clarity and certainty of the parties' respective rights and obligations. Such contracts of employments must be respected by the company. Apart from the Contract of employment other sources of employee's right are as provided in the Constitution. Labour rights/standards provided under the Constitution, which apply to employment relationships, include the following:

1. Dignity of the human person which entails the following:
    i. no person shall be subject to torture or to inhuman or degrading treatment;
    ii. no person shall be held in slavery or servitude; and
    iii. no person shall be required to perform forced of compulsory labour.
2. Fair hearing: This provision stipulates that an employee be given the right to fair hearing before being summarily removed from his employment or dismissed.
3. Freedom of association: This right allows an employee to belong to a labour union of his or her choice. Nevertheless, many companies over the years have deprived their employees the right of belonging to labour unions and take advantage of the collective bargaining power provided by these unions.

Furthermore, it is the responsibility of company managers to maintain a safe, unprejudiced and unbiased workplace where all employees are treated fairly and consistently. Thus, it is essential to establish policies as well as procedures that clearly explain employer and employee obligations and to hold regular performance reviews that let employees know where they stand and where they need improvement.

Integrity: Integrity has to do with reliability, trustworthiness, sincerity, faithfulness as well as honesty. It is a virtue that a company must possess in today's turbulent business environment. A company that wants to achieve sue proof must possess integrity as one valuable characteristic for its existence and survival. In other words, the company must be ethical, sincere, reliable as well as honest in its day to day operations and in relationship with its employees. To attain and maintain such relationship with employees to avoid lawsuit, the company must ensure integrity is one of its core values. But the question is do we still have companies with integrity in today's unethical business world where all companies want is to make outrageous profit at the detriment of others no matter what? It is one thing to have a written agreement with employees and it is another to make sure the company is faithful enough to keep to its side of the agreement. Integrity is honouring ones side of the agreement, however most companies do not have integrity enough to honour their side of agreement hence the increase in the numbers of lawsuit between them and their employees. More so, a company that wants to be sue proof or minimized the numbers of lawsuit must avoid making promises about the future of employees with the company that they will be unable to keep. Thus, Voiculescu (2009) expressed that one of the mistakes companies make for which they are later sued is making promises that they do not intend to keep or cannot keep.

Effective Communication: Effective communication is the lifeblood of any relationship including relationship between employee and employer. Any organization without effective communication things are likely to go soar sooner than later. Thus, another way to minimize law suit from employees is to ensure they are well informed and carry along in the organization frequently especially in regards to organizational performance. This may include informing them about increases in costs, budgets, scheduling as well as the profit and loss made by the company. Respecting employees and keeping them well informed can go a long way towards avoiding lawsuit especially during difficult times in the organization and when things go soared between the employees and the organization. By maintaining the company's legal obligations, constantly documenting an employee's performance, addressing complaints and grievances promptly, and upholding and maintaining open lines of communication with employees, companies should be able to avoid as well as minimized most lawsuits from employees.

Acting Proactively, On-timely and appropriately: A company that wants to be sue proof must be proactive in settling issues that might occur in the organization. By been proactive, a company can often prevent any conflict, hiccups or disagreement as well as resolving it appropriately before developing into a major problem that might lead to lawsuit. It is no use ignoring employees' glitch or complaint and hoping it will go away. Managers must be able to take on-time steps to deal with any glitches when it arises. More so, in case of termination of employee's job, it must be properly done. If the company decides to terminate an employee job due to poor performance, the employer (manager) should be able to do it personally, cordially, affectionately and with care without arrogance. For instance, the employer or the manager can call the employee into his or her office and clearly state that he or she is being terminated and explain why. An employee who seems surprised by the fact that he or she is being fired in an unpleasant manner is more likely to sue the company. One of the ratified Labour Conventions in Nigeria is International Labour Organisation Convention on Termination of Employment Convention, 1982 (No. 158) (ILO). Article 4 of the Convention provides as follows:

> ***"The employment of a worker shall not be terminated unless there is a valid reason for such termination connected with the capacity or conduct of the worker or based on the operational requirements of the undertaking, establishment or service."***

Once a company is able to diligently respect the contract of its employees and adhere to international best standard, it will be in a position to reduce the number of suits brought against it by its employees.

Conclusion

In order to make a company sue proof succinctly means the avoidance or the minimization of lawsuit especially from the employees and generally form other stakeholders. Though no individual or organization can actually be sue proof, however, the occurrence of such suit can be mitigated and reduced. However, for any business organization, the best way to minimize or avoid legal problems especially from its employees is to always take precautionary measures and always try to do things right as part of the organization's overall strategic daily plan. Furthermore, to minimize the occurrence of lawsuit from employees is to deliberately respect the rights and privileges of the employees as provided by the Nigerian Labour Laws and other legislations in Nigeria. The company should also adhere to international best practices as stipulated by the International Labour Organisation and other international Treaties and Conventions on law and rights of the worker as well as take seriously the outlined points from this paper.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | August, 2020 | Pages 07 – 19
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Human Capital Management and Survival of Private Hospital in Port Harcourt, Rivers State, Nigeria

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Abstract: *This study investigated the relationship between human capital management and survival of private hospitals in Port Harcourt, Rivers State Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population for the study was 143 management staff of 10 private hospitals in Port Harcourt. The sample size of 105 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 Pearson Product Moment Correlation 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. Results from analysis of data revealed that there is a significant relationship between human capital management and survival of private hospitals in Port Harcourt, Rivers State Nigeria. The study recommends private hospital management must develop procedures for assessing and handling human capital. The individual's main areas of responsibility must be structured according to their training, skills, expertise, experience and field of interest. This is never a burden for work.*

Keywords: *Human Capital Management, Survival, Adaptability, Innovativeness*

INTRODUCTION

The aim of a healthcare system is to employ healthcare, social and other resources to meet people's needs within a given region (Kerleau & Pelletier-Fleury 2002). Ideally, a healthcare system should encompass everyone, from the individual who is ill and in need of care to the paramedic who brings the individual to a hospital, from the nurses who tend to the sick person to the doctors who diagnose the patient, from the pharmacist who dispenses drugs for the patients‟ use to the surgeon who performs surgery on the patient (Wei, Polsa, Spens & Antai, 2007). In many countries, the healthcare system also includes the insurance agencies (social or private) that take decisions based on the type and extent of care to be administered. Large differences in healthcare systems exist between countries. These variations are even more evident between developed and developing countries. Numerous developed countries see the providing of healthcare as a social responsibility and provide universal coverage for its citizens, usually financed by the tax or social security system. For most less-developed countries, however, universal healthcare coverage is still more or less a dream. Consequently, many such countries have turned to the private sector for its healthcare needs, basic healthcare as well as health insurance.

In low-income countries like Nigeria, private services are popular because they " ... are often cheap ... (and) are adjusted to the purchasing power of the clients, as when partial doses of drugs are sold " (Mills, Brugha, Hanson & McPake, 2002: 326). However, one of the problems with the private services has been the fact that the poor quality of these private sector actors has been reported in many studies on developing countries (Uplekar, 2000; Tuan, Dung, Neu & Dibley, 2006). It must be stated that the role of human capital in the driving the process of quality service delivery cannot be underestimated.

The importance of human resources to any business organization has long been realized and stressed. This realization of the value of human resources led to the proposal by experts that they should be classified as "assets", hence the term "human capital" (Anderson, 2005:18). To get the best out of the human resources in an organization, there must be substantial and meaningful investment in them. Organizational objectives such as profit maximization, large market share, and fulfilling social responsibility cannot be achieved without an efficient work-force. Therefore, human capital development is essential for sustainability and growth of an organization. It is thus being realized now that the forces that give life to an organization are the human energy and creativity operating therein (Onodugo, 2000). Thus, no matter how good and sophisticated capital and technology may be, it is of little relevance to the organization's goal when managed and operated by underdeveloped human resources. They do not only lack capacity but also the motivation to use other resources efficiently towards the organizational ends (Ugbaja, 2005).

In some organizations, only individuals who have acquired skills on specific jobs are employed. But in others, individuals are employed to be developed on the job as required by the organization. In this case, it is believed that the individual, through training and development programmes, will acquire the skill and knowledge required for effective performance of the job (Nwatu, 2006). However, human capital development must be based on the need rather than meeting the requirements of the organization. Such requirements must be accurately defined and the development programme should be organized to exploit the potentials of the employee or to correct the deficiencies in the level of their performance (Ugwunna, 2007).

There has been a shift from production economy to knowledge economy in the 21st Century which has changed how employees are viewed in an organization. The knowledge capital of an organization comprises of the intangible abilities and skills of the employees and the knowledge of the organization's structures, routines, systems and processes. James (2009) contends that human capital is a wealth of knowledge, habits and personality attributes that includes creativity enshrined in individuals to perform a task in order to produce results. Therefore, human capital is a collation of resources that consists of experience, intelligence, skills and knowledge that are possessed by an individual. Han and Brass (2014) says that human capital deals with the development and creation of new ideas and knowledge and facilitation of social capital through internal relationships by sharing of knowledge and ideas. Creation of new and unique knowledge in human capital complements a firms structural and innovation capital.

Human capital management (HCM) is concerned with purposeful measurement and involves use of measures to manage people and regards them as assets and investment in them through employee engagement, retention, talent management and development programs which creates a competitive advantage. Russo (2010) defined human capital as the wealth generating potential that exists within people who work for an organization and embraces all facts of their knowledge, skills and intellectual properties; it encompasses that skills, experiences and efforts of the workforce, and their ability and willingness to do things on behalf of the organization. Therefore, it is very key that an organization acquires and even more importantly retains a workforce that is motivated, energetic and committed to the mission and values of the organization. One of the ways of ensuring this is through the practice of employee engagement. Organizations establish social networks for employees with relevant knowledge, skills and competencies where they are encouraged to obtain and share information to achieve competitiveness. Development enhances skills and competence of staff and ultimately worker performance and productivity in organizations. Therefore, the purpose of this study is to examine the relationship between human capital management and survival of private hospitals in Port Harcourt.

This study was guided by the following research question:

i. What is the relationship between human capital management and adaptability of private hospitals in Port Harcourt?
ii. What is the relationship between human capital management and innovativeness of private hospitals in Port Harcourt?

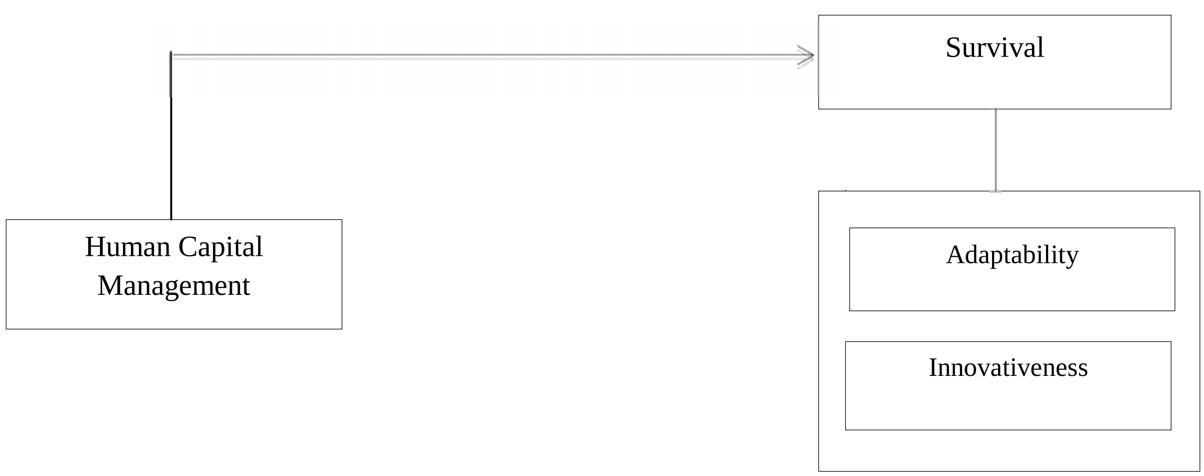

Fig.1: *Conceptual framework for the relationship between human capital management and survival*

Source: *Author's Desk Research, 2019*

LITERATURE REVIEW
Theoretical Foundation
Human Capital Theory

This theory emphasizes the value added that people contribute to an organization. It regards people as assets and stresses that investments by organizations in people will generate worthwhile returns. The theory suggests that investment in people results in economic benefits for individuals and society as a whole (Sweetland, 1996). The investment in an individual can be made in terms of health, nutrition, education, and any other development that results in long-term benefits. It is important to clarify that the investor in this particular case is the individual who decides whether to invest his or her time, money, and other resources into some activity that will benefit his or her human capital.

Human capital theory thus focuses on educational level of employees as a source of labour productivity and economic growth (Becker, 1993; Shultz, 1993). However, in terms of benefits to an organization, general knowledge is not the most important element. One of the most influential theoretical concepts of human capital theory is the distinction between general and specific training and knowledge (Becker, 2001). The amount of human capital in the organization is linked to how well a certain task is performed; this proposition changes at the firm level and in the context of firms with significant amounts of human capital.

The theory is associated with the resource based view of the firm Barney (1991), developed a theory that proposes that sustainable competitive advantage is attained when the firm has a human capital that cannot be imitated or substituted by its rivals, for the employer investments in training and developing people is a means of attracting and retaining human capital as well as getting better returns from those investments. According to Barney (1991), the link between organizational human capital and performance can be understood in the context of the resource-based view of the firm, which associates superior performance with the possession of resources that are valuable, rare, inimitable, and no substitutable. Knowledge is a resource that readily meets these conditions, is heterogeneously distributed across firms, and is therefore critical and central to understanding differences in performance (Spender, 1996). Not all knowledge, however, renders a firm unique it is its tacit component, embedded in the firm's social context that makes the yielded advantage long lasting (Spender, 1996).

Human Capital Management

Human capital is a component of intellectual capital which has been referred to as a strategic asset (Bontis, 1998) and this is what makes an organization to perform better due to its unique characteristics that cannot be imitated. These returns are expected to be improvements in business performance, human productivity, flexibility and the capacity to innovate that should result from enlarging the skills base and increasing levels of knowledge and competence. According to Schuller (2000), persuasive skills, knowledge and competences are key factors in determining whether organizations and firms will prosper or fail.

Human capital refers to an organization's human aspect, i.e. the mixture of individual skills, abilities and knowledge (Bontis, Dragonetti, Jacobsen & Roos, 1999). They further emphasized the importance of human individuality to initiate, improve and innovate in the organization through motivational elements, indicating the secret to the long-term survival of an organization.

Stewart (1997) defines human capital as the capacity of those in the organization that are references to innovation and modernization. Human capital (employees) has become one of the organizations ' most important resources in both theory and practice. While one may argue that human capital is the most difficult to manage among all the components of intellectual capital, it remains irreplaceable and most important. Which suggest that business owners should be vigilant when making decisions that affect human capital and that it is imperative that businesses manage their human capital efficiently in order to maintain competitive advantage.

Organizational Survival

Organizational survival in this context is described as the ability of the organization to continue in existence (Sheppard, 1989). It is used to denote sustained learning and adaptive characteristics stemming from the organizations tendency for continued adjustment to changes; seen and unforeseen; in the internal and external environment. This description implies an ability or effort by the organization to continue to meet with the demands of the market, its staff, shareholders, investors, host communities, the government and other interested parties. According to Sheppard (1993), survival, he argues translates into an organizations profitability margin, size of market share, organizational size, age and general financial conditions which as he observes all inter-relate to enhance functionality.

Ogunro (2014) as cited in Gabriel (2015) attributes the survival and success of organizations to various factors; firstly technology, which translates into the organizations research and development activities, technological incentives, and the level of change associated with technology. Secondly, ecological factors which translate into contextual and environmental aspects such as climate issues and weather which affect farm and industrial related businesses. Thirdly, Legal factors which translate into discriminatory law, consumer law, antitrust law, employment law, safety and health law and finally economic factors which translate into interest rates, inflation rates and exchange rates. Ogunro (2014) cited in Gabriel (2015) dwells extensively on the survivability of the organization as a product of its success in surmounting identified environmental challenges and seizure of opportunities. The business to this stage has proved that it is a workable entity and has enough customers and it satisfies them sufficiently with its products and services. Long term survival of organization and not the financial performance should indicate success of the organization.

Measures of Survival

Adaptability

Adaptability represents the capability of an enterprise to react quickly to opportunities and risks and convert them into business advantage (Macmillan & Tampoe, 2000). Adaptability refers to; the capacity to respond to the needs of customers and clients; the ability to make optimum choices; an intentional response to change based on the information regarding the environment - past, present and future; Recognising that primarily people are the ones who must adapt not organisations. People must be empowered to: take sensible risks, build new capabilities, experiment, adjust their behaviours, be fearless, learn from their failures and share their experiences with others; Simplifying the organizational structure of the company, if deficiencies are proven. Adapting to the permanent changes in the business environment represents a continuous process that consumes many resources in an organization, like time, effort and energy.

To survive and make profit, organizations need to adapt continuously to the different levels of environmental uncertainty (Amah & Baridam, 2012). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Smit & Pilifosova, 2001).

Innovativeness

McFadzean, O'Loughon and Shaw (2005), described innovation as a process that gives the organization, its consumers and suppliers additional value through new methods of advertising and the development of new technologies, products and services. Schumpeter (1949) introduced the concept of creativity for the first time. In the entrepreneurship phase, creativity was emphasized by defining economic growth generated by changes to the existing competitive economy by the implementation of new products and services. Likewise, the literature on entrepreneurship defines creativity as an attempt to discover new possibilities and solutions (Dess &Lumpkin, 2005).

Innovation has been described as the introduction of new or comparatively better quality production and delivery processes. Interestingly, this definition has also been expanded in a more recent and third edition to include new organizing methods in business practices, the organization of the workplace and external relations (OECD, 2005). Ngoc Ca (2009) proposed in that direction that technology not only needs various types of activities but also involves continuous improvement across implementations. It involves opportunities of training that are necessary for the successful functioning of the engineering process. The OECD proposed that technology should be presented within the scope of companies in order to make the idea more functional (Mel, McKenzie & Woodruff, 2009).

Human Capital Management and Survival

A research study conducted in 2010 by CFO Research Services reveals that human capital issues as a key culprit in failed and subsequent financial woes. The researchers looked at how organizations are handling human capital issues related to transactional activity. The results of the study suggested that HR offers unique value and guidance, particularly on how to manage and price human capital assets which can significantly contribute to successful pre-and post transformational events (Hewitt, 2010). Human capital development entails the human resource department giving employees new skills, information, and opportunities for professional and career development. There are many studies that have been done on the effect human capital management on employee performance and few have been done on the effect of human capital development on employee performance focusing specifically on the employee skills, employee perception and on the employee engagement at the Co-operative Bank of Kenya. Literature will be reviewed based on the study objectives.

A study titled regions, human capital and new firm formation in England by Beckman (2013) investigated on the importance of human capital at individual, firm and regional level through its effects on returns to education, firm productivity and new firm formation. The empirical analysis was based on data for period 1997 - 2007 at the municipality level in Sweden. The study found out that access to human capital has a positive impact on new firm formation.

Oyinlola and Adeyemi (2014) studied the impact of human capital development on organizational performance in the Nigerian banking sector, with a particular reference to the Osun State. Primary source of data was used, using questionnaire as a research instrument. A total of 351 copies of questionnaire were distributed to the branches of four selected banks spread across the State, using judgmental and simple random sampling techniques. Out of these, 302 copies were filled and returned, forming the basis of data analysis. The study concluded that significant relationship exists between human capital development and organizational performance in the banking industry. This study did not look at individual employee performance.

Odhong, Were and Omolo (2014) investigated the effect of human capital management drivers on organizational performance in Kenya a case of Investment and Mortgages Bank Ltd. The study adopted a case study research design and stratified random sampling. Qualitative and quantitative techniques of data analysis were used. The study concluded that it is possible to use human capital management drivers to benchmark organizational capabilities, identify human capital management strengths and weakness, and link improvements in specific Human capital management practices with improvements in organizational performance and obtain sustainable competitive edge.

Chen, Zhu and Xie (2004), indicated that human capital relates to factors like employees' learning, aptitude, employee engagement, capability, and attitudes which relates to improving performances which clients pay for and the organization's benefit originates from. Odhong and Omolo (2015) carried out a study on the effect of human capital investment on organizational performance of pharmaceutical companies in Kenya. The study looked at four independent variables; training, education, knowledge management and skills development and used the theories of human capital, skill acquisition and sustainable resource. Questionnaires method was used to collect data and data was analyzed using descriptive and inferential statistics. It found out that there is a positive significant relationship between human capital investment and organizational performance. The study however, recommended that there should be provision of quality education and relevant training that is linked to industry requirement and adoption of German Dual Vocational Education and Training System to facilitate and strengthen the linkage between education sector and the industry. The study also recommended the promotion of knowledge management through teamwork and knowledge management to enhance skills development. The study recommended the introduction of skill development fund to equip people with relevant skills required in the dynamic global market place. The study looked at human capital investment on organization performance while this study is looking at human capital management on employee performance.

Based on the review, the following hypotheses were formulated:

H_{01}: There is no significant relationship between human capital management and adaptability of private hospitals in Port Harcourt, Nigeria.

H_{02}: There is no significant relationship between human capital management and innovativeness of private hospitals in Port Harcourt, Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population for the study was 143 management staff of 10 private hospitals in Port Harcourt. The sample size of 105 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 Pearson Product Moment Correlation 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.

Table 1 Cronbach's Alpha Coefficients Constructs

Cronbach	No of Items	Cronbach's alpha
Human capital management	3	0.83
Adaptability	3	0.85
Innovation	3	0.88

Source: Research Desk 2019

DATA ANAYSIS AND RESULTS

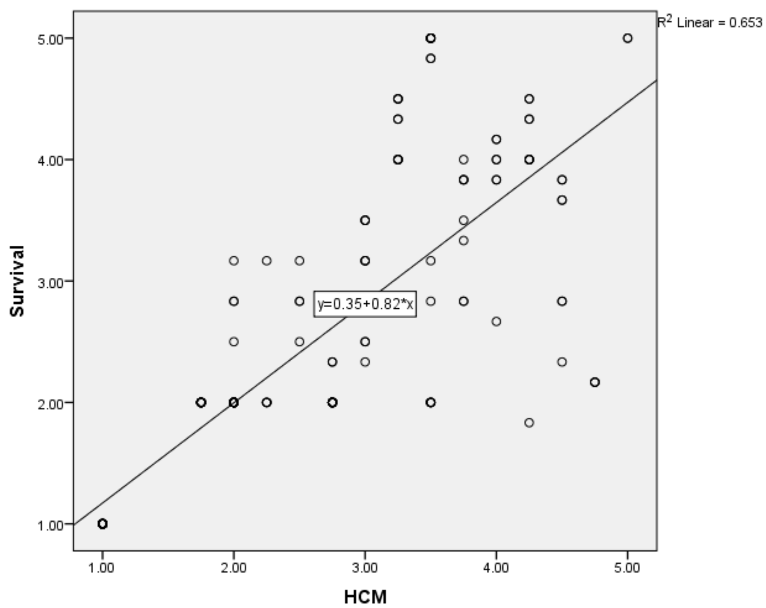

Fig 1: Scatter graph for the relationship between HCM and Survival

The apparent pattern of the cases in the scatter plot sloping upwards from left to right is an indication of existing linear and strong positive relationship between HCM and Survival. This is affirmed by the linear R^2 of 0.653 indicating that a very strong linear relationship exists.

Table 1: Correlation HCM and Adaptability

		HCM	Adaptability
HCM	Pearson Correlation	1	.726**
	Sig. (2-tailed)		.000
	N	73	73
Adaptability	Pearson Correlation	.726**	1
	Sig. (2-tailed)	.000	
	N	73	73

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

Source: SPSS Output

Ho$_{1}$: ***There is no significant relationship between human capital management and adaptability of private hospitals in Port Harcourt, Nigeria.***

The correlation coefficient (r) shows that there is a significant and positive relationship between human capital management and adaptability. The *rho* value 0.726 indicates this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a strong correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human capital management and adaptability of private hospitals in Port Harcourt, Nigeria.

Table 2: Correlation for HCM and innovativeness

		HCM	Innovativeness
HCM	Pearson Correlation	1	.812**
	Sig. (2-tailed)		.001
	N	73	73
Innovativeness	Pearson Correlation	.812**	1
	Sig. (2-tailed)	.001	
	N	73	73

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

Source: SPSS Output

$Ho_{2:}$ ***There is no significant relationship between human capital management and innovativeness of private hospitals in Port Harcourt, Nigeria.***

The correlation coefficient (r) shows that there is a significant and positive relationship between human capital management and innovativeness. The *rho* value 0.812 indicates this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a very strong correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human capital management and innovativeness of private hospitals in Port Harcourt, Nigeria.

DISCUSSION OF FINDINGS

The hypotheses tested the relationship between human capital management and measures of survival of private hospitals in Port Harcourt, Nigeria. The study findings revealed that there is strong positive relationship between human capital management and measures of survival of private hospitals in Port Harcourt, Nigeria. This finding of agrees with the previous studies conducted by Bapna, Langer, Mehra and Gupta (2013) who did a study on human capital investment and employee performance in the IT services industry. The study was aimed at looking at whether human capital investment is directed towards employee training and if it is effective in improving employee performance. The study found out that there is a significant positive impact of training on employee performance.

Similarly, the current study finding concurs with the findings of Munjuri (2011) who carried out a study on the effect of human resource management practices in enhancing employee performance in catholic institutions of higher learning in Kenya where the variables looked at were: - effect of training, performance related pay, employee empowerment, job design and job security on employee performance. This finding reinforces views by Cosar (2011) who posited that with increasingly globalization, human capital development is a necessity for industrial productivity has continually attracted both academic and public interests even the oil and gas sector. Human capital development is widely acknowledged as an agent of national development.

CONCLUSION

According to Bontis (2008), human capital through learning and education of employees, their experience and expertise and also their innovation and creation yields the best results of business performance and is a source of competitive advantage for organizations. This study therefore concludes that human capital management significantly influences of survival of private hospitals in Port Harcourt, Nigeria in terms of adaptability and innovativeness.

RECOMMENDATIONS

The following suggestions were given based on the results of this report;

i. Private hospital management must develop procedures for assessing and handling human capital. The individual's main areas of responsibility must be structured according to their training, skills, expertise, experience and field of interest. This is never a burden for work.
ii. The leadership of the organization, through creative methods, should insure that everyone grows and grows effectively.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | September, 2020 | Pages 20 – 26
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Consumer Preference for the Use of Aluminum Window to Wooden Window for Sustainability Marketing in the 21st Century

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Abstract: *Letting light into a cave or crude structure allowed its inhabitants to better perform tasks and navigate their surroundings, alerting them to the day's cycle and keeping them in sync with it – something that we understand is vital to human health and emotional health and wellbeing. Aluminum window frames are valued for their slim profile but durability, along with their low maintenance and strength. Due to their lightweight construction and strength, aluminum window frames are able to be configured in a variety of ways. This makes them beneficial for multi-panel systems or large windows. However, aluminum frames are not recommended in wet areas or areas that have high levels of salty water and air due to their corrosion. Wood frames are the most common choice for frames as they can be painted a solid colour or stained and sealed*

Keywords: Wood frames , aluminum window.

INTRODUCTION

Windows: From our earliest times, the need for light has been central to our needs as humans. Letting light into a cave or crude structure allowed its inhabitants to better perform tasks and navigate their surroundings, alerting them to the day's cycle and keeping them in sync with it – something that we understand is vital to human health and emotional health and wellbeing.

The window frame is the portion of the window that holds the glazing and sits between the glazing and the wall of the building when installed. The frame can be fairly simple in a non-operable window to very complex with numerous moving parts in an operable, multi-pane window. Overall, the main function of a frame is to hold the panes of the window in place—with the aid of spacers—and hold the window into the wall of a building. Taking into account the frame as well as the glazing when choosing a window is vitally important in ensuring that the energy efficiency of the window is suitable. Looking at the U-values of windows along with their frames can provide a more complete idea of how well a window will insulate. (Energy.Gov. April 28, 2015). In addition, the choice of the right window frame, especially a modern window frame, can cut air infiltration in a home down to nearly zero by covering cracks and creating a good seal.

Window frames can be made out of a wide variety of materials, and can be made solely out of one material or a composite of numerous materials. The most common frame types are wood, vinyl, aluminum, and more recently fiberglass frames. Composite frames include vinyl or aluminum clad wood products, wood clad vinyl products and other combinations to meet a variety of demands (Window & Door April 28, 2015).

Window frames Throughout the early medieval period, the great majority of windows were unglazed. In timber-framed buildings they were simple openings in the structural frame. Wider openings were often sub-divided into two or more 'lights' with plain or moulded mullions. Vertical wood or iron bars were inserted to keep out intruders. Taller windows might be sub-divided horizontally with transoms. Glass was extremely expensive and rare and was not considered a fixture. Timber shutters were widely used for security, privacy and to reduce draughts.

Aluminum: Aluminum window frames are valued for their slim profile but durability, along with their low maintenance and strength. Due to their lightweight construction and strength, aluminum window frames are able to be configured in a variety of ways. This makes them beneficial for multi-panel systems or large windows. However, aluminum frames are not recommended in wet areas or areas that have high levels of salty water and air due to their corrosion. In addition, the welded joints can weaken over time, resulting in cracking and breaking. However, compared to vinyl, fiberglass, and wood frames aluminum frames are the least energy efficient as they conduct heat well. To reduce this, some companies have equipped aluminum frames with thermal breaks that separate the interior and exterior surfaces of the frame to reduce heat transfer (samphina.com.ng)**.**

Wood: Wood frames have been used extensively in window frame construction for their warm look, insulating properties, and the ability to paint them to refresh how the frames look. Wood frames are the most common choice for frames as they can be painted a solid colour or stained and sealed. However, compared to vinyl and fiberglass frames, wood frames require more maintenance including regular sealing, staining, and painting. Although affordable, they may not provide the highest levels of insulation and are prone to cracking, in turn letting untreated air and water into the home. Timber is the traditional construction material. Using timber as a construction material is environmentally sound. Forests are being protected well in most parts of the world through proper forest management schemes, that is, for every tree that is cut, two trees are planted. It is also understood that younger trees have a greater tendency to carry out the photosynthesis process hence making them more environmentally friendly. Therefore, the constant harvesting and replanting of trees is more beneficial in reducing carbon dioxide and increasing the supply of oxygen than simply leaving mature trees standing.

Sustainability is defined as; A development or practice which does not reduce the long-run productivity of the natural resource assets on which a country's income and development depend. To achieve the goals of sustainability it is required to adopt a multi-disciplinary approach covering a number of features such as; energy saving, improved use of materials, reuse and recycling, and emissions control. All countries should take action, with developed countries taking the lead; encourage and promote the development of a 10-year framework of programmes in sup- port of regional and national initiatives to accelerate the shift towards sustainable consumption and production to promote social and economic development within the carrying capacity of ecosystems by addressing and, where appropriate delinking economic growth and environmental degradation through improving efficiency and sustainability in the use of resources and production processes, and reducing resources degradation, pollution and waste (Johannesburg, September 2002.http://www.johannesburgsummit.org)

Recycling and/or reuse, is one of the most important features of sustainable development because it provides numerous environmental advantages such as; saving in embodied energy; reduction in demand for virgin materials and hence in depletion of natural resources; reduction in landfill requirements, and reduction in pollution generated from mining/ manufacturing processes. Sustainability has a
significant economic aspect as well; for example, it can bring considerable savings through the implementation of energy-efficiency measures, reduction of material consumption and waste generation through enhanced re-cycling

REVIEW OF RELATED LITERATURE

Aluminium vs uPVC Windows (Pros and Cons Reviewed) https://www.shiredoors.com
Aluminium vs uPVC windows – it's a longstanding debate as to which is better, and for homeowners it can be a tough decision to make when considering the installation of new windows.

Durability of uPVC vs aluminium windows

uPVC (unplasticised Poly Vinyl Chloride) has been a popular choice for window frames since the 1980s. It's a very durable material and resistant to rot, which means it has a long lifespan and requires very little maintenance. However, frames can degrade over the years, albeit at a much slower rate than timber windows, and tend to require replacement after 20 to 30 years.

Aluminium is also a highly durable material, but high quality aluminium windows can last up to 45 years because they don't degrade in the same way that uPVC can. Unlike other metals, aluminium will not rust.

Technology has come a long way over the past couple of decades, and these days aluminium windows and doors feature innovative thermal breaks within the frames, which prevents too much heat from being conducted. Aluminium and uPVC windows are pretty secure, and significantly more so than timber windows which can be vulnerable to forced entry if they degrade. The level of security a window provides tends to be based on the quality of the locks installed with it.

Now a days, researchers all over the world are focusing mainly on alluminium because of its unique combination of good corrosion resistance, low density and excellent mechanical properties. The unique thermal properties of aluminium composites such as metallic conductivity with coefficient of expansion that can be tailored down to zero, add to their prospects in aerospace and avionics. The choice of Silicon Carbide as there in forcement in aluminium composite is primarily meant to use the composite in missile guidance system replacing certain beryllium components because structural performance is better without special handling in fabrication demanded by latter's toxicity (Richards Demeis 1989) Recently aluminium-lithium alloy has been attracting the attention of researches due toits good wettability characteristics (Huda et al 1993)In addition, literature also reveals that most of the published work has considered aluminium-based composites with their attractions of low density, wide alloy range, heat treatment capability and processing flexibility. Many of these features are also exhibited by magnesium-based systems and with its lower elastic modulus. Many of the composite fabrication processes are common to both Al and Mg based systems (Doychak 1992)

Pros of Aluminium Windows according to https://www.integrawindows.com.au/2019

- **Strength** – the top advantage of aluminium as a material has to be it's absolute strength. This allows for slimmer frames and makes it long lasting as a material option. This also makes them top when it comes to security.
- **Low Maintenance** – very much like uPVC, aluminium is a low maintenance material that once installed requires nothing to maintain it's durability and appearance. No need to re-apply a finish to maintain the colour or to prevent rust.
- **Recyclable** – if you're looking to improve your carbon footprint then choosing a recyclable material such as aluminium (or uPVC) is a way to do that.

Cons of Aluminium Windows

- **Poor energy efficiency** –Aluminium is a very good conductor of heat, meaning that unlike a material like uPVC (or timber), it is the least energy efficient material to use for a window or door frame.
- **Condensation** – following on from the above, because aluminium is such a good conductor of heat, this makes them susceptible to condensation forming.
- **Aesthetics** – a pro of timber windows, but a con for aluminium windows. Aesthetically, there isn't as much versatility in the appearance and design of aluminium windows compared to timber or uPVC windows.

Pros of Timber Windows

- **Aesthetics** – traditionally timber frames have been a popular choice for many years for those looking to invest in the outward appearance of their property. When comparing to a 'plastic' material, you may find it difficult to compare (even with the 'timber' finishes that uPVC can offer in a variety of colours).
- **Flexibility** – no we don't mean the wood is flexible, but more that the appearance of the wood is actually flexible. With timber you can easily change the colour or finish of the window frame or door, something that you can't do with other building materials. If you're indecisive or find yourself changing colours a lot, this is a big win for timber.
- **Longevity** – wooden windows, if maintained properly with a lot of love and care, can last for many years, outliving most other materials.

Performance of wooden windows

1) Thermal performance
Wooden windows must be energy efficient under the Building Regulations. These Regulations apply to both commercial and domestic properties. To meet these requirements, the wooden windows supply house double or triple glazed glass panels. Furthermore, wooden windows are sealed. This means wooden windows are waterproof. Many people assume that wood will not score as highly as PVC-U when it comes to thermal performance

2) Weather performance
Due to climate change people have experienced in recent years, the need for high performing wooden windows from a weather perspective has never been so apparent.

3) Security performance
Wooden windows supplies are fitted with ground floor window locks. This is particularly important since many home insurance policy will not pay out if ground floor windows are not fitted with locks.

4) Acoustic performance
Under the Building Regulations, windows must be designed to prevent the passage of noise from leaving and entering the property. The regulations also apply to the refurbishment of existing properties.

Generally, single and even double glazing are not effective when it comes to sound insulation. If sound insulation is important, it is advisable that customers to invest in triple glazing or 'double windows'.

Benefits for sustainability of wooden window
Wood is obviously natural and completely sustainable. In fact, it's the sole source of naturally renewable building materials available today. Trees are highly efficient at absorbing carbon dioxide into the atmosphere. The process where trees absorb carbon dioxide from the environment is known as the 'carbon sink' effect. When trees reach maturity, their ability to carry out carbon sink is diminished. When trees reach this age, they are ripe for harvesting. Sustainable forest management actually helps to protect the environment by improving carbon sink (https://www.bebingtonglazing.co.uk)

Advantages of aluminium windows (https://www.theecoexperts.co.uk)

It’s cheaper than timber. While aluminium is generally more expensive than PVC, it’s also much more affordable than timber. This is a no-brainer, considering aluminium is tougher and more durable than wood.

The frames are thinner. Aluminium has a phenomenal amount of inner strength, although it doesn't like to talk about it. This means it can be slender and still offer the same support as a bulky chunk of timber or PVC, allowing more space for glass. Not only does this give you a better view of the great outdoors, but glass is a very talented insulator.

It lasts a long time. During spells of icy cold and intense heat, many window frames contract and expand, slowly losing their shape and eventually needing to be replaced. In particular, PVC loves warping in the sunlight, and wood can't wait to start rotting. On the other hand, aluminium remains strong and stable, typically lasting around 25-30 years (or longer). Maintenance is minimal.

You'll be better protected. This inner strength comes with one more advantage; aluminium will be your guardian angel. Its natural robustness means it can withstand attacks far better than wood or plastic, so you can rest easy in your metal fortress.

It's eco-friendly. Aluminium is 100% recyclable, so when you're finally ready to get rid of your metal friends, they will be ready to go all over again.

Disadvantages of aluminium windows (https://www.theecoexperts.co.uk)

A poor insulator? It used to be the case that aluminium was one of the worst materials for keeping the heat in, but polyamide thermal breaks (that go between the internal and external layers of aluminium) have helped to deal with that. "Thermally broken" aluminium windows can now compete with high-end PVC and timber equivalents.

Prone to condensation? Again, thermal break technology has put this one to bed.

Weak soundproofing? If keeping the world's noise out (and your noise in) is a priority, PVC frames tend to be a bit more effective. However, it's worth noting that the majority of a window's soundproofing is determined by the glass, not the frame.

Susceptible to salt corrosion? Aluminium just hates the seaside, it's true. If your windows are near sea air and saltwater, the frames will start to corrode, but there are easy ways to prevent this. For instance, regular cleaning will keep the salt away, and a lick of powder-coated paint will add an extra layer of protection.

CONCLUSION

It has been found that aluminium windows have the highest level of embodied energy as compared to other windows. Timber windows have been estimated to possess the lowest embodied energy.

Timber windows need to be painted or stained periodically to keep them protected from weathering impacts. A price comparison of windows is quite an involved process due to a number of factors such as the quality of product and marketing tools such as, discounts and incentives. However, the general perception is that aluminium windows are more expensive than the rest of the candidate windows. Aluminium-clad timber windows.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | September, 2020 | Pages 27 – 38
asplpapersubmit@gmail.com

On-the-Job Training and Organizational Growth of Money Deposit Banks in Port Harcourt

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Abstract: *This study investigated the relationship between on – the job training and organizational growth of money deposit banks in Port Harcourt. The researcher presumed that the level of commitment could be traceable to the manpower training adopted. The baseline theory adopted was the human resources theory, the research design was a descriptive research design. The study had a a total population of 600, a sample size of 234 was derived using the Taro Yamane formula and a structured questionnaire was adopted as the research instrument. To confirm the reliability of the instrument used, the Cronbach's alpha value of 0.7minimum benchmark was observed. Under investigation, descriptive statistics and the Pearson's product moment correlation coefficient with the means of Statistical Package for Social Sciences were employed to analyze the data generated for the study. Upon completion of the study, the results of the study showed that there is a significant relationship existing between manpower training and organizational growth and it was concluded that manpower training is a significant predicator of organizational growth of deposit money bank in Port Harcourt. Hence, it was recommended that management of these deposit money banks in Port Harcourt should make effort to include and promote manpower training of their employees to get them more equipped for better productivity.*

Keywords: *Manpower Training, Assets, Market Share, Firm Size*.

INTRODUCTION

Organizational Growth is any form of activities undertaken to expose an employee to perform an additional duties and assume position of importance in the hierarchy. According to Nelson and Winter (2000), organizational growth is a process through which the structure of a multigent system of organization increases the number of its roles and links. Organizational Growth is a way to introduce innovation and is a leitmotiv of technological change (Pagano and Schivardi, 2003). According to Hakkert and Kemp (2006), organizational growth is an increase in certain attributes sales, employment, profit of a firm between two points in time. Organizational growth can be determined by the degree of effectiveness and capability with which firm-specified resources. Organization growth represents the planned opportunity that provided for training, educating, directing and planning, experiences for those who perform the management function. It is a process of building up human resources to meet the needs of organization. Understanding organizational growth is a key factor in profit maximization and organizational relevance. Growth means enlargement, increase and expansion.

Organizational growth is something for which most companies, large or small, strive for. Small firms want to get big, big firms want to get bigger. Organizational growth, however, means different things to different organizations. Manpower training is very important to the development of any organization, some take it seriously while others take it lightly, there's always a positive result on the organization that takes up staff training and development very important. Any organization that fails to take its man power training and development seriously is certainly not going to achieve organizational growth. Manpower training is a vital area of human resources management and has become widely recognized as important issues that influence the effectiveness and efficiency of business organizations. Manpower is the basis of all resources and the indispensable means of transforming other resources to enhance firm's performance. Is a fundamental and effectual instrument in successful accomplishment of the firms goal and objectives, resulting in higher productivity. Manpower is the human resources of business concern, these include unskilled, skilled supervisory and management staff of a company.

Onah (2003) affirmed that manpower is the premise of all other resources utilized in production and therefore an indispensable factor in converting other resources to the benefit of mankind. Manpower training is a process that develops and improves skills related to performance. Training is very vital to job productivity and organizational performance since the educational system. Armstrong (2012) states that training is the use of systematic and planned instruction, activities to promote learning. According to Flippo (1984) training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose. Beach (1975) defines the training as organized procedure by which people learn knowledge and skill for definite purpose. In other words, training improves changes and moulds the employee's knowledge skill, behavior and aptitude and attitude towards the requirements of the job and the organization. Training refers to the teaching and learning activities carried on the primary purpose of helping members of an organization to acquire and apply knowledge, skills, abilities and attitudes needed by a particular job and organization. Training as consisting of planned programs designed to improve performance at individual group. In the opinion of Ezeani and Oladele (2013), training is the process of developing employees' capability, reasoning and conceptual skills to enhance their productivities. The purpose of this study was to examine the relationship between off- the- job training and organizational growth of deposit money banks in Port Harcourt.

This paper also shall seek to provide answers to the following research questions:

i. To what extent is capacity training related to market share of deposit money banks in Port Harcourt?
ii. To what extent is capacity training related to firm size of deposit money banks in Port Harcourt?

LITERATURE REVIEW

Human Resources Theory

Human capital Theory is concerned with how people in organizations contribute their knowledge skills and abilities to enhancing organizational capability and the significance of that contribution. The first use of human capital as a term in modern economics literature was by Theodore Schultz (2000) who classified expenditures on human capital as investment rather than consumption. However, the first application of the theory in Economics accrues to Gary Becker (1964) who developed a model of individual investment in human capital which likened to “physical means of production, and refers to “all activities that influence future real income through the embedding of resources in people”. Human capital is defined as “productive wealth embodied in labour, skills and knowledge (OECD, 2001) and it refers to any stock of knowledge or the innate acquired characteristics a person has that contribute to his or her economic productivity (Garibaldi 2006) . Human capital theory has had a profound impact on a range of disciplines from economics to education and sociology.

The original idea of human capital can be traced back at least to Adam Smith in the 18th century. The modern theory was popularized by Gary Becker an economist and Nobel Laureate and Theodore Schultz. The theory argues that a person’s formal education determines his or her earning power, human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resources development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009).

The baseline theory used for this study Human capital Theory is concerned with how people in organizations contribute their knowledge skills and abilities to enhancing organizational capability and the significance of that contribution. The first use of human capital as a term in modern economics literature was by Theodore Schultz (2000) who classified expenditures on human capital as investment rather than consumption. However, the first application of the theory in Economics accrues to Gary Becker (1964) who developed a model of individual investment in human capital which likened to “physical means of production, and refers to all activities that influence future real income through the embedding of resources in people. Human capital is defined as “productive wealth embodied in labour, skills and knowledge (OECD, 2001) and it refers to any stock of knowledge or the innate acquired characteristics a person has that contribute to his or her economic productivity (Garibaldi 2006).

Human capital theory has had a profound impact on a range of disciplines from economics to education and sociology. The theory argues that a person’s formal education determines his or her earning power, human capital theory holds that it is the key competences, skills, knowledge and abilities of the workforce that contributes to organizations competitive advantage. It focuses attention on resourcing, human resources development, and reward strategies and practices. According to Human Capital Theory, education is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that education and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity (Dae-bong, 2009).

Human capital is seen as group or individuals dispositions of a person in the form of source of knowledge and skills that reflect education and experience of the individual person, ideally, the labour market uses those who can be sufficiently adaptable to the varied conditions so that a potential employer is attracted to the person, the better human capital

Concept of On-the-Job Training

Some observers worry about raining and development opportunities may be double-edged sword. This is due to the fact that training can necessitate employee leaving due to added skills. In the other hand people in certain jobs that require constant updating of skills such as Information Technology might leave if they have no options for strengthening those skills, Sommer (2000). It calls for organisation therefore to be keen to formulate and implement retention practices to avoid their trained employees from leaving immediately after training.

Investment on employee Training and career development is considered important factor in employee retention. Organization has the incentive to make investment in form of training & development only on those workers, from whom organization expect to return and give output on its investment. According to Clark (2001), organizations are intensification development for talented employees, through proficiency analysis, input on employee interests, need development and multisource appraisal of capabilities and formulate plans for action. Wetland, (2003), suggested that firms and individual made investment on human capital in the form of training. Training enhances the skills of employees. When employees are hired to enhance the skill, organization needs to start training program. According to Parker & Wright, (2001) employees have perception to acquire new knowledge and skills which they apply on the job and also share with other employees.

Gomez *et al.,*(2005) posits that training provides specialized technique and skills to employee and also helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy. Garg & Rastogi (2006), explained that in today's competitive environment feedback is essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. The availability for all employees having access to training and development programs is critical in facilitating organizational growth, particularly with performance and technological improvements. Clark (2001) recommends that training is a sign of organization commitment to employees. Training also reflects organization strategy that is based on value adding rather than cost lowering. Leading firms of the industry recognized that comprehensive range of training, skill and career development are the key factors of attraction and retention the form of flexible, sophisticated and technological employees that firms strategy to succeed in the computerized economy (Accenture, 2001).

The most common, the most widely used and accepted and the most necessary method of developing employees in the essential skill acceptable for job performance (Tracy Williams, 1971). Employee learning takes place at his actual place while doing his actual job. On job training becomes more important when objective is to build economies around high productivity (Jacobs *et al.,* 1996} on the job trainings are usually more common in larger firms due to their large internal boundaries of the firm(Black *et al.*, 1999).Increases to some extent, and on-the job plays its vital by developing the required level of skills for the employ. Vroom revealed that on the job training bring greater confidence on workers, enriches employees knowledge and increased performance skills, creates greater efficiency and effectiveness, increase productivity and leads to higher profitability. On-the-job is training tasks or processes related to their particular occupation, the employee typically performs task that are essential to their job function with the supervision of a manager a coach. This type of training is typically used to broaden an employee's skill and to increase productivity. On the job training is an investment into your most important asset.

This method is organized to acquire knowledge and skills to perform a job using the actual empowerment and materials required by the job. It is suited for teaching relatively simple production or clerical operations to new employees. It is also used when job methods are significantly changed or when an employee is transferred to a different job. Properly planned on-the job training brakes the work to be performed into logical and easily understood units and blends explanation and demonstration by qualified instructors with opportunities for the learner to practice according to approved method. Different practices are followed in different industries and organizations. The need of training programs is depending up on the requirement of the job profile. According to Robert Half (2018),the following are effective on-the job training methods as follows:

- Job Instructions
- Coaching and Apprenticeship
- Mentoring programs
- Computer or online-based training modules
- Job Rotation
- Keep the on the job training going
- Internship Training

Measures of Organizational Growth

Assets

In financial accounting, an **asset** is an economic resource. Anything tangible or intangible that can be owned or controlled to produce value and that is held by a company to produce positive economic value is an asset. Simply stated, assets represent value of ownership that can be converted into cash (although cash itself is also considered an asset, Sheffrin, Steven (2003). The balance sheet of a firm records the monetary value of the assets owned by that firm. It covers money and other valuables belonging to an individual or to a business. One can classify assets into two major asset classes: tangible assets and intangible assets**.**

Market share

Market share represents the percentage of an industry or market's total sales that is earned by a particular company over a specified time period. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a bank in relation to its market and its competitors. Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity

Firm Size

One of the main challenges in every discipline is to homogenize the criteria for classifying its units of observation. The analysis of firm size is no different because there are different ways of measuring the growth of a firm. Assets can also define the size and growth of a firm. However, as we stated earlier, they are more rigid to changes in the internal process of the firm. As Kimberley (1976) stated, the number of employees is the most widely used measure of firm size. The number of employees reflects how the internal process is organized and adapts to changes in activity. The best variables for measuring firm size are therefore added value and the number of employees. The size of a firm plays an important role in determining the kind of relationship the firm enjoys within and outside its operating environment. The larger a firm is, the greater the influence it has on its stakeholders.

On the Job-Training and Organizational Growth

The relationship between manpower training and organizational growth can either trigger employees, and firms to quality, quality management and customer care. Training is expected to be directly associated with performance. Firms that are strongly motivated to grow will also expect to cope with change, hence training the workforce to accommodate the growth to exceed their job requirements and stay committed to the organization or vice versa. Jagero, Kamba and Mlingi (2012) did a study on the relationship between on-the-job training and employees' performance in courier companies in Dar es Salaam in Tanzania. The objectives of the study were to examine the existing on-the-job training programs in the courier companies in Dar es Salaam and to assess the performance of courier companies in Dar es Salaam. Correlation survey method was used and questionnaires used as the research instruments. A sample population of 150 employees was taken. The findings showed that different programs of on-the- job training are conducted in DHL and Fedex. The study found with certainty that there exists a big relationship between on-the-job training and performance in DHL in that on-the-job training programs positively affect employee performance. On-the-job training contributes to upgrading skills that are particularly important for specific jobs or specific work environments, emphasizing a learning-by-doing approach. On-the-job training gives lot of scope for learning as the employees may come across doubts and queries that need clarification. Learning process is enhanced because both learning and performance takes place at the same time which is more effective and likely to be remembered by employees in the long run.

Barzegar and Farjad (2011) did a study on the impact of on-the-job training courses on the staff performance at the Organisation for Martyr's Affairs. The statistical population consisted of the managers and staff in five provinces totaling 2700. A sample population of 180 was selected through improbable accessible sampling. Data collection was done using questionnaires and interviews. An alpha index of 0.95 was used to measure item reliability. Descriptive survey method was used and data analysis done using both descriptive and interpretative statistics. The findings of the study indicated that the on-job courses affect performance to some extent. Ndunguru (2015) did a study on the impact of on-the-job training on employee's performance: The case of Secondary school teachers of Songea Municipality. The sample selected was 64 of which 33 were male teachers while 31 were female teachers. The study revealed that trained employees are more willing to continue working in the same organization after being trained than those who are not yet trained and that on-work training is a key factor to good performance, career path and job security.

Based on the literature reviewed and the interpretations, we therefore, hypothesize that:

Ho_1: There is no significant relationship between on-the-job training and assets of deposit money banks in Port Harcourt.

Ho_2: There is no significant relationship between on-the-job training and market share of deposit money banks in Port Harcourt.

Ho_3: There is no significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.

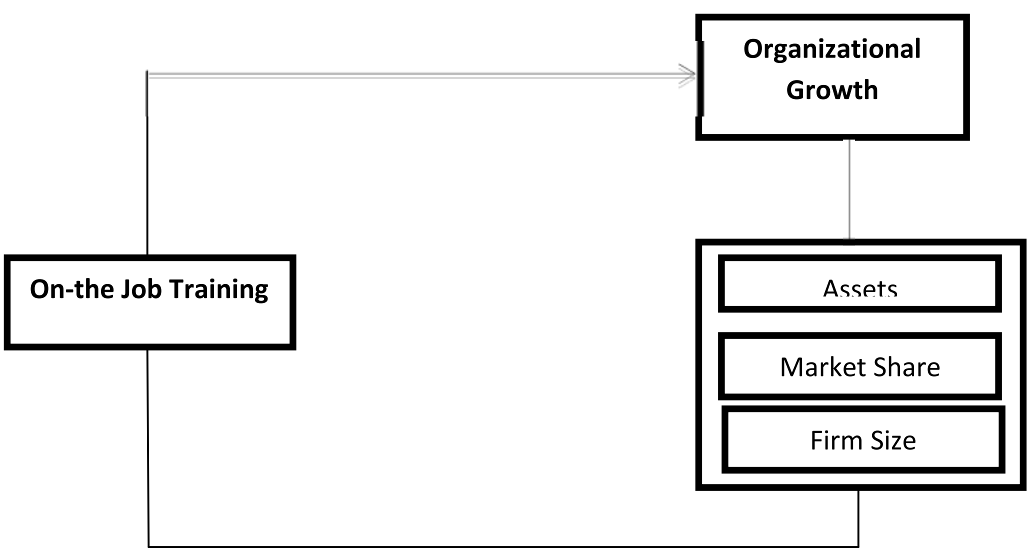

Figure 1: *conceptual framework on the relationship between on the job training and organizational growth*
Source: *Desk research 2018*

METHODOLOGY

The study adopted a cross sectional research design. The population of this study consisted of staffs from twenty head offices of Banks in Port Harcourt. A total of 600 employees from the twenty banks (20) banks constituted the study population. The simple random sampling is used. To determine the sample size for this study, the Krejcie & Morgan (1970) table is used. From the total population of 600 employees of the selected banks, the table placed the sample size at 234 employees. Cronbach's alpha was used to ascertain the reliability of the research instrument. It is a measure of internal consistency item.

Table 3.1 Reliability Coefficients of variable measures

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	On the Job Training	3	183	0.868
2.	Assets	3	183	0.908
3	Market Share	3	183	0.767
4	Firm Size	3	183	0.931

Source: Research data output, 2019

DATA ANNYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman's rank correlation to carry out the analysis. The level of significance 0.05 is adopted as a criterion for the probability of accepting the null hypothesis in (p> 0.05) or rejecting the null hypothesis in (p <0.05).

Table 2 Correlations Matrix for On-the-Job-Training and Organizational Growth

		On the Job Training	Assets	Market Share	Firm Size
On the Job Training	Pearson Correlation	1	.398**	.747**	.641**
	Sig. (2-tailed)		.000	.000	.000
	N	183	183	183	183
Assets	Pearson Correlation	.398**	1	.610**	.635**

	Sig. (2-tailed)	.000		.000	.000
	N	183	183	183	183
Market Share	Pearson Correlation	.747**	.610**	1	.871**
	Sig. (2-tailed)	.000	.000		.000
	N	183	183	183	183
Firm Size	Pearson Correlation	.641**	.635**	.871**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	183	183	183	183

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

Table 2 illustrates the test for the next two previously postulated bivariate hypothetical statements. The results show that for:

Ho$_1$: *There is no significant relationship between on-the job training and assets* in *deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and asset. The *rho* value 0.389 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a low correlation. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the job training and market share of deposit money banks in Port Harcourt.

Ho$_2$: *There is no significant relationship between on-the job training and market share in deposit money banks in Port Harcourt.*

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and market share deposit money banks in Port Harcourt. The *rho* value 0.747 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the job training and market share of deposit money banks in Port Harcourt.

Ho$_3$: ***There is no significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.***

The correlation coefficient (r) shows that there is a significant and positive relationship between on the job training and firm size. The *rho* value 0.641 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a high correlation indicating a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between on-the-job training and firm size of deposit money banks in Port Harcourt.

Discussion of Findings

The first, second and third hypotheses examined the relationship between on- the job training and organizational growth. It was hypothesized that there is no significant relationship between job training and organizational growth. These hypotheses were tested using the Pearson Order correlation technique. Data analysis revealed that there is a positive and significant relationship between on the job training and the measures of organizational growth which are Assets, Market Share and form size.

Our findings corroborate the findings by Cartwright and Cooper (2000) who acknowledged that the leading roles of modern human resources functions are to be actively engaged in the organisation and perform as a business partner and advisor on business related issues, employees do not participate enough in the integration process of a merger. Also, it is obvious that this study is in agreement with the findings of Arulampalam and Booth (1997) who argued that the size of the firm where the individual is working is most likely to affect the probability of receiving on-the job training, , larger companies may have training costs per employees that smaller firms license they can spread fixed cost for training over a large group of employees.

CONCLUSION AND RECOMMENDATION

On-the-job training contributes to upgrading skills that are particularly important for specific jobs or specific work environments, emphasizing a learning-by-doing approach. On-the-job training gives lot of scope for learning as the employees may come across doubts and queries that need clarification. Learning process is enhanced because both learning and performance takes place at the same time which is more effective and likely to be remembered by employees in the long run. This study thus concludes that on- the job training significantly influences organizational growth of deposit money banks in Port Harcourt.

The study recommends that management of deposit money banks should arrange for more on their on the job training and as it will go a long way to widen the horizons of the employees and give them better and broader ways of being effective, efficient and productivity.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | September, 2020 | Pages 39 – 52
asplpapersubmit@gmail.com

Psychological Capital and Organizational Resilience of Deposit Money Banks in South-South Nigeria

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Abstract: *This study examined the relationship between psychological capital and organizational resilience of Deposit Money Banks in South-South, Nigeria. The study adopted a cross-sectional research survey. Primary data was generated through self- administered questionnaire. The population for the study was 1120 employees of the 18 Deposit Money Banks operating in South-South, Nigeria. The sample size of 295 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. Results from analysis of data revealed that psychological capital significantly influences organizational resilience of Deposit Money Banks in South-South, Nigeria. The study recommends that situational awareness can be improved upon via management's ability to ensure the development of platforms that allow for workers to access strategic information of the organization's internal and external opportunities and threat as well as strengths and weaknesses.*

Keywords: *Psychological Capital, Organizational Resilience, Situation Awareness, Keystone Vulnerability Management*

INTRODUCTION

Organizations that are successful today are those that have the ability to survive and thrive in turbulent times such as defined by the economic downturn, natural disasters and global conflicts. The ability to withstand sudden incremental change or enormous downturn is the desire of any organization which aims at sustainable development. Erica (2006) asserts that the economic implication of organizations being unprepared for crisis are significant. Umoh , Amah and Wokocha (2014) recaped that in the September 11th terrorist attack in United State led by Osama Binladin, business interruption losses far exceeded that sum of all property loses. The importance of organizations being resilient can be well appreciated when we examine the decline in talented skills in certain workforces due to some unanticipated disaster or crisis or loss of key executive either as a result of death or being incapacitated to perform their duties.

According to Luthans & Youssef (2004), psychological capital is employee's positive state in obtaining and sustaining the competitive advantage. Expatiating further on the definition above, Cetin (2011) notes that employee's psychological states are not like trait or characteristic showing continuity in every condition (self-esteem, self-discipline etc) but positive status varying according to the situations. Sharing insightfully in this view are Luthans and Youssef (2007) who point out that organizational psychological capital is the whole of these positive attributes changing and improving with the education or development. One can therefore assume that psychological capital is becoming a positive improvable construct intended to enhance and redirect the organizational resilience of an establishment. The above is connected with the empirical study done by Sweet (2012) who observed that there exist a positive and considerable relationship between the psychological capital score and organizational learning.

However one finds in extant literature a myriad of studies which examine the relationship between psychological capital and organizational resilience especially in Nigeria. Review of related literature has shown that most of the works on this problem are those carried out in developed countries like United States and European countries whose cultural backgrounds are different from other countries like Nigeria. In a bid to fill this gap in literature, this study will undertake a theoretical survey to examine the relationship between psychological capital and organizational resilience. Studies and research undertaken on organizational resilience these past thirty years is made obvious by the extent of literature on the topic. For example Jaja and Amah (2014) examine the effect of mentoring on organizational resilience in the Nigerian manufacturing industry with a total of 140 employees randomly drawn from employees of the 31 manufacturing companies in Port Harcourt. Their findings revealed that mentoring is significantly related to organizational resilience. They emphasized that organizations should use its mentoring programmes as a knowledge retention measure that will strategically channel efforts toward organizational success. They opine that mentoring should be used as a tool to enhance organizational resilience. Umoh, Amah and Wokocha (2014) examined the relationship between management development and organizational resilience, concentrating their study on manufacturing firms in Rivers State, Nigeria. They explored to know resilience in the manufacturing industry and emphasized that management should use their developmental strategies to enhance organizational resilience.

Successful organizations are those who understood the dynamic nature of their environment (competitors, technology, the availability and cost of finance, taxation, government policy and customer needs and expectations). In this regard, successful organizations should evolve like a resilient eco-system constantly adopting to reflect the changing external environments.(Amah & Damunobo-Weje, 2014) Most of these studies dealt with the nature and conceptualization of organization resilience as responsibility that is shouldered by management of organizations, seeking to emphasize that through activities of management of organizations, organizational resilience can be realized. (Umoh *et al.,* 2014; Jaja & Amah, 2014, Amah & Daminabo – Weje, 2014). Despite these, very little research has been carried our as regards the psychological process enabling the employee to develop positive states that will result to organizational resilience. This is evident from the dearth of extent literature on the topic. More so, little has been done as regards the possible mediating influence and organizational resilience, this is evident from the little studies in this area. This study, as a point of departure from previous studies, examines the relationship between psychological capital and organizational resilience of Deposit Money Banks in South-South Nigeria.

Furthermore**,** this study was also guided by the following research questions:

i. What is the relationship between psychological capital and situation awareness in the deposit money banks in South-South Nigeria?
ii. What is the relationship between psychological capital and keystone vulnerability management in the deposit money banks in South-South Nigeria?

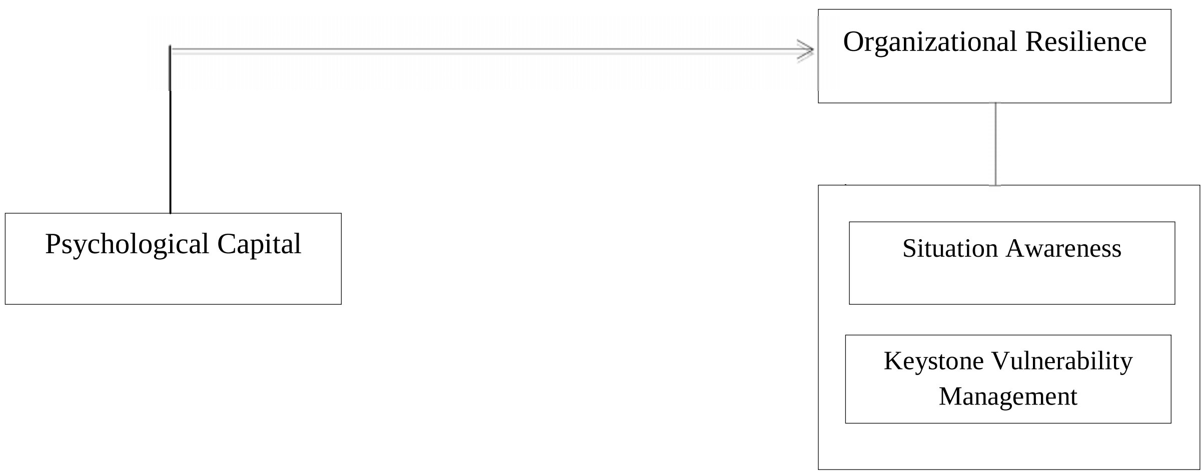

Fig.1: *Conceptual Framework for the relationship psychological capital and organizational resilience*
Source: *Author's Desk Research, 2020*

LITERATURE REVIEW

Psychological Capital

According to Luthans, Youssef and Avolio (2007), psychological capital is defined as an individual's positive state of development that is characterized by: (i) having confidence (self - efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (ii) making a positive attribution (optimism) about succeeding now and in the future; (iii) preserving towards goals and when necessary, redirecting paths to goals (hope) in order to succeed. Cavus and Gokoen (2015) define psychological capital as examining the processes by which positive attitudes, feedback, and criticism contribute to the functioning and development of an individual, group or corporation. Sharing in this view is Keles (2011) who emphasized that psychological capital contains measurable, developable, and effectively controllable applications related to the potential and psychological increases in organization.

From the forgoing, one can state that psychological capital is an employee positive state of development that engages him or her to take the necessary responsibilities that enhance the achievement of goals. The researcher therefore, in a critically considerable analysis agrees with Luthans *et al.* (2007) who identified ways in which psychological capital comes into play. These they noted comprise of confidence (self efficacy) to take on and put in the necessary effort to succeed at challenging tasks), optimism (making a positive attribution about succeeding now and in the future) and hope (persevering towards goals and when necessary, redirecting paths to goals in order to succeed). Luthans and Jensen (2005) point out that these ways in which psychological capital comes to bear are known as positive psychological capital. They further argue that the goals of positive qualities and traits within individuals or organizations rather than to focus solely on trying to fix what might be considered wrong.

Psychological capital can be defined as a complement of personal and organizational features which can be developed and directed (Luthans, 2002). Denme (2011) also highlights that since the beginning of management researches which began with studies of Hawthorn, the relationships between psychological emotions of employees and their performance and efficiency are hypostatized. There are many works and much research on the subject of management and psychology in which different topics and subjects were noted. Luthans (2002) notes that negative subjects such as stress, exhaustion, aeration, injustice, violence, resistance to change, etc, are predominant in papers on these subjects, rather than placing emphasis on positive subjects stated another way, Luthans *et al.* (2007) say that psychological capital focuses on “who you are becoming” rather than “who you are”. Below I shall discuss dimensions of psychological capital.

Luthans *et al.* (2007) developed the concept of psychological capital, which is based on the concept of positive organizational behavior (POB) and defined the psychological capital (PsyCap) as the positive individual traits, which can be developed. The psychological capital (PsyCap) includes four elements: self efficacy, hope, optimism and resiliency. Four psychological resources, which are optimism, resilience, self- efficacy, and hope (Şahin, Çubuk & Uslu, 2014), have been identified as best fitting the inclusion criteria of being positive, theory-based, measurable, and developmental and performance related (Badran and Youssef-Morgan,2015). Thus, psychological capital is described as an individual’s positive psychological state of development and is characterized by (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success (Luthans et al. 2006b)

Concept of Organizational Resilience

Before we give the definition or explanation of organizational resilience, let us first explain via literature the concept of resilience. The definition of resilience can be drawn from several fields which include organizational studies, developmental psychology, ecology, material science, and social sciences. According to Weick, Sulcliffe and Obstifeld (1999) resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, Holling, Carpenter,&Kinzig 2004). This means that despite severe challenges threatening the very existence and life of an organization or a system , an organization or system possess the ability to survive, adapt, and bounce back from it crisis and disturbances, to thrive and enhance its core capabilities.

Madni (2007) defines resilience as the ability to anticipate a perturbation, to resist by adapting and to recover by restoring the pre-perturbation state as much as possible. Kpakol and Zeb-Obipi (2017) opine that resilience is the leader's ability to anticipate and plan for conflict or the other forms of perturbation state as much as possible. Fletcher and Sarkar (2013) view resilience as consisting of two main concepts; adversity and adaptability. Adversity refers to the possibility of oppositions which may seem as a challenge for organization, adaptability refers to the tendency for organization to be able to adjust to meet the external challenges.

Umoh *et al.* (2014) in an attempt to measure resilience noted that organizational learning, adaptive capacity and dynamic capability are measures of resilience. Sutchiffe and Vogus (2003) note that resilience develops over time from continually handling risks, stresses and strains, where an entity not only survives and thrives by positively adjusting to current adversity, but also, in the process of responding and strengthens its capability to make future adjustments. Resilience therefore, extend to several fields and covers both knowledge of the environment, level of preparation, anticipation of perturbations, adaptation, control, recovery-ability and survival, among others. As Wildavsky (1988) note, resilience will be a necessary capacity to cope with anticipated dangers after they become manifest. According to Stephenson, Seville, Vargo and Roger (2010), resilience is highly needed for organizations to effectively respond to disruptions as well as positively adapt in the face of challenging conditions, leveraging opportunities and delivering sustainable performance improvement. Thus managers need to both prepare against bad events, as well as adapt and change or their organization s will pay the penalty. Resilience is a theoretical concept, a metaphor, a result of interactions between people and the environment, a property of a dynamic system (Carpenter, Walker, Anderies, Abel, 2001), a measurable social and cultural construct (Mallak, 1998b) and a paradigm (Paton & Johnston, 2001).

Measures of Organizational Resilience

Situation Awareness

The term situation awareness was first used in connection with the military where pilots are required to understand, assimilate and act on large volumes of information in order to perform their roles (Endsley, 1995). Endsley, Bolte and Jones (2003: 13) define situation awareness as: "…being aware of what is happening around you and understanding what that information means to you now and in the future". They go on to note that the term is usually applied to operational situations. One example of this is Masys (2005) application to airline operation and safety which argues that situation awareness is distributed across teams, groups and organizations, as well as human and machine *agents*. Masys (2005) draws on Stout and Salas (1998) and argues that situation awareness (SA): "…should be regarded as an essential requirement for competent performance in dynamic environments, with inaccurate and incomplete SA often leading to dangerous and life-threatening consequences" (Masys, 2005: 548).

Crichton, Lauche and Flin (2005) echo this when they discuss incident command skills in the oil industry. They argue that situation awareness is a vital command skill in a crisis because the first step in decision making is to evaluate the situation. Roth, Multer and Raslear (2006) discuss the importance of shared situation awareness as an informal cooperative strategy between railroad workers which "facilitate work, and contribute to the overall efficiency, safety, and resilience…of railroad operations" (Roth, *et al.,* 2006:967). This informal cooperative strategy, which occurs within the organization's culture, is the mechanism through which the organization shares or communicates their situation awareness.

McManus (2007) described this as the measure of an organization's understanding and perception of its entire operating environment. The ability of an organization to look forward for opportunities, identify crises and their consequences accurately and also understand the trigger factors for crises. Situation awareness also includes organizational awareness of the resources it has available, its minimum operating requirements and the expectations, obligations and limitations in relation to its community of stakeholders, both internally (Staff) and externally (Customers, suppliers, consultants etc).

Keystone Vulnerability

The term vulnerability has many different definitions and applications; social and cultural (Etkin, Haque, Bellisario & Burton, 2004), infrastructure (Ezell, 2007), business (Chang & Falit-Baiamonte, 2003), IT networks (Martin, 2001), children (Engle, Blackwell, & Miniard, 1996), and ecological systems (Adger, Arnell, & Tompkins, 2005a). When proposing the management of keystone vulnerabilities as a dimension of organizational resilience, McManus (2007) focuses on organizational vulnerability. Turner (1978) made the first theoretical analysis of organizational vulnerability to technological disasters emphasizing the role of organizational norms and values. Several authors have also utilized case study and survey research to identify organizational vulnerabilities which have contributed to organizational losses or failure during and after disasters. Kroll, Landis, Shen and Stryker (1990) identify organizational size as vulnerability when they discuss how small businesses suffered more severe losses during and after the Loma Prieta earthquake. Durkin (1984) and Alesch and Holly (1998) identify pre-disaster economic health as a vulnerability during and after the 1984 Coalinga earthquake and the 1994 Northridge earthquake. Alesch and Holly (1998) also identify the owner's entrepreneurial skills, or lack of, and the effect of the disaster on demand for the organization's products or services as vulnerabilities.

Psychological Capital and Organizational Resilience

Mahor et al (2017) instructively point out that self-efficacy, hope and optimism have impact on employee's ability to cope with and implement change. Supporting this assertion is an empirical study done by Johanna (2012) who discovers that there exist a positive and moderate relationship between psychological capital and organizational resilience. She hypothesized that psychological capital significant influence on organizational learning (an indicator of organizational resilience) and maintained that the factors of psychological capital may promote organizational learning. Luthans *et al.* (2007) share similar thoughts by maintaining that in order to sustain and maintain pace of transformation, employees must follow characteristics of psychological capital which are hope, self-efficacy and optimism.

Studies have also shown that psychological capital influences an organization to imbibe adaptive capacity which is an indicant of organizational resilience (Olsson, Gunderson, Carpenter, Ryan, Lebel, Folke & Holling, 2004). Olsson *et al.* (2004) pointed out that adaptive co management which relies on collaboration of diverse set of stakeholders operating at different levels, often in networks, from local users to municipalities may also render society more resilient to the threats posed by climate variable. Psychological capital recommends that personnel have ability to exhibit positive attitudes which position them to be capable of identifying potential opportunities and threats (McKelvic & Davidsson, 2009), predicting their outcomes, and adapting new circumstances (Teece, 2007) by acquiring, applying, and transferring require valuable knowledge (Hitt, Ireland, Camp & Sexton, 2001) and effectively integrating, reconfiguring and reallocating resources and capabilities (Ambrosini Bowman & Collier, 2009). Psychological capital hence, embodies the renewal of positive attitudes and ensures the realization of dynamic capabilities.

Having a critical look into the above, with considerable analysis, the resesarchers argued that the lack of organizational resilience is not based on the non-actualization of stipulated organizational goals or objectives (such as profits and sales) but rather on the persistence of being reluctant to tackle unpleasant challenges which face the organization. The researchers argue that the fundamental criterion for evaluating organizational resilience should be based on the continuity in learning, capacity to adapt and respond to unpleasant situations and the capability to display dynamism when such situations arises. The researcher's assertion corroborates that of some scholars (Umoh *et al.,* 2004; Teece, Pisano & Shuen, 2010) which emphasized on organizational resilience being a function of capacity to learn, adapt and be dynamic.

From the foregoing point of view, the study hereby hypothesized thus:

Ho_1: There is no significant relationship between psychological capital and situation awareness in the deposit money banks in South-South Nigeria.

Ho_2: There is no significant relationship between psychological capital and keystone vulnerability management in the deposit money banks in South-South Nigeria.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population for the study was 1120 employees of the 18 Deposit Money Banks operating in South-South, Nigeria. The sample size of 295 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

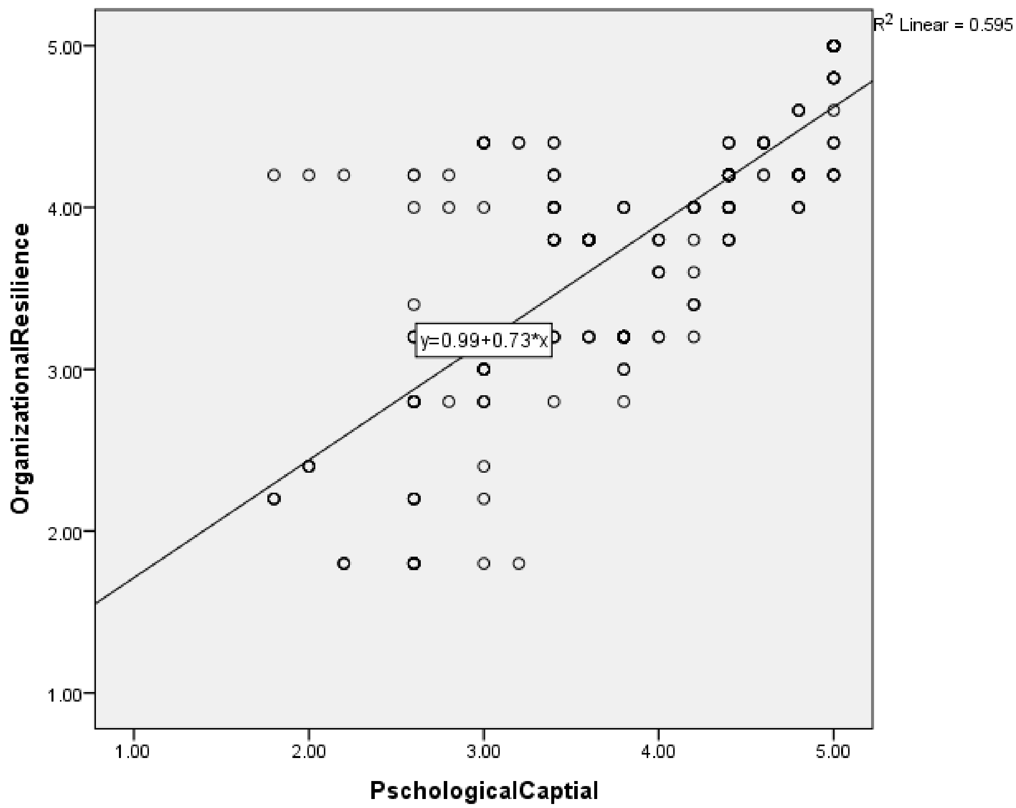

Figure 1: Scatter plot for relationship between psychology capital and organizational resilience

Figure 1 shows a strong relationship between psychology capital (independent variable) and organizational resilience (dependent variable). The scatter plot graph shows at R^2 linear value of (0.595) depicting a positive relationship between the two constructs. The implication is that an increase in psychology capital simultaneously brings about an increase in the level of organizational resilience.

Table 1: Correlation for Psychological Capital and Measures of Organizational Resilience

			Psychological Capital	Situation Awareness	Keystone
Spearman's rho	Psychological Capital	Correlation Coefficient	1.000	.657**	.718**
		Sig. (2-tailed)	.	.000	.000
		N	258	258	258
	Situation Awareness	Correlation Coefficient	.657**	1.000	.933**
		Sig. (2-tailed)	.000	.	.000
		N	258	258	258
	Keystone	Correlation Coefficient	.718**	.933**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	258	258	258

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

Source: SPSS Output

Ho_1: There is no significant relationship between psychological capital and situation awareness of Deposit Money Banks in South-South, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between psychological capital and situation awareness. The *rho* value 0.657 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between psychological capital and situation awareness of Deposit Money Banks in South-South, Nigeria.

Ho_2: There is no significant relationship between psychological capital and keystone vulnerability management of Deposit Money Banks in South-South, Nigeria.

The correlation coefficient (r) shows that there is a significant and positive relationship between psychological capital and keystone vulnerability management. The *rho* value 0.718 indicates this relationship and it is significant at p 0.000<0.05. The correlation coefficient represents a moderate correlation between the variables. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between psychological capital and keystone vulnerability management of Deposit Money Banks in South-South, Nigeria.

DISCUSSION OF FINDINGS

The hypotheses tested the relationship between psychological capital and measures of organizational resilience. The study findings reveal that there is significant positive relationship between psychological capital and measures of organizational resilience of Deposit Money Banks in South-South, Nigeria. This finding agrees Baluku *et al.* (2016) that all five dimensions of psychological capital were positively related to entrepreneurial success. Thus, they suggested that entrepreneurs with higher psychological capital are more likely to succeed than others. In addition, in the study of Zhu and Feng (2015), a positive correlation was found between PsyCap and gender, but it was not statistically significant since $p = 0.169$, which corresponds to the findings of this research study.

Moreover, in the study of Amunkete and Rothmann (2015), the results also showed that authentic leadership was positively associated with psychological capital and job satisfaction. In accordance with them, the more employees feel that their managers and supervisors display the qualities and characteristics of authentic leadership, the more they were hopeful, optimistic, confident and resilient as well as the higher the score on psychological capital, the more satisfied the employees are with their jobs and the lesser they are inclined to leave their organizations. Accordingly, Joo *et al.* (2016) stated that PsyCap was a strong predictor not only for work empowerment but also for work engagement.

Studies have also shown that psychological capital influences an organization to imbibe adaptive capacity which is an indicant of organizational resilience (Mahor *et al.,* 2017; Olsson *et al.,* 2004). Olsson *et al.* (2004) pointed out that adaptive co management which relies on collaboration of diverse set of stakeholders operating at different levels, often in networks, from local users to municipalities may also render society more resilient to the threats posed by climate variable. Psychological capital recommends that personnel have ability to exhibit positive attitudes which position them to be capable of identifying potential opportunities and threats (McKelvic & Davidsson, 2009), predicting their outcomes, and adapting new circumstances (Teece, 2007) by acquiring, applying, and transferring require valuable knowledge (Hitt, *et al.,* 2001) and effectively integrating, reconfiguring and reallocating resources and capabilities (Ambrosini *et al.* 2009; Geece, 2007).

CONCLUSION AND RECOMMENDATIONS

Based on the findings, this study concludes that the evidence and tendency for worker to express psychological capital facets such as optimism, hope and self-efficacy offers the organization a positive and advantageous positioning as it enhances its level of resilience and accounts for outcomes such as organizational learning, adaptive capacity, dynamic capabilities, situation awareness and keystone vulnerabilities.

The following recommendations are put forward in this study:

i. Situational awareness can be improved upon via management's ability to ensure the development of platforms that allow for workers to access strategic information of the organization's internal and external opportunities and threat as well as strengths and weaknesses. This will enable them to be alert so as to know what methodologies to be taken to handle difficult situations.

ii. Keystone vulnerability management can be enhanced through employee's commitment and expressed seriousness towards developing their positive psychological traits and enrolling in training and development of same especially as regards key roles or functions within the organization.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | September, 2020 | Pages 53 – 61
asplpapersubmit@gmail.com

Effect of Monetary Policy Rate on Agricultural Sector Output in Nigeria

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Abstract: *This study investigated the effect of monetary policy rate on agricultural sector output in Nigeria between the period of 1981and 2018. Ordinary Least Square (OLS) method of data analysis was adopted. The data used were sourced from the Central Bank of Nigeria (CBN) Statistical Bulletin. The variables were agricultural sector output as the dependent variable, while monetary policy rate is the independent variable. The study employed unit root test, to determine the stationarity of the variables, co-integration approach to determine the long-run equilibrium relationship of the model and error correction model to determine the short-term effect of the model. The findings shows among others that Monetary policy rate has significant effect agricultural sector output in Nigeria. The study concludes that The special interest of government in the agricultural sector is due to it's relevance in the provision of raw materials for industries and most importantly the provision of food for the teaming Nigeria population and also serving as a source of foreign exchange for the economy. The study reveals that the monetary policy rate impacted on agricultural sector via reduction on, interest rate. The study recommends monetary policy rate must be allowed to operate through market mechanism to ensure that interest rate is determined by demand for loanable fund and the supply of loanable fund.*

Keywords: *monetary policy rate, agricultural sector output, Interest rate ECM*

i. INTRODUCTION

The agricultural sector is seen as the key driver for growth and development. In fact to further buttress the pivotal role the agricultural sector plays in the Nigerian economy, the agricultural sector is part of the Millennium Development Goals (MDG‟s) program of poverty reduction in Nigeria. In most developing countries (low and middle-income countries), the agricultural sector remains, the largest contributor providing inputs, food, employment opportunities, raw materials for other industries, provision of foreign earnings from exportation of the surpluses, and more importantly the enormous advantage of the value added in the various production process (Okoro, 2011).

Interest rate varies with time, default risk,, and productivity of capital (Chandra 2014). Changes in interest rate encourage substitution in agricultural productivity. According to Kevin (2013), the interest rates in the organized financial sector of the economy are guided within preferred range through monetary policy. However, for the unorganized financial sector, the rates are not controlled and may fluctuate widely depending upon the demand and supply of funds in the market. An investor has to consider the level and growth in interest rates prevailing in the different sectors of the economy, and evaluate their impact on the performance and profitability of companies. Chandra (2014) submits that a rise in interest rate depresses agricultural profitability and also leads to an increase in the discount rate applied to equity investors; both of which have adverse impact on agricultural prices, and vice-visa

Emeka (2007) asserts that the agricultural sector creates jobs for a large number of the teeming unemployed population in Nigeria, which accounts for over 65 percent of the entire population. This high percentage comprises of subsistence farmers using crude and rudimentary implements like hoes, cutlass and shovel among others to cultivate fragmented farmlands as a source of livelihood. In affirmation of Emeka, Mackie (1964), Abayomi (1997), Abdullahi (2002); World Bank, (2007), all agree that, the agricultural sector contributes to the economy in four perspective areas namely; provision of products, contribution of inputs, market participation i.e. marketing and accrual from foreign exchange.

In 1986 government deemphasized the direct food production policy and adopted an integrated approach that combined real sector with rural development. As a result of this new agricultural development thrust, government established the Directorate for Food, Road and Rural Infrastructure to construct and maintain feeder road. However, by 1988 government agricultural policy thrust was directed at providing support services while all aspects of agricultural production and marketing including input supply as well as agricultural mechanization were to be handled by the private sector.

The effect of monetary policy rate on the agricultural output in Nigeria has attracted significant attention from finance, economics and development experts and has been debated extensively. Several studies were carried out on monetary policy rate on the agricultural though with mixed findings. Erinma (2016) examined the impact of rising interest rate on the performance of the Nigeria agriculture sector. Findings from the study shows rising interest rate in Nigeria has a negative effect on the contribution of the agriculture sector to GDP as well as on the average capacity utilization of the Nigeria agriculture sector. Rasheed (2010) used error correction model (ECM) to investigate the impact of interest rates on agricultural sector performance in Nigeria The study revealed that interest rate spread and government deficit financing have negative impact on the growth of agriculture sector sub-sector in Nigeria. Akpan, Yilkudi, and Opiah, (2017) investigates the impact of lending rate on output of the agriculture sector sub-sector The empirical results indicated that high lending rate had negative impact on agriculture sector in the long-run. Ogar, Eja, and Gbenga .(2018), investigated the relationship between interest rate and the agriculture sector performance in Nigeria. The results equally confirmed a negative but significant relationship between lending rate and agriculture sector in Nigeria. Nwandu (2016) examined the effect of rising interest rates on the performances of the Nigerian agriculture sector. Finding from the study shows that rising interest rate in Nigeria has a negative effect on the agriculture sector. This implies that the rising interest rate in Nigeria impedes the activities and the performances of the Nigerian agriculture sector

The reason behind these contradictory results could be explained by the inconsistencies or vagueness in the construct of the measurements aimed at capturing monetary policy on the agricultural. Another might be differences in method, variables, scope or country of the study. Due to inconsistent result it is necessary to re-evaluate other important variables that could determine monetary policy rate on the agricultural as well as consider longer time frame since their research covered only few years. In the light of these limitations this study is therefore set to find out the effect of monetary policy rate on the agricultural. There is therefore need for more research concerning the relationship between monetary policy rate on the agricultural. This is to determine the level of generalization that is possible between various empirical studies. There is also, to a certain degree, need for updated research, since several previous studies could be considered as outdated, due to the fast development of monetary policy rate reforms and the surrounding context in recent years.

ii. REVIEW OF RELATED LITERATURE

MPR is the interest rate at which CBN lends to commercial banks. The MPR is the benchmark against which other lending rates in the economy are pegged and is usually used as an instrument to moderate inflation in the economy. The rate of interest measures the percentage reward a lender receives for deferring the consumption of resources until a future date. Correspondingly, it measures the price a borrower pays to have resources now.

Interest rate is the cost of hiring money or credit. The rate of interest is the amount of interest per unit of time, typically one year. Wicksell (1969) originally introduced the concept of neutral [natural] interest rate, also known as the Wicksellian rate of interest, which refers to the equilibrium value of the real interest rate at the natural level of output. This interest rate is regarded as an interest rate in the goods market in which demand and supply of goods are in equilibrium. In the eye of Wicksell, the natural interest rate provides not only a monetary equilibrium, but also a real equilibrium for the economy. Herein, the monetary equilibrium implies the presence of a stable price level, while real equilibrium denotes consistency between saving decisions by households and investment decisions by firms. Any deviation of the market rate—that is, the money rate of interest appearing at the capital market—from the neutral interest rate results in changes in the prices through the Wicksell's cumulative process which explains how the difference between natural interest rate and market rate results in increases in prices (see Wicksell (1969) Accordingly, suppose that if the market interest rate is lower than the natural one, in such case, the level of economic activity will enhance and thus a rise in prices will occur. And then, increases in prices will put further pressure on the real interest rate, resulting in a further rise in the level of economic activity and therefore at prices.

The Big Push Theory

The theory is associated with the name of Professor Paul N. Rosentein-Rodan. The thesis is that a "Big Push" or a large comprehensive programme is needed in the farm of a high minimum amount of investment to overcome the obstacles to development, in an under developed economy and to launch it in the path to progress.

The theory states that processing "bit by bit" will not launch the economy successfully on development path, rather a minimum of investment is a necessary condition for this. It necessitates the obtaining of external economics that arises from stimulation of technically interdependent industries. Thus, indivisibility and external economics flowing from a minimum quantum of investment are a pre-requisite for launching economic development successfully. A climate for development is only created when investment of a minimum speed or size is made within an under-developed economy.

From the foregoing theories above, it can be clearly seen that agriculture is a road map for a country's development, and as such it can be inferred that if Nigeria develops profitable agricultural sector and high tech-industries, she would be on her way to development. The Nigerian government should develop enabling environments where agriculture can thrive as well as provision of credit facilities to small and medium scale farmers. Erinma (2016) examined the impact of rising interest rate on the performance of the Nigeria agriculture sector. Annual time series data used for the study span thirty five (35) years covering 1981 to 2015. The models were analyzed using the ordinary least square techniques. Findings from the study shows rising interest rate in Nigeria has a negative effect on the contribution of the agriculture sector to GDP as well as on the average capacity utilization of the Nigeria agriculture sector.

Rasheed (2010) used error correction model (ECM) to investigate the impact of interest rates on agricultural sector performance in Nigeria using co-integration and an error mechanism (ECM) technique with annual time series covering the period between 1970 and 2002. The study revealed that interest rate spread and government deficit financing have negative impact on the growth of agriculture sector sub-sector in Nigeria.

Akpan, Yilkudi, and Opiah, (2017) investigates the impact of lending rate on output of the agriculture sector sub-sector using the Vector Error Correction Model (VECM) and annual data from 1981-2014. The empirical results indicated that high lending rate had negative impact on agriculture sector in the long-run. This suggests that increase in lending rate undermines agriculture sector, thus retarding growth in the real sector. Specifically, the estimates revealed that a 1.0 per cent increase in lending rate reduces agriculture sector by 0.03 per cent.

Ogar, Eja, and Gbenga .(2018), investigated the relationship between interest rate and the agriculture sector performance in Nigeria from the period 1981-2016. The study employed time series secondary data which were sourced from the central bank of Nigeria (CBN) statistical bulletin. The results established the existence of a long run relationship among the variables; the results equally confirmed a negative but significant relationship between lending rate and agriculture sector in Nigeria. A positive but insignificant relationship between deposit rate and the agriculture sector output was observed. Short run association between the variables was equally recorded.

Nwandu (2016) examined the effect of rising interest rates on the performances of the Nigerian agriculture sector. Data for the study spans thirty five (35) years covering1981 to 2015. The models were analyzed using the ordinary least squares. Finding from the study shows that rising interest rate in Nigeria has a negative effect on the agriculture sector. This implies that the rising interest rate in Nigeria impedes the activities and the performances of the Nigerian agriculture sector.

Nwokoro (2017) investigated the impact of Foreign Exchange and Interest Rates variations on the Nigeria's agriculture sector output during the period 1983 to 2014. Interest rates (INTR) have negative but significant relationship with agriculture sector (MANO).

Horgan (2014) examined the impact of interest rate and foreign exchange rates on agriculture sector sector in Nigeria during the period 1980 -2012. The study adopted the OLS and the co integration techniques. Data on index of agriculture sector output, and FDI and government capital expenditure on agriculture sector output. The study revealed that while interest rate in the long run does not impact on agriculture sector government capital expenditure does.

Okonkwo and Godslove (2017) investigated the effect of interest rate fluctuation on industrial growth in Nigeria. The findings of the study revealed that inverse relationship exist between interest rate and industrial growth in Nigeria, meaning that increase in interest rate will decrease industrial growth and verse versa in Nigeria.

iii. METHODOLOGY

The study adopted the ex post facto research design. Ex post facto design is a no experimental research technique in which pre-existing groups are compared on some Dependent variable. Some major advantages of conducting an ex post facto study are that the data are already collected, obtaining permission to conduct the study is less involved than enrolling participants, and less time is involved in conducting the study.

Model Specification

This work is based on the modified growth model of Ogar, Eja, and Gbenga (2018), who studied interest rate and the agriculture sector performance in Nigeria which is stated thus;

AGO = ƒ(DPR, LDR)

Where

AGO = Agricultural output

DPR = Deposit rate

LDR = Lending rate

The model is modified in this study as follows

AGO = ƒ(Monetary policy rate)

Where

AGO = Agriculture sector Output

MPR = Monetary policy rate

Econometric form of the model being

$AGO=\beta o+\beta_1 MPR + \mu$

Where

Bo= constant

Where

B_0 = Autonomous Intercept

B_1 = Coefficient of parameter MPR

U = Stochastic error term

iv. DATA ANALYSIS

The method used was the Ordinary Least Square (OLS) regression technique, this method was chosen over others because of its "BLUE" properties "Best Linear unbiased Estimates, it is also efficient and consistent, When compared with other linear unbiased estimator.

Unit Root Test

Table 1 result of the unit root test

Variable	ADF statistic	Order of Integration
MPR	**-5.818906**	(1)
AGO	**-4.039225**	(1)

Source: Author's computation using E-view version 9.

The result of unit root test shows that all the variables were stationary at first difference.

Co-Integration Test

Co-integration exists among the variables if they are integrated of the same order. The aim of co-integration analysis is to determine the long-run equilibrium relationship between the variables. The implication of this analysis is that deviation or drift may occur between the variables but this is temporary as equilibrium hold in the long-run for them. In this study, we use the Johannes co-integration approach to examine the existence of long-run relationship between the variables of interest.

Table 4.2 co-integration result table

Unrestricted co-integration rank test (trace)

Table 4.3 Regression Result

H0	Hi	**Trace static**	**0.05 critical value**	Max-Eigen	0.05
r=0	r=0	14.78287	12.32090	13.57944	11.22480
r≤1	r>1	1.203429	4.129906	1.203429	4.129906

Source: Author's computation using E-view version 9.1

NB* implies rejection of the null hypothesis (Ho) of at 5% level of significance. Both the trace test and max-eigen values test indicates 1 co-integration equation at 5%.Johansson co-integration result shows that there is long-run equilibrium relationship between the dependent and independent variables.

Presentation of the Regression Result

However, the diagnostic tests or some key statistics or the variable that needs to be interpreted are shown below

Table 4.3 Error Correction Model Result

Variable	Coefficient	Std Error	T-statistics	Prob
C	5.481718	0.279136	19.63818	0.0000
MPR	-0.064277	0.015174	-4.236068	0.0000
ECM(-1)	-0.692540	0.033725	-3.943018	0.0002

Source: Author's computation using e-view version 9.1

R –Square 0.762815

Adjusted R-squared 0.750628

F-Statistics 440.1796

Durbin-Watson stat 2.154981

Prob (F-statistics) 0.000000

Interpretation of the Regression Result

From the result in table 3 above, R2 = 0. 76%, it means that the independent variables explained about 76% of the total variation in the dependent variables leaving the 24% which will be accounted for by other variables outside the model as captured by the error term. The adjusted R2 is 75% which means that even after adjustment in the explanatory variables, the model can still explain about 75% of the change in the dependent variables.

The F-statistics is used to test whether the model has a significant relationship between the dependent and independent variables in the regression model. From table 3 the calculated value of F is 440.1796 while its probability is 0.0000 which is less than 0.05 desired 5% level of significance, we accept and state that there is a significant relationship between the variance of the estimates and that of the independent variables. This means that the parameters are statistically significant in explaining the relationship between the dependent variable and independent variables.

The a'priori expectation is used to determine the existing finance theories and this indicates the signs and magnitude of the variables. From the regression it is observed that monetary policy rate has a negative sign, and its value as -0.064277 this implies that decrease in monetary policy rate increases agricultural output by 6%. This conforms to our a'priori expectation.

The t-test is used to measure the individual statistical significance of our explanatory parameter in the model. From table 4.3 above, monetary policy rate is -4.236068, this is statistically significant and implies this suggest monetary policy rate encourage agricultural produced in Nigeria. The finding of this study is similar to the study of Erinma (2016). Rasheed (2010); Akpan, Yilkudi and Opiah (2017) Ogar, Eja and Gbenga (2018), who found a negative relationship between interest rate on agricultural output. The Durbin-Watson (DW) test for autocorrelation will be used to test for the presence of first order autocorrelation in the model.

When the value of DW is closer and a little above 2.00, it means the absence of autocorrelation among the explanatory variables. From the table 4.5 above our DW result is (2.) this implies the absence of autocorrelation hence our variables can be used for predictive purposes. Finally, the negative coefficient of the ECM (-1) confirms that the variables in the model are co-integrated and indicates a stable long-run equilibrium relationship between the variables. It shows coefficient of the ECM as -0.692540 and is the speed of adjustment and it shows that about 69% of the previous year's shocks adjust the equilibrium in the current years. From the regression result above it was observed that monetary policy rate has significant effect on agricultural output in Nigeria. Hence alternative hypothesis is accepted which sate that there is a significant relationship between current account liberalization and economic growth in Nigeria.

v. SUMMARY

Based on the analysis the researcher concludes that monetary policy rate has a significant effect on agricultural productivity in Nigeria. Although there is persistent fluctuation in monetary policy rate which makes it difficult for farmers to acquire or apply for agricultural credits. Change in monetary policy rate over the periods under review have a strong influence or effect on the volume of credit to agricultural sector. The special interest of Government in the Agricultural sector is due to it's relevance in the provision of raw materials for industries and most importantly the provision of food for the teaming Nigeria population and also serving as a source of foreign exchange for the economy. The Nigerian Agricultural section is not alone in government intervention in terms of regulation, according to Akiri and Adofu (2007), opined that the banking industry owing to the nature of activities role, and function it performs in the economy, is also one of the widely and heavily regulated sector in both developing and developed countries of the world. As financial intermediary, banks help in channeling funds from surplus economic regions to the deficit one's in order to facilitate business transaction and economic development in general. The Agricultural sector is not left out in benefits of surplus fund from the surplus spenders in the economy. Monetary policy rate must be allowed to operate through market mechanism to ensure that interest rate is determined by demand for loanable fund and the supply of loanable fund.

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Academic Scholars Publishing League (ASPL)
International Journal of Management Sciences
ISSN: 2360-9944 | Volume 8, Issue 3 | September, 2020 | Pages 53 – 61
asplpapersubmit@gmail.com

Effect of Stock Market on Manufacturing Sector Output in Nigeria

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Abstract: *This study investigated the effect of stock market on manufacturing sector output in Nigeria between the period of 1981-2018. The data used were sourced from Central Bank of Nigeria (CBN) Statistical Bulletin 2018. The variables were the performance of manufacturing sector output as the dependent variable, while, Market capitalization, Total new issues, Volume of transaction & Equity Stock as the independent variables. The study employed unit root test, to determine the stationarity of the variables, co-integration approach to determine the long run equilibrium relationship of the variables and Error Correction Model (ECM) to determine the speed of adjustment. Ordinary Least Square (OLS) method of data analysis was adopted. From the model it was conclude that stock market has a positive significant effect on the performance of manufacturing sector out. The study recommends that Policies guiding capital market should be maintained since they foster growth of the manufacturing sector in Nigeria. The funds raised by government in the form of government securities in the capital market should be put into productive sectors of the economy that will necessitate to growth in all facets of the economy.*

Keywords: *manufacturing sector output, Market capitalization, unit root test Total new issues, Volume of transaction & Equity Stock*

1. INTRODUCTION

The role of the capital market in manufacturing sector development of the country has continued to generate a lot of debates among experts, economists and policy makers. Some scholars have maintained that the Nigerian Capital Market had performed below expectation as a supplier of cheap and stable funds for manufactures (Ubesie, & Ude, 2019).

John, Wekesa and Peter (2015), maintained that financial markets in Nigeria is structured into several components amongst which are the money market in which short term financial instruments are traded and the capital market which caters for long term funding. The stock market which forms the focus of this study is a part of the capital market.

Following the work of Nnanna, Englama and Odoko (2004), the stock market in Nigeria is structured into two segments; the primary market and the secondary market. The primary market is the segment of the stock market where funds are sourced directly by investors from individuals, corporate organizations and specialized development financial institutions. They explain further that sourcing of funds in this segment of the market can either be in form of equity participation of listed and unlisted industrial loans and government bonds/stocks. The secondary segment is where existing securities are traded (Eze, Ini, Ugwu, & Onwe, 2019).

Eze, Atuma & Ogbonna, (2019) argue that Growth in the manufacturing sector is no doubt, the major factor that leads to economic diversification of most economies of the developed countries of the world. These economies therefore, are known for their involvement in the transformation of raw materials into finished goods. It helps countries to embark on productive ventures that eventually result to increase in the domestic consumption and the foreign exchange earnings of nations.

Manufacturing sector plays an important role in the global economy as a driver of productivity growth innovation and technological change. Manufacturing sector provide key inputs to the wider economy and satisfies a broad range of final and intermediate demands (Ben, 2006).

Industrial development therefore represents a deliberate and sustained application and combination of suitable technology, management technologies and other resource to move an economy from the traditional low level of production to a more unformatted and efficient system of mass production of goods and services. Industrial financial therefore became one of the main focuses of the government based on potential benefits. In order to promote industrial financing, bank offers financial assistance to private enterprise which by virtue of their size make a significant contribution to the economic development of Nigeria (Udoh & Udeaja, 2011).

The successive government's effort to promote the industrial development in the country has also remained negligible. Manufacturing sector which has been identified as the engine room of economic growth and the major determinant in achieving macroeconomic goal, has continued to decline progressively over the period. This is attributed partly to lack of long-term funds that is required to galvanize the sector in providing impetus for inclusive growth and job creation. Long-term funding which is the bane of the manufacturing sector could be achieved through an active capital market that mobilizes long term funds for the development of small and medium scale industries in Nigeria (Kwode, 2015).

Often times, capital market operators and investors have decried the non-reflection of companies performance in the market price of their shares traded on the Nigerian Stock Exchange. They have variously complained of the exchange adopting faulty pricing methods, over-pricing, under-pricing or even stagnation when juxtaposed with reported earnings, profits, dividends, growth potentials and other variables that should affect share prices. However the vital role of the Nigerian stock exchange in industrial sector has not been empirically investigated thereby creating a research gap in this area. The study is undertaken to examine the impact of stock market on manufacturing sector output.

2. LITERATURE REVIEW

The random walk model

The theory of random walk suggests that changes in stock prices have the same distribution and are independent of each other. Therefore, the past movement or trend of a stock price or market cannot be used to predict its future movement. In short, this is the idea that stocks take a random and unpredictable path. Accordingly, proponents of the theory believe that the prices of securities in the stock market evolve according to a random walk. A “random walk” is a statistical phenomenon in which a variable follows no discernible trend and moves seemingly at random. The random walk theory as applied to trading, most clearly laid out by Burton Malkiel, an economics professor at Princeton University, posits that the price of securities moves randomly (hence, the name of the theory), and that, therefore, any attempt to predict future price movement, either through fundamental or technical analysis, is futile (Florenceet al., 2017).Invariably, the random walk model suggests that the price fluctuations at time„ should be independent of the sequence of price changes in previous time periods (Afego, 2012). This is in tandem with the postulations of the weak-form version of the Efficient Market Hypothesis (EMH) that technical analysis, based on historical price information is worthless since current prices always adjust to all historical information.

Empirical Review

Kwode, (2015) examined the role of the capital market in financing the manufacturing sector in Nigeria between1970- 2012. Precisely, the study sought to determine the extent to which the Nigerian capital market contributes to the development of manufacturing industries. Using secondary data, the ordinary least square method, co-integration test and error correction method; the study reveals that there is a long – term relationship between capital market and the development of the manufacturing firms in Nigeria but the growth in capital market activities did not impact significantly on the manufacturing sector during the period under review. In fact, the Nigerian manufacturing sector has been on the decline because of non-access to long-term funds from the capital market, high interest rate, volatile foreign exchange and unstable electricity.

Owui, (2019) examined the impact of capital market indicators (industrial loan, equity, market capitalization) on industrial sector financing in Nigeria. The data were obtained mainly from Central Bank statistical Bulletin and Nigerian stock Exchange fact book on Industrial production index, Industrial loan, Equity, and Market capitalization. The work adopted ordinary least squares of multiple regression statistical technique based on the analysis. The following findings were made; .there is a significant impact between industrial loan and the growth of industrial sector financing in Nigeria, there is a significant impact between market capitalization and the growth of industrial sector financing in Nigeria, there is no significant impact between equity and the growth of industrial sector financing in Nigeria.

Egbe, Joshua, Eja, & Uzezi, (2015) examined the relationship between capital market and industrial sector development in Nigeria, utilizing annual time series data covering the period from 1980 to 2012. The study adopted both descriptive and analytical methodology in its investigation. The descriptive methods were used to analyze trend performances of the variables captured in the study. The analytical methodology employed modern econometric techniques such as the unit root test, co-integration test, granger causality test and the error correction mechanism (ECM) in the estimation of the relevant relationships.. The results of the short run dynamics revealed that capital market has positive and significant impact on industrial output in Nigeria via market capitalization and number of deals. On the other hand, value of transaction has negative and significant impact on industrial output in Nigeria during the evaluation period. The results also showed that real gross domestic product has a positive and significant impact on industrial output in Nigeria, while exchange rate and gross domestic investment have negative and significant relationship with industrial output in Nigeria.

Okoye, Modebe, Taiwo, & Okorie, (2016) investigated the relationship between capital market development and economic growth using data on GDP (proxy for economic growth), market capitalization ratio, value traded ratio and stock market turnover ratio (proxies for capital market development) over the period 1981-2014. Employing the econometric methodology of the vector error correction model, the study shows that in the short-run, market capitalization ratio and turnover ratio have significant negative effect on aggregate national output (GDP). The Granger causality test shows evidence of causal impact of market capitalization ratio, value traded ratio and turnover ratio on aggregate national output. The study further shows uni-directional causality from GDP to inflation. The paper established therefore that stock market development constitutes a significant determinant of economic growth in Nigeria.

Okoye Nwisienyi & Eze, (2013) examined whether the growth of the Nigerian capital market has impacted in any significant way to the growth and development of the industrial sector and hence the economic development of the country in general. To achieve this objective; the study examines a number of relationships between the capital market and the industrial sector, such as the proportion of the manufacturing sector in the total market capitalization, or the relationship between the GDP and market capitalization, manufacturing index, New issues, market access to credit, trading values etc to determine the types of influence exerted on the industrial sector by the capital market. The significance of this study is that it well help the policy makers to really know the relationship between capital market and industrial sector.

Idyu, Ajekwe, & Johnmark (2013) determined the impact of the Nigerian capital market on the industrial sector component of the Nigerian gross domestic product, ascertain the impact of the Nigerian capital market on industrial loans issued by stock exchange and determine the impact of the Nigerian capital market on average capacity utilization rates of the Nigerian manufacturing sector. An ex-post facto research design was adopted using secondary data to determine the level of impact on the growth of the Nigerian industrial sector for the period 1990 – 2009. The ordinary least square (OLS) estimation technique was adopted using SPSS version 16.0) statistical computers software to evaluate the three objectives. The results showed (i) a positive significant impact of the market capitalization on industrial sector component of the gross domestic product and (ii) a positive significant impact of the market capitalization on average capacity utilization rates of the manufacturing sector. The result however showed (iii) a positive but non- significant impact of the annual market capitalization on industrial loans of the stock exchange.

3. METHODOLOGY

In line with objective of this study, the effect of capital market on the manufacturing sector output is represented in equation below. The function indicates that capital market can have positive effect on manufacturing sector output. This postulation was adapted from the models

as used in previous studies such as in Owui, (2019) **which** examined the impact of capital market indicators on industrial sector financing in Nigeria. Below are the mathematical equations
IND = f(INL, EQ, MC)

Where

IND = industrial sector

INL = Inflation

EQ = equity

MC = market capitalization

Then the model is modified as

PMSO = f(MC, TNI, VOT, EQS) Equation (3)

Where:
MSO = Manufacturing sector output
MC= Market capitalization
TNI= Total new issues
VOT= Volume of transaction
EQS= Equity Stock

The relationship can be explicitly formulated into an econometric equation thus:
$MSO = f\ Co + Co_1\ MC + Co_2\ TNI + Co_3\ VOL + Co_4\ EQS + p$ Equation (4)

Where Co is a constant or intercept, c_O, $c_{O,}$ $c_{O,}$ and c_O are the coefficients of the explanatory variables, p is stochastic error term.

4. DATA ANALYSIS

The method employed was the Ordinary Least Square (OLS) regression method, this method was chosen over others because of its "BLUE" properties "Best Linear unbiased Estimates, it is also efficient and consistent, when compared with other linear unbiased estimator.

Table 1 Unit Root Test

variables	ADF	Integration	%
MSO	-5.685669	I(1)	1%
CAP	-4.6006413	I(1)	1%
TNI	-5.624756	I(1)	1%
VOT	-5.624756	I(1)	1%
EQU	-6.412923	I(1)	1%

The result of unit root test shows that all the variables were stationary at first difference.

Co-Integration Test

Granger states that for one to avoid spurious regression situation, there is need for Co-integration analysis. To conduct co-integration test, this study uses the method developed by Johansen and Juselius. The Johansen-Juselius test gives better results and test co integration by applying maximum like Likelihood estimation procedure.

Table 2 Co-integration Result

Unrestricted co-integration Rank Test (Trace)

Hypothesized No.of CE(s)	Eigenvalue	Statistic Trace	Critical Value 0.05	Prob.**
None *	0.819520	118.8869	88.80380	0.0001
At most 1	0.538449	60.67434	63.87610	0.0903
At most 2	0.402295	34.38684	42.91525	0.2711
At most 3	0.282805	16.88844	25.87211	0.4233
At most 4	0.151523	5.586608	12.51798	0.5145

Source: Author's Computation using e-view version 9.

Trace test Indicates 1 co integrating equ (s) at the 0.05 level denotes rejection of the hypothesis at the 0.05 level mackinn on – Haug – michelis (1999) p- values.

Unrestricted co-integration Rank Test (maximum Eigen value)

Hypothesized No.of CE(s)	Eigenvalue	Statistic Trace	Critical Value 0.05	Prob.**
None *	0.819520	58.21260	38.33101	0.0001
At most 1	0.538449	26.28750	32.11832	0.2178
At most 2	0.402295	17.49839	25.82321	0.4166
At most 3	0.282805	11.30183	19.38704	0.4827
At most 4	0.151523	5.586608	12.51798	0.5145

Source: Author's Computation using e-view version 9

Johansson co-integration result shows that there is long-run equilibrium relationship between the dependent and independent variables.

Presentation of the Regression Result

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.720217	0.074242	77.04811	0.0000
LMC	0.351387	0.055321	6.351728	0.0000
LVOT	0.072525	0.019614	3.697663	0.0008
LEQS	-0.194727	0.041830	-4.655227	0.0001
LTNI	0.334507	3.539808	3.771580	0.0007
ECM(-1)	0.657982	0.145504	4.522079	0.0001

R-squared	0.754002	Mean dependent var	6.071049
Adjusted R-squared	0.746583	S.D. dependent var	0.293737
S.E. of regression	0.067889	Akaike info criterion	-2.394497
Sum squared resid	0.142876	Schwarz criterion	-2.133267
Log likelihood	50.29820	Hannan-Quinn criter.	-2.302401
F-statistic	128.5882	Durbin-Watson stat	1.796025
Prob(F-statistic)	0.000000		

Source: E-view output

The R^2 which is the coefficient of determination or the measure of goodness of fit shows the degree of variation in the dependent variable, as explained by the independent variables all taken together. The closer our R^2 is to 1, the better the goodness of fit of the model. From the result in table 4.3 above, we found out that our R^2= 0.754002. This is closer to 1 and thus indicates that our model displayed a good fit. The adjusted R^2 = 0.74, implies that despite the adjustment in the degree of freedom our variables can still explain about 74% of the changes or variation in the model. Thus, it is in line with the result of the goodness of fit of the model.

The f-statistics is used to test the overall statistical significance of our parameter in the model. If the probability of f in the computed model is greater than the desired level of significance (0.5) we accept the null hypothesis and reject the alternative. From the result in table 4.3 above the computed value of f is 128.5882 while its probability is 0.00000. Since its probability is less than 0.05 we accept alternative hypothesis which states that the independent variables are jointly statistically significant in explaining the dependent variable.

The Durbin Watson statistic is used to test for the presence or otherwise of autocorrelation in our regression model. When the value of our d-w statistics is 1.7, it means the absence of autocorrelation among the explanatory variables in the model.

The a'priori expectation is determined by the existing finance theory and it indicates the signs of the economic relationship under consideration. From the result of our estimated model it was discovered that market capitalization has a positive sign given its value as 0.351387. This implies that increase point of sale in increase the Manufacturing sector output by 35%.

Value of transaction has negative sign given its value as 0.072525, this means that increase in automated teller machine increase the Manufacturing sector output by 0.72%, and this conforms to our a'priori expectation. Equity has a negative sign given its value as -0.194727. This suggests that negative sign also decreases the Manufacturing sector output by 0.19%. This conforms to our theoretical expectation. Total new issues have a positive sign given its value as 0.334507. This suggests that positive sign also increases the Manufacturing sector output by 0.33%.

The t-statistics, helps in detecting the individual statistical significance of parameter from the model. It was discovered that market capitalization, value of transactions and total new issues were positive and statistically significant, which implies that they contributed to Manufacturing sector output. However, equity is negative and significant. The coefficient of the error correction term carries the correct sign and it is statistically significant at 5 per cent level with the speed of convergence to equilibrium of 65 percent. From the findings it was observed that stock market is statistically significant as such the researcher conclude in favour of alternative hypothesis which states that stock market has significant effect on the manufacturing sector output in Nigeria**.**

5. CONCLUSION

The study found that stock market has a significant positive effect on manufacturing sector output. The need for effective capital market stems from the realization that, through it, savings can be mobilized and channeled for production investment. Apart from that, the ability to mobilize funds easily and cheaply on the capital market has also been found to be an incentive for enterprises to expand their operations and diversify into large scale enterprises. The finding is in line with the study of Aduda. Chogii, and Murayi, (2014) that stock market play an important role in boosting manufacturing sector output and enhance overall organization performance. This also agrees with the study of Alenoghena, (2016) that stock market can significantly influence the performance of manufacturing sector output positively. Policies guiding capital market should be maintained since they foster growth of the manufacturing sector in Nigeria. The funds raised by government in the form of government securities in the capital market should be put into productive sectors of the economy that will necessitate to growth in all facets of the economy.

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